



**Vermont Health Care Innovation Project
Practice Transformation Work Group Meeting Minutes**

Pending Work Group Approval

Date of meeting: April 5, 2016; 10:00 AM to 12:00 PM; Red Oak Room, State Office Complex, 280 State Drive, Waterbury, VT

| Agenda Item | Discussion | Next Steps |
|---|--|------------|
| <p>1. Welcome, Introductions</p> <p>Approval of minutes</p> | <p>Deborah Lisi-Baker opened the meeting at 10:03.</p> <p>A roll call was taken and a quorum was present.</p> <p>Sue Aranoff made a motion to approve the minutes of the last meeting by exception; Dale Hackett seconded the motion. The minutes were approved with 3 abstentions: Trinkia Kerr, Sam Liss and Maura Graff.</p> | |
| <p>2. Accountable Community for Health, Peer Learning Lab Update</p> | <p>Accountable Community for Health, Peer Learning Lab Update</p> <p>Heidi Klein – Director of Health Surveillance; Vermont Department of Health</p> <p>Heidi Klein presented on the Accountable Communities for Health, Peer Learning Lab. She began with an overview of the concept of Accountable Communities for Health and discussed how the VHCIP has approached the idea of how we might create an accountable community for health in Vermont.</p> <p>Following on the work of the Prevention Institute and the creation of the report that was completed as part of Phase I of this project, we decided to pursue a peer learning model. Vermont has several communities who are interested in taking the next step in the process and they are all at different points of developing at least some of the components of an accountable community for health.</p> <p>The lab is designed to facilitate a forum where these communities can learn from one another by participating in in-person learning events interspersed with webinars.</p> <p>Dale Hackett asked about how this type of work might be sustained in the long term? Heidi responded that New and innovative payment models may allow us to be creative around how we currently fund</p> | |

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| | <p>things. Additionally, alternative funding sources could help support this type of model. For example, Jim Hester is part of a work group that is investigating ways to find alternative funding models to help impact the social determinants of health. Laural Ruggles reinforced the complexity of our current payment models, and illustrated this by noting the large volume of disparate funding streams her local designated mental health agency receives from Medicaid alone.</p> <p>Sam Liss asked Heidi to elaborate on the goal of addressing the social determinants of health through an accountable communities for health model. Heidi responded that under the community collaboratives there are work groups state wide that are thinking how to improve things like housing, transportation and other social determinants of health. One positive development that is occurring in the community collaborative teams is the involvement of leadership from key organizations that are working together to set priorities for the community as a whole.</p> | |
| <p>3. Update on the Medicaid Pathway</p> | <p>Update on the Medicaid Pathway Michael Costa, Deputy Director of Health Care Reform and Selina Hickman, Director of Health Care Operations and Quality at the AHS Secretary's Office</p> <p>Michael Costa began with a brief update on the All Payer Model and reviewed the slides in the meeting packet starting on page 18.</p> <p>Vermont is negotiating with the federal government (CMS) to work out the details that would eventually form the basis for an all payer waiver for Vermont. He highlighted that we also want to start changing the way that we talk about health care reform so that we keep the goal in sight: An integrated health system that can achieve the Triple Aim.</p> <p>Sue Aranoff asked whether the all payer model approach must include an ACO because the model in Maryland does not utilize one. Michael responded that it does not, but that Vermont has determined that in order to encourage provider led reform, and to increase the likelihood that we will gain CMS approval, an ACO model has been determined to be the way forward for Vermont.</p> <p>Dale Hackett asked why DVHA is issuing an RFP soliciting ACO involvement in the all payer model while AHS central office is overseeing the Medicaid Pathways initiative. Michael and Selina responded that in this scenario DVHA is the 'payer' in State Government that is looking to contract with an ACO for payments related to those services that are similar to Medicare A&B services. However, DVHA and AHS more broadly cover a wide range of services outside of that definition. The Medicaid Pathways initiative is a critical step to understanding how to expand the all payer model to include additional services over time.</p> <p>Ben Watts from the Department of Corrections offered several points to include in the conversation:</p> | |

