



After months of research and community engagement, Wellmont Health System and Mountain States Health Alliance are prepared to make a series of important commitments and transformational investments in six key areas over the next 10 years to improve health in the region.



Improve Community Health – We will invest at least **\$75 million** in population health improvements to meet the unique health needs of our region through a 10-year plan to be developed with the community and the public health resources at ETSU.



Enhance Health Care Services – We will invest at least **\$140 million** to expand community-based mental health services, residential and outpatient addiction recovery programs, and tobacco and substance abuse prevention programs as well as to further support children's and rural health services.



Expand Access and Choice – We will maintain three full-service tertiary hospitals in Johnson City, Kingsport and Bristol; repurpose some current facilities to develop and enhance access to needed services; and ensure physicians are able to practice where they choose and patients are able to seek care where they choose.



Improve Health Care Value – We will invest up to \$150 million to implement a common information technology platform to support the regional exchange of health information, connect our hospitals, physicians and other caregivers and allow the combined system to offer higher quality, more convenient and more cost-effective care for patients.



Expand Health Research and Graduate Medical Education – We will invest at least \$85 million to develop and grow academic and research opportunities, support post-graduate health care training, and strengthen the pipeline and preparation of health professionals in the region.



Attract and Retain a Strong Workforce – We will offer competitive pay and benefits to attract and retain the best and brightest team members, and combine the best of each organization's career development opportunities - enabling us to become one of the top health system employers in the country.

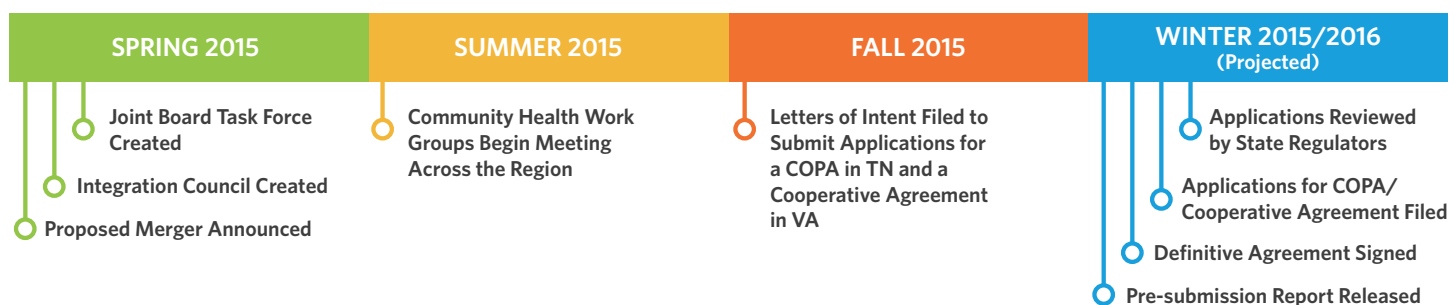
Learn more about our community commitments in a report we've developed as part of the regulatory approval process. View the report and provide feedback at: [BecomingBetterTogether.org](https://www.becomingbettertogether.org)

The Path We're Pursuing

In April 2015, Wellmont Health System and Mountain States Health Alliance began to explore how health care in our region could look if we joined together. We had a promising vision, but we wanted to learn more from our friends, neighbors and the community to understand how we could best serve you.

We've met with thousands of people – in communities we serve both large and small – to answer questions, talk about how to best tackle our region's critical health care issues and discuss our commitment to keeping care affordable and accessible.

That work continues today, and we're making excellent progress toward bringing our organizations together. Here is a brief snapshot of our efforts:



The path we are pursuing is an innovative model unlike traditional mergers so common among hospitals and providers today. Here is how our path is different:

Our Path

- **State oversight.** Through a COPA/cooperative agreement, the proposed organization must be approved by both states, and then be actively supervised to ensure it benefits the community by providing affordable, accessible, cost-efficient and high-quality care for years to come.
- **A health system designed for our region.** Together we will create efficiencies, expand services, increase choices, improve access to care, and address the serious health issues that affect our region and matter most to the people we serve.

The Alternative

- **No enforceable protections for the community.** Standard "out-of-market" acquisitions of hospitals do not generally include strict enforcement mechanisms to protect consumers or ensure the community benefits.
- **No accountability.** An outside health system could be free to take merger-related savings and jobs out of our communities. That organization would face no requirement or local accountability to make the investments in community health that our region desperately needs.

We believe our proposed alternative is better. It is the only model that maintains local governance, provides an enforceable commitment to limit pricing growth, keeps hundreds of millions of dollars in our region and invests those dollars in the improved health of our region while also preserving local jobs.

Learn more at: BecomingBetterTogether.org