



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

Pending Work Group Approval

Date of meeting: February 2, 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 10:05.</p> <p>A roll call was taken and a quorum was present. Sue Aranoff made a motion to approve the minutes of the last meeting by exception; Laural Ruggles seconded the motion. The minutes were approved with 3 abstentions: Trinka Kerr, Jackie Majoros and Deborah Lisi-Baker.</p>	
<p>2. Tools Enabling Information Sharing for Integrated Care Teams (Continuation from January Work Group Meeting)</p> <p>Gabe Epstein – DAIL</p>	<p>Information Sharing for Integrated Care Teams</p> <p>Gabe Epstein continued his presentation from the January work group meeting on consent and best practices in sharing information across integrated care teams. The presentation can be found in the meeting materials packet.</p> <p>The group discussed the following:</p> <p>The draft consent templates included in Gabe’s materials are intended to be easy to read and understand, while addressing the person’s consent to share their information across an integrated team.</p> <p>These draft forms will be shared with the teams that are participating in the Integrated Communities Care Management Learning Collaborative, and a webinar on this topic will be offered to learning collaborative participants in February.</p> <p>Dion LaShay asked a question – is it possible to present the consent form to individuals as a separate document, rather than in a ‘pile of papers’ in order to allow an individual time to read and understand the document. Gabe indicated that an ideal situation would be for a provider have a conversation with the recipient of care, and answer any questions they may have. Dion clarified that a patient could also bring the form with them to ask for</p>	

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	<p>help in understanding it and also noted that the absence of a form would not prevent someone from receiving services.</p> <p>Gabe reviewed his recommendations for sharing information:</p> <ul style="list-style-type: none"> • Be careful with information received from other providers • Keep information secure, even if you are regulated by HIPAA • Only use the information in the Care Team setting • Use caution when working with people outside the care team so as not to disclose 42 CFR Part II, FERPA or Mental Health information. <p>Jackie Majoros noted that in her observation of teams working on care coordination, there is frequently information that comes to the team from someone outside the team (e.g. a discharge nurse may share information about a hospital stay to members of a care team without the knowledge of the recipient of care). Gabe noted that one option could be to develop two different release forms to cover sharing of information both in the care team setting, as well as outside of the team setting. Laural Ruggles added that it is critical to have agreement on consent policies across an integrated care team in order to allow teams to work together as efficiently as possible in coordinating an individual's care.</p> <p>Comments, thoughts and feedback are welcome – please contact Sue Aranoff (susan.aranoff@vermont.gov) or Gabe (David.epstein@vermont.gov) with your thoughts.</p>	
<p>3. Core Competency Training for Front Line Staff Providing Care Coordination Erin Flynn - DVHA</p>	<p>Core Competency Training Update</p> <p>Early in the Integrated Communities Care Management Learning Collaborative (ICMLC) initiative, a need was expressed for training in both care coordination core competencies as well as focused training around DLTSS core competency training. Input was sought and received from a variety of stakeholder groups.</p> <p>Following an RFP process, the apparent-awardees, Primary Care Development Corporation (PCDC) and the VT Developmental Disabilities Council are in contract negotiations with the state to be the vendors to deliver core competency training.</p> <ul style="list-style-type: none"> • There will be a core curriculum of 6 full days of introductory care coordination and disability trainings, to be offered between March and December 2016 for up to 180 participants. These trainings will be offered in three locations across the state (North, Central and South). Additional supplemental trainings will be offered to 40 participants in one central location. The full training curriculum includes 28 separate 	