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| | <ol style="list-style-type: none"> 1) The notion of the Triple Aim – ‘Staffing/Workforce’ can be considered a 4th Aim. 2) New York State has the ability to pay for services for incarcerated individuals who are within 30 days of release under a Medicaid waiver. It would be very beneficial to include this benefit under any new waivers that are being negotiated on behalf of the State of Vermont. 3) Alignment of incentives – it appears there are not enough financial incentives for DAs They are beginning to be included in reform conversations, but the payments have not yet followed. 4) PCPs and DAs – these should be seen as the front line in delivering care. <p>Michael Costa expressed appreciation for the observations and likened the tasks to creating a doorway: our job is to build the door – can we make it attractive enough for the DAs (among others) to walk through it?</p> <p>Selina Hickman next reviewed the Medicaid Pathway slides in the materials packet – starting on page 29.</p> <p>She noted that there is a great deal of work needed to make this initiative possible. For example, the work group that is reviewing the designated agency and mental health services has allotted 6 months for that work and up to a year to implement the payment model.</p> <p>Dale asked about the providers who are participating in the ACO Shared Savings Program – it’s mostly the groups of hospitals and physicians and community providers who are participating.</p> <p>Maura Graff also asked about the “TBD” category of departments – what are the plans for including them? Selina responded that this is primarily a human resources issue in that we don’t have enough people to work on everything at once and that the TBD was meant more to refer to the timing. It seems that several of the departments listed are indeed already engaging in the process.</p> <p>Selina described the slide on page 32 of the materials packet and noted that the first column that is colored green should really be about a third of the whole picture as it represents more of the total than it graphically appears to show. This slide is meant to show how complicated the model and its implementation will be as all the items must be in alignment in order to be eligible for payment under the model.</p> <p>Patricia Singer pointed out that the DMH 1115A waiver already includes both hospital and community based care payments – and they manage it within their utilization reviews.</p> <p>Sam Liss asked if the model of care incorporates not only the concept of person/family <i>centered</i> care but also person/family <i>directed</i> care. Selina noted that the Medicaid Pathways initiative draws heavily from the DLTSS Model of Care that absolutely includes an emphasis on person directed care.</p> | |

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| | <p>Deborah Lisi-Baker asked about efforts to include advocates and consumer representatives in the development of this model, as they often feel left out of the conversation around what the best outcomes for families will be. Selina indicated that the plan will come back through the SIM work groups so that the public process of SIM will be engaged there. As well, any changes to Medicaid requires a robust public process and will likely involve MEAB. As well, the next legislative session will need to address the changes proposed to the funding streams. Deborah also pointed out that providers have always been interested in streamlining the administrative relationship with AHS. She hopes that the Medicaid Pathway will develop some congruence and integration in the way that AHS will work with providers. Selina noted that the goal is to indeed do that and also that she is cognizant that providers may find themselves in a very complicated place if they are left with feet in both worlds for too long, hence the need for a fast pace of change.</p> <p>Laural Ruggles also noted the anxiety level in the communities and amongst providers is very high: What can we tell them to alieve that anxiety? Michael responded by asking this question “Do we want to keep walking down this road?” Are the providers willing to keep walking on this path based on the facts of today and the potential opportunity that is presented? We don’t have to commit the full model at this time, but rather to keep the conversation going as facts materialize over time.</p> | |
| <p>4. Core Competency Training Update Erin Flynn – DVHA</p> <p>Learning Collaborative Update Pat Jones - GMCB</p> | <p>Core Competency Training Update</p> <p>Erin Flynn provided an update on the Core Competency Training Series. The response has been strong and the training sites have been chosen to try to cover the state as widely as possible. The interest has been so high that an additional session has been scheduled for the Burlington area. The materials packet contains a listing of the whole training schedule and the materials have all be posted to a new page on the VHCIP website, linked here.</p> <p>240 people have signed up already; with a waitlist for all locations. Staff is doing everything possible to meet the training needs of all those interested.</p> <p>Learning Collaborative Update</p> <p>Pat Jones provided an update on the ongoing Integrated Communities Care Coordination Learning Collaborative program. In person learning sessions for 2nd and 3rd cohorts were held March 16th and 17th. These focused on care coordination conferences and shared care plans. Nationally recognized faculty member Jill Rinehart, along with Shelley Waterman, and Kristy Trask presented. As well, Jeanne McAllister from the Indiana School of Medicine was invited back to present.</p> | |

