

Tennessee has been referred to as the Silicon Valley for health care companies – fostering an environment that allows health care pioneers to innovate and grow. However, there has historically been a disconnect between the health care knowledge-base in our State and health outcomes.

We have a unique opportunity to develop public-private partnerships across all health care stakeholders – patients, providers, and payers – that will establish Tennessee as a world-class health care market and improve the health of our citizens.

### ***What We Did***

To begin this process, Stuart McWhorter, Commissioner of the Tennessee Department of Finance and Administration, organized four Health Care Listening Tour sessions across Tennessee focused on critical health care topics, including chronic conditions, rural health, medical billing, and innovation. Commissioner McWhorter was joined by:

- Commissioner Danielle Barnes, Department of Human Services
- Deputy Commissioner Carter Lawrence, Department of Commerce and Insurance
- Commissioner Jennifer Nichols, Department of Children’s Services
- Commissioner Dr. Lisa Piercey, Department of Health
- Director Gabe Roberts, TennCare
- Commissioner Bob Rolfe, Department of Economic and Community Development
- Commissioner Brad Turner, Department of Intellectual and Developmental Disabilities
- Commissioner Marie Williams, Department of Mental Health and Substance Abuse Services

This effort was a public-private partnership that included informational meetings with patients, providers, and payers in each of our three grand divisions, as well as approximately 50 small group meetings to collect in-depth feedback and perspective on opportunities to improve health care in Tennessee.

#### **At A Glance**

*Governor Lee seeks to establish Tennessee as a world-class health care market using transparency and competition.*

**What We Did:** Held four Health Care Listening Tour sessions from July – August 2019 and conducted approximately 50 additional one-on-one or small group stakeholder meetings.

**Why We Did It:** Gathered insight from patient, provider, and payer stakeholders to identify health care opportunities and challenges.

**What We Heard:** Five major themes, all of which will drive health care access: 1) Transportation, 2) Technology and telehealth, 3) Rural health, 4) Social determinants of health, and 5) Transparency in healthcare.

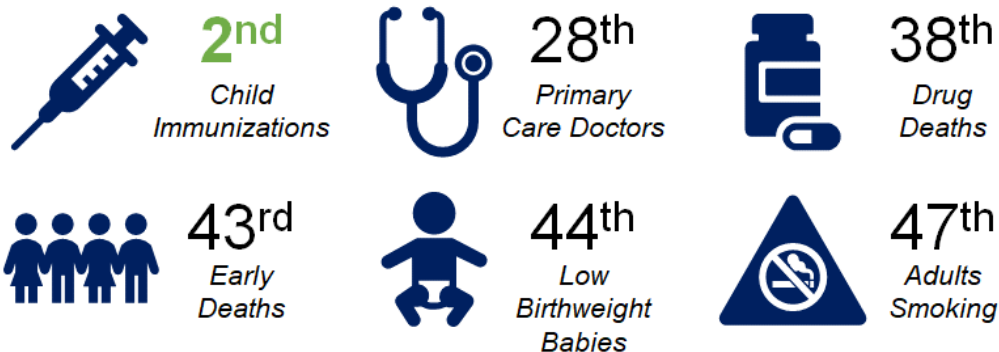
**What’s Next:** Form a Health Care Modernization Task Force to discuss these themes in public and advise on potential solutions.

*Listening Tour Sessions Held Across Tennessee*





Date	Host	City	Time
July 17, 2019	Cleveland State University	Cleveland	10:15am to 3:00pm
July 24, 2019	Austin Peay State University	Clarksville	10:15am to 3:00pm
July 31, 2019	University of Tennessee Health Science Center	Memphis	10:15am to 3:00pm
August 12, 2019	Lipscomb University	Nashville	10:15am to 3:00pm

**Why We Did It**

Tennessee ranks 42nd in the nation in overall state health rankings<sup>1</sup>, and has significant room for improvement on a number of health measures.