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| | <p>There was great participation including members of the original pilot communities – highlights include the use of UVM trained actors (Standardized Patients) to role play the implementation of multi-organizational care conferences.</p> <p>On May 24th and 25th expert faculty member Lauran Hardin will return for a series of in person learning sessions focused on sustainability. Sarah Narkewicz will also be presenting on how to train others in your community to use the tools. Also, the agenda will highlight the Patient Ping ENS statewide system. A future in person learning session will focus on transitions of care and how peoples acuity and needs change over time. –The team continues to work with ACO partners, Blueprint and community partners to carry on this work. We are seeing participants in the Core Competency referencing the tools we've developed as part of the LC so it is wonderful to see the synergies circling around the same topics and tools. Finally, the team is nearing completion of a tool kit that will be made publicly available highlighting the tools and teachings of the last two years of the Integrated Communities Care Management Learning Collaborative model.</p> | |
| <p>6. Next Steps</p> | <p>Please note that the May Practice Transformation work group meeting is cancelled!</p> <p>The next meeting is Tuesday, June 7, 2016 10:00 am – 12:00 pm</p> <p>Red Oak Conference Room, 280 State Drive, Waterbury This is in the new State Office Complex</p> <p>(New Building - the meeting space is located on the 2nd floor above the main entrance) Call-In Number: 1-877-273-4202 Conference ID: 2252454</p> | |

VHCIP Practice Transformation Work Group Member List

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Tuesday, April 05, 2016

| Member | | Member Alternate | | Minutes | Organization |
|------------|--------------|------------------|--------------|---------|--|
| First Name | Last Name | First Name | Last Name | | |
| Susan | Aranoff ✓ | Gabe | Epstein | | AHS - DAIL |
| | | Bard | Hill | | AHS - DAIL |
| | | Clare | McFadden | | AHS - DAIL |
| Beverly | Boget | Peter | Cobb | | VNAs of Vermont |
| | | Michael | Counter | | VNA & Hospice of VT & NH |
| Kathy | Brown | Todd | Bauman | | DA - Northwest Counseling and Support Services |
| | | Stephen | Broer | | DA - Northwest Counseling and Support Services |
| Barbara | Cimaglio | | | | AHS - VDH |
| Molly | Dugan | Stefani | Hartsfield | | Cathedral Square and SASH Program |
| | | Kim | Fitzgerald | | Cathedral Square and SASH Program |
| Eileen | Girling | Heather | Bollman | | AHS - DVHA |
| | | Jenney | Samuelson | | AHS - DVHA - Blueprint |
| Maura | Graff ✓ | | | A | Planned Parenthood of Northern New England |
| Deborah | Lisi-Baker ✓ | | | | UVM; Co-chair |
| Dale | Hackett ✓ | | | | Consumer Representative |
| Sarah | Jemley | Jane | Catton | | Northwestern Medical Center |
| | | Candace | Collins | | Northwestern Medical Center |
| Linda | Johnson | Debra | Repice | | MVP Health Care |
| Pat | Jones ✓ | Annie | Paumgarten ✓ | | GMCB |
| Trinka | Kerr ✓ | Nancy | Breiden | A | VLA/Health Care Advocate Project |
| Jackie | Majoros ✓ | Barbara | Prine | | VLA/LTC Ombudsman Project |
| Dion | LaShay | | | | Consumer Representative |
| Patricia | Launer ✓ | Kendall | West | | Bi-State Primary Care |
| Sam | Liss ✓ | | | A | Statewide Independent Living Council |

VHCIP Practice Transformation Work Group Member List

Tuesday, April 05, 2016

| Member | | Member Alternate | | Minutes | Organization |
|------------|--------------|------------------|-----------|---------|---|
| First Name | Last Name | First Name | Last Name | | |
| Sara | Barry | Emily | Bartling | | OneCare Vermont |
| Miriam | | Maura | Crandall | | OneCare Vermont |
| Kate | McIntosh | Judith | Franz | | Vermont Information Technology Leaders |
| Bonnie | McKellar | Mark | Burke | | Brattleboro Memorial Hospital |
| Madeleine | Mongan | Stephanie | Winters | | Vermont Medical Society |
| Julie | Tessler | | | | VCP - Vermont Council of Developmental and Mental Health Services |
| | | Mary | Moulton | | VCP - Washington County Mental Health Services Inc. |
| | | Catherine | Simonson | | VCP - HowardCenter for Mental Health |
| | | Stephen | Broer | | VCP - Northwest Counseling and Support Services |
| Sarah | Narkewicz | | | | Rutland Regional Medical Center |
| Laural | Ruggles | | | | Northeastern Vermont Regional Hospital; Co-chair |
| Patricia | Singer | Jaskanwar | Batra | | AHS - DMH |
| | | Mourning | Fox | | AHS - DMH |
| | | Kathleen | Hentcy | | AHS - DMH |
| Angela | Smith-Dieng | Mike | Hall | | V4A |
| Shawn | Skaflestad | Kirsten | Murphy | | AHS - Central Office |
| | | Julie | Wasserman | | AHS - Central Office - DDC |
| Audrey-Ann | Spence | Teresa | Voci | | Blue Cross Blue Shield of Vermont |
| JoEllen | Tarallo-Falk | | | | Center for Health and Learning |
| Lisa | Viles | | | | Area Agency on Aging for Northeastern Vermont |
| Kirsten | Murphy | | | | VT Developmental Disabilities Council |

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VHCIP Practice Transformation Work Group

Attendance Sheet

Tuesday, April 05, 2016

| | First Name | Last Name | Organization | Practice Transformation |
|----|--------------------|----------------------------|---|-------------------------|
| 1 | Nancy | Abernathy | Learning Collaborative Facilitator | X |
| 2 | Peter | Albert | Blue Cross Blue Shield of Vermont | X |
| 3 | Susan | Aranoff ✓ | AHS - DAIL | M |
| 4 | Debbie | Austin ✓ | AHS - DVHA | X |
| 5 | Ena | Backus | GMCB | X |
| 6 | Melissa | Bailey | AHS - DMH | X |
| 7 | Michael | Bailit | SOV Consultant - Bailit-Health Purchasing | X |
| 8 | Susan | Barrett | GMCB | X |
| 9 | Emily | Bartling | OneCare Vermont | MA |
| 10 | Jaskanwar | Batra | AHS - DMH | MA |
| 11 | Todd | Bauman | DA - Northwest Counseling and Support Ser | MA |
| 12 | Bob | Bick | DA - HowardCenter for Mental Health | X |
| 13 | Charlie | Biss | AHS - Central Office - IFS / Rep for AHS - DM | X |
| 14 | Beverly | Boget | VNAs of Vermont | M |
| 15 | Heather | Bollman | AHS - DVHA | MA |
| 16 | Mary Lou | Bolt | Rutland Regional Medical Center | X |
| 17 | Nancy | Breiden | VLA/Disability Law Project | MA |
| 18 | Stephen | Broer | DA - Northwest Counseling and Support Ser | MA |
| 19 | Stephen | Broer | VCP - Northwest Counseling and Support Se | M |
| 20 | Kathy | Brown | DA - Northwest Counseling and Support Ser | M |
| 21 | Martha | Buck | Vermont Association of Hospital and Health | A |
| 22 | Mark | Burke | Battleboro Memorial Hopsital | MA |
| 23 | Anne | Burmeister | Planned Parenthood of Northern New Engla | X |
| 24 | Dr. Dee | Burroughs-Biron | AHS - DOC | X |
| 25 | Denise | Carpenter | Specialized Community Care | X |
| 26 | Jane | Catton | Northwestern Medical Center | MA |

Samantha Haley - DVHA

| | | | | |
|----|-------------------|--------------------|---|----|
| 27 | Alysia | Chapman | DA - HowardCenter for Mental Health | X |
| 28 | Joy | Chilton | Home Health and Hospice | X |
| 29 | Amanda | Ciecior | AHS - DVHA | S |
| 30 | Barbara | Cimaglio | AHS - VDH | M |
| 31 | Peter | Cobb | VNAs of Vermont | MA |
| 32 | Candace | Collins | Northwestern Medical Center | MA |
| 33 | Amy | Coonradt | AHS - DVHA | S |
| 34 | Alicia | Cooper | AHS - DVHA | S |
| 35 | Amy | Cooper | HealthFirst/Accountable Care Coalition of t | X |
| 36 | Michael | Counter | VNA & Hospice of VT & NH | M |
| 37 | Maura | Crandall | OneCare Vermont | MA |
| 38 | Claire | Crisman | Planned Parenthood of Northern New Engla | A |
| 39 | Diane | Cummings | AHS - Central Office | X |
| 40 | Dana | Demartino | Central Vermont Medical Center | X |
| 41 | Steve | Dickens | AHS - DAIL | X |
| 42 | Molly | Dugan | Cathedral Square and SASH Program | M |
| 43 | Gabe | Epstein ✓ | AHS - DAIL | MA |
| 44 | Trudee | Ettlinger | AHS - DOC | X |
| 45 | Klm | Fitzgerald | Cathedral Square and SASH Program | MA |
| 46 | Patrick | Flood | CHAC | X |
| 47 | Erin | Flynn ✓ | AHS - DVHA | S |
| 48 | Mourning | Fox | AHS - DMH | MA |
| 49 | Judith | Franz | Vermont Information Technology Leaders | MA |
| 50 | Mary | Fredette | The Gathering Place | X |
| 51 | Aaron | French | AHS - DVHA | X |
| 52 | Meagan | Gallagher | Planned Parenthood of Northern New Engla | X |
| 53 | Joyce | Gallimore | Bi-State Primary Care/CHAC | X |
| 54 | Lucie | Garand | Downs Rachlin Martin PLLC | X |
| 55 | Christine | Geiler | GMCB | S |
| 56 | Eileen | Girling | AHS - DVHA | M |
| 57 | Steve | Gordon | Brattleboro Memorial Hopsital | X |
| 58 | Maura | Graff ✓ | Planned Parenthood of Northern New Engla | M |
| 59 | Dale | Hackett ✓ | Consumer Representative | M |
| 60 | Mike | Hall | Champlain Valley Area Agency on Aging / C | MA |