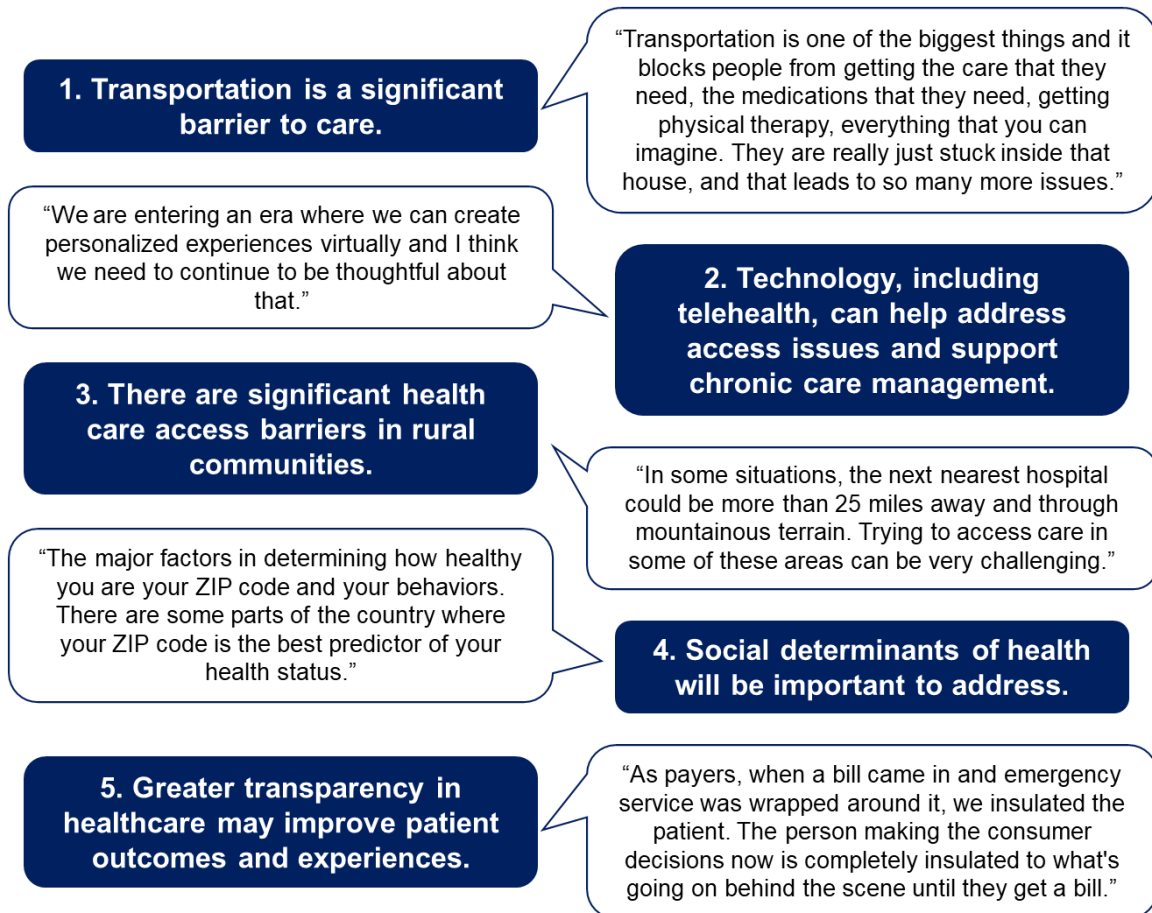
We need to understand the root cause of the issues preventing us from being a healthier, and therefore more prosperous State. Our goal was to listen and have candid conversations with Tennesseans who are the closest to health care's most complex issues.

-  **Engage stakeholders** to gather feedback and expert opinions through Listening Tour sessions and other meetings
-  **Recognize key themes** gathered from stakeholder input and identify potential policy objectives and options
-  **Identify strategies** for consideration by the Task Force to address policy objectives that will help the State achieve its goals
-  **Propose actionable next steps** the State may take to implement selected strategies

<sup>1</sup> "America's Health Rankings." Available at: <https://www.americashealthrankings.org/explore/annual/measure/Overall/state/TN>.

## What We Heard

Department Commissioners led discussions alongside experts to further explore improving rural health, reducing chronic conditions, improving transparency, and helping to foster innovation. Through those discussions and subsequent conversations with other health care leaders, we heard five major themes, all of which coalesced around access.