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|----|-----------|--------------|--|----|
| 61 | Stefani | Hartsfield | Cathedral Square | MA |
| 62 | Carolynn | Hatin | AHS - Central Office - IFS | S |
| 63 | Kathleen | Hentcy | AHS - DMH | MA |
| 64 | Selina | Hickman ✓ | AHS - DVHA | X |
| 65 | Bard | Hill | AHS - DAIL | MA |
| 66 | Breena | Holmes | AHS - Central Office - IFS | X |
| 67 | Marge | Houy | SOV Consultant - Bailit-Health Purchasing | S |
| 68 | Christine | Hughes | SOV Consultant - Bailit-Health Purchasing | S |
| 69 | Jay | Hughes | Medicity | X |
| 70 | Jeanne | Hutchins | UVM Center on Aging | X |
| 71 | Sarah | Jemley | Northwestern Medical Center | M |
| 72 | Linda | Johnson | MVP Health Care | M |
| 73 | Craig | Jones | AHS - DVHA - Blueprint | X |
| 74 | Pat | Jones ✓ | GMCB | M |
| 75 | Margaret | Joyal | Washington County Mental Health Services | X |
| 76 | Joelle | Judge ✓ | UMASS | S |
| 77 | Trinka | Kerr ✓ | VLA/Health Care Advocate Project | M |
| 78 | Sarah | Kinsler ✓ | AHS - DVHA | S |
| 79 | Tony | Kramer | AHS - DVHA | X |
| 80 | Sara | Lane | AHS - DAIL | X |
| 81 | Kelly | Lange | Blue Cross Blue Shield of Vermont | X |
| 82 | Dion | LaShay | Consumer Representative | M |
| 83 | Patricia | Launer ✓ | Bi-State Primary Care | M |
| 84 | Deborah | Lisi-Baker ✓ | SOV - Consultant | C |
| 85 | Sam | Liss ✓ | Statewide Independent Living Council | M |
| 86 | Vicki | Loner | OneCare Vermont | M |
| 87 | Carole | Magoffin ✓ | AHS - DVHA | S |
| 88 | Georgia | Maheras ✓ | AOA | S |
| 89 | Jackie | Majoros ✓ | VLA/LTC Ombudsman Project | M |
| 90 | Carol | Maroni | Community Health Services of Lamoille Vall | X |
| 91 | David | Martini | AOA - DFR | X |
| 92 | John | Matulis | | X |
| 93 | James | Mauro | Blue Cross Blue Shield of Vermont | X |
| 94 | Lisa | Maynes | Vermont Family Network | X |

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|-----|-----------|------------|---|----|
| 95 | Clare | McFadden | AHS - DAIL | MA |
| 96 | Kate | McIntosh | Vermont Information Technology Leaders | M |
| 97 | Bonnie | McKellar | Brattleboro Memorial Hospital | M |
| 98 | Elise | McKenna | AHS - DVHA - Blueprint | X |
| 99 | Jeanne | McLaughlin | VNAs of Vermont | X |
| 100 | Darcy | McPherson | AHS - DVHA | A |
| 101 | Madeleine | Mongan | Vermont Medical Society | M |
| 102 | Monika | Morse | | X |
| 103 | Judy | Morton | Mountain View Center | X |
| 104 | Mary | Moulton | VCP - Washington County Mental Health Se | M |
| 105 | Kirsten | Murphy | AHS - Central Office - DDC | MA |
| 106 | Reeva | Murphy | AHS - Central Office - IFS | X |
| 107 | Sarah | Narkewicz | Rutland Regional Medical Center | M |
| 108 | Floyd | Nease | AHS - Central Office | X |
| 109 | Nick | Nichols | AHS - DMH | X |
| 110 | Monica | Ogelby | AHS - VDH | X |
| 111 | Miki | Olszewski | AHS - DVHA - Blueprint | X |
| 112 | Jessica | Oski | Vermont Chiropractic Association | X |
| 113 | Ed | Paquin | Disability Rights Vermont | X |
| 114 | Annie | Paumgarten | GMCB | MA |
| 115 | Laura | Pelosi | Vermont Health Care Association | X |
| 116 | Eileen | Peltier | Central Vermont Community Land Trust | X |
| 117 | John | Pierce | | X |
| 118 | Luann | Poirer | AHS - DVHA | S |
| 119 | Rebecca | Porter | AHS - VDH | X |
| 120 | Barbara | Prine | VLA/Disability Law Project | MA |
| 121 | Betty | Rambur | GMCB | X |
| 122 | Allan | Ramsay | GMCB | X |
| 123 | Paul | Reiss | HealthFirst/Accountable Care Coalition of t | X |
| 124 | Virginia | Renfrew | Zatz & Renfrew Consulting | X |
| 125 | Debra | Repice | MVP Health Care | MA |
| 126 | Julie | Riffon | North Country Hospital | X |
| 127 | Laural | Ruggles | Northeastern Vermont Regional Hospital | C |
| 128 | Bruce | Saffran | VPQHC - Learning Collaborative Facilitator | X |

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|-----|------------|---------------|--|------|
| 129 | Jenney | Samuelson | AHS - DVHA - Blueprint | MA |
| 130 | Jessica | Sattler | Accountable Care Transitions, Inc. | X |
| 131 | Rachel | Seelig | VLA/Senior Citizens Law Project | X |
| 132 | Susan | Shane | OneCare Vermont | X |
| 133 | Maureen | Shattuck | Springfield Medical Care Systems | X |
| 134 | Julia | Shaw | VLA/Health Care Advocate Project | X |
| 135 | Miriam | Sheehey ✓ | OneCare Vermont | X |
| 136 | Catherine | Simonson | VCP - HowardCenter for Mental Health | M |
| 137 | Patricia | Singer ✓ | AHS - DMH | M |
| 138 | Shawn | Skaflestad ✓ | AHS - Central Office | M |
| 139 | Richard | Slusky | GMCB | X |
| 140 | Pam | Smart | Northern Vermont Regional Hospital | X |
| 141 | Angela | Smith-Dieng ✓ | V4A | M |
| 142 | Lily | Sojourner ✓ | AHS - Central Office | X |
| 143 | Audrey-Ann | Spence | Blue Cross Blue Shield of Vermont | M |
| 144 | Holly | Stone ✓ | UMASS | S |
| 145 | Beth | Tanzman | AHS - DVHA - Blueprint | X |
| 146 | JoEllen | Tarallo-Falk | Center for Health and Learning | M |
| 147 | Julie | Tessler ✓ | VCP - Vermont Council of Developmental a | M |
| 148 | Bob | Thorn | DA - Counseling Services of Addison County | X |
| 149 | Win | Turner | | X |
| 150 | Lisa | Viles | Area Agency on Aging for Northeastern Ver | MA |
| 151 | Beth | Waldman | SOV Consultant - Bailit-Health Purchasing | X |
| 152 | Marlys | Waller | DA - Vermont Council of Developmental an | X |
| 153 | Nancy | Warner | COVE | X |
| 154 | Julie | Wasserman ✓ | AHS - Central Office | S/MA |
| 155 | Kendall | West | Bi-State Primary Care/CHAC | MA |
| 156 | James | Westrich | AHS - DVHA | S |
| 157 | Robert | Wheeler | Blue Cross Blue Shield of Vermont | X |
| 158 | Bradley | Wilhelm | AHS - DVHA | S |
| 159 | Jason | Williams | UVM Medical Center | X |
| 160 | Stephanie | Winters | Vermont Medical Society | MA |
| 161 | Jason | Wolstenholme | Vermont Chiropractic Association | X |
| 162 | Mark | Young | | X |

| | | | | |
|-----|-------|------|-------------------------------------|-----|
| 163 | Marie | Zura | DA - HowardCenter for Mental Health | X |
| | | | | 163 |

Ben Watts - AHS-DOC