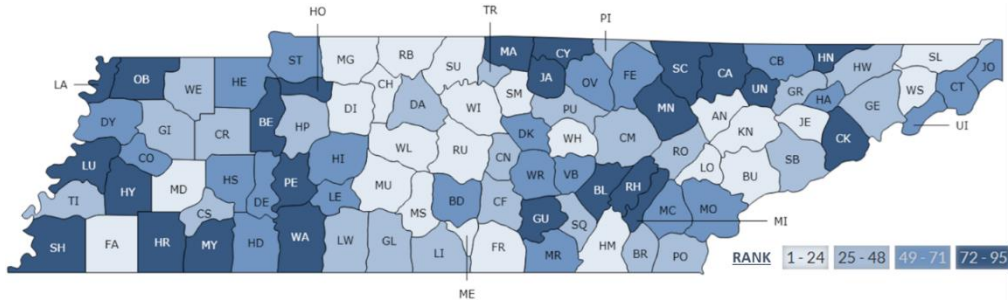
### Additional Findings and Analysis

In addition to what we have learned through the discussions, we will also consider the following:

- Certain areas of Tennessee face more complicated health care-related challenges and may struggle with multiple health care and social determinant challenges simultaneously.
- “One size fits all” approaches that fail to account for unique community circumstances may not be feasible.
- Additional barriers, including geography and economic stability, could hinder a strategy’s success.

The following map shows each county’s rank within the State for overall health rankings with lighter colors indicating better performance. This map can help identify which areas of Tennessee have multiple health care-related challenges.

*Some Communities Face More Complicated Health Care-Related Challenges<sup>2</sup>*



**What's Next**

The State will continue to facilitate discussions with agency partners, patients, providers, payers, and other interested stakeholders to improve the health outcomes for Tennesseans. To do this, the State is announcing the Health Care Modernization Task Force.



Based on the Listening Tour, we identified some potential topics for the Health Care Modernization Task Force to explore and provide options for consideration.

- Align state, private, and public entities to better serve communities, particularly in rural Tennessee
- Expand physician and other healthcare workforce development programs, as well as examine the capacity of the existing healthcare workforce
- Increase use of technology to help address access gaps
- Modernize facilities
- Address social determinants of health to help foster healthier populations

**Access**

<sup>2</sup> "County Health Rankings & Roadmaps." Available at: <https://www.countyhealthrankings.org/app/tennessee/2019/overview>

To explore these issues more in-depth and provide policy considerations for the State, the following individuals have been named to Tennessee's Health Care Modernization Task Force:

Co-Chairman Commissioner Stuart McWhorter, Tennessee Department of Finance and Administration

Co-Chairman Bill Carpenter, Former Chairman and CEO, LifePoint Health

Speaker Pro Tempore Ferrell Haile

Chairman Pat Marsh

Chairman Bo Watson

Chairman Robin Smith

Chairman Paul Bailey

Chairman Ron Travis

Senator Raumesh Akbari

Representative John DeBerry Jr.

Dr. Mike Carrigan, MD, Chief Administrator, Premier Medical Group

Dr. James Bailey, MD, MPH, FACP, Professor and Director, Center for Health System Improvement, Robert S. Pearce Endowed Chair in Internal Medicine, The University of Tennessee Health Science Center

Dr. Brian DeBusk, PhD, MBA, First Vice-Chairman, Board of Trustees, Lincoln Memorial University

Dr. James E. K. Hildreth, PhD, MD, President, Meharry Medical College

Melanie Keller, RN, BSN, MHA, CEO Meritan, Inc.

Mary Kiger, MPP, Executive Director of TN Charitable Care Network

Kathie Krause, MSN, RN, Chief Nursing Officer, Vanderbilt Children's Hospital

Shantelle Leatherwood, MHA, CMPE, CEO, Christ Community Health Services

Alan Levine, MBA, MHS, Executive Chairman, President and CEO of Ballad Health

Dr. Jim King, MD, Family Physician

Kim Parker, MSSW, Director of Inpatient and Crisis Services, Pathways Behavioral Health Services

Jeff Tibbals, Scott County Mayor

Dr. Michael Ugwueke, DHA, MPH, FACHE, President and CEO of Methodist Le Bonheur Healthcare

Dr. Andrea Willis, MD, MPH, Chief Medical Officer, Blue Cross Blue Shield, Tennessee

Dr. Randy Wykoff, MD, MPH & TM, Dean and Professor, College of Public Health, East Tennessee State University