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	<p>training events as follows: 6 full days of introductory care coordination and disability trainings 2 days of advanced care coordination training</p> <ul style="list-style-type: none"> • 2 days of managers/supervisor trainings • 2 days of train the trainer training • • 5 webinars <p>In response to a question presented on this topic at the last meeting, Pat Jones noted that managers and supervisors are encouraged to attend all of the sessions to ensure that they're fully aware of the training that their staff may be receiving. PPat also made a request that if work group members have suggestions on staff who would benefit from the training, that they share this information with them.</p> <p>Lily Sojourner asked if the attendance is limited to those participating in the ICCMLC. Erin Flynn responded that it is not, and encouraged Lily to share the training information with any participants who might benefit.</p> <p>Please see the Schedule of Trainings at the end of these minutes for more details.</p> <p>Sam Liss asked whether the trainings will include focus on social determinants of health. Erin Flynn responded that addressing social determinants of health is an overarching theme woven throughout the training curriculum.</p> <p>A question was asked about how this project overlaps with other care delivery transformation activities underway in communities across the state. Georgia Maheras and Jenney Samuelson offered an overview of some key care delivery transformation activities as follows:</p> <ul style="list-style-type: none"> • Integrated Communities Care Management Learning Collaborative: 11 communities are participating in the ICCMLC state-wide. This project is focused on creating protocols and processes to support care coordination for complex individuals across an integrated care team. In many communities, this learning collaborative has been adopted as a working group and quality improvement initiative under the UCC/RCPC regional collaboration teams. • Regional collaborations (a.k.a RCPC/UCC): These are regional governance committees that bring together key leaders in a community to set quality improvement priorities, and work towards improving the health of the entire population. • Core Competency Training: The core competency training outlined above is intended to build key skills and competencies in coordinating care across an integrated care team, as well as working with individuals with disabilities amongst the front line staff performing care coordination functions for individuals in their community. – These are very specific trainings for care management and DLTSS core competency (skills trainings). 	

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	<ul style="list-style-type: none"> • ACOs – The three Vermont ACOs are also conducting other activities related to quality improvement for their beneficiaries. • Other Groups – The VHCIP has the Provider Sub-grant program, with sub-grantees such as RiseVT, focusing on wellness. • Accountable Communities for Health Learning Lab – This is intended to be a learning lab. To get beyond the four walls of practice transformation and get at the community health factors (it is also another opportunity for regional teams to get technical assistance and support) <p>Jenney added that many of the communities involved in the regional groups may be interested in participating in the ACH peer learning lab.</p>	
<p>4. Updated Report: Care Management in Vermont – Gaps and Opportunities for Coordination Pat Jones – GMCB</p>	<p>Care Management in Vermont: Gaps and Duplications</p> <ul style="list-style-type: none"> • Pat Jones provided some background on the report. In 2014, the former Care Models and Care Management Work Group contracted with Bailit Health Purchasing to conduct a Care Management Inventory Survey In an effort to better understand the care management/care coordination workforce infrastructure in Vermont. The group then took the report a step further and incorporated presentations made by many organizations who presented at the CMCM work group. After incorporating many comments and feedback received from work group members, the report is considered final, and is posted on the VHCIP website. Specific comments and feedback include: A methods and Limitations sections were added • A table in the first draft was removed • A summary of the DLSS model of care was added 	
<p>5. Regional Blueprint/ACO Committees Progress Report</p>	<p>Regional Blueprint/ACO Committees Progress Report</p> <p>Jenney Samuelson – DVHA – Blueprint Maura Crandall – OneCare Vermont</p> <p>Jenney noted that we’ve seen the table before, and that we are continuing to see communities move forward with their projects under their priority areas and that consumers are being added to the groups.</p> <p>Maura Crandall from OneCare Vermont agreed with Jenney and noted that Quality Improvement initiatives are underway state-wide, and that she has seen communities embrace the work of the ICCMLC as well as other quality improvement initiatives.: She also noted that the OCV Clinical Advisory Board asks for participants to present on their quality improvement activities every other month.</p>	

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	<p>Sue Aranoff asked whether these groups are talking about individual patients when they meet. The response was that different groups talk about different topics on different days. Jenney opined that when the RCPC leadership group gets together, they are more focused on looking at measures and higher level quality goals. Laural Ruggles also added that the reason why some groups don't welcome additional participants is so that they they cando their work and discuss individuals and their health care needs in a protected setting.</p>	
<p>6. Integrated Communities Care Management Learning Collaborative: Summary of January Webinar</p>	<p>Integrated Communities Care Management Learning Collaborative Update January Webinar</p> <p>Pat Jones provided a brief Learning Collaborative Update: The program began with 3 pilot communities and expanded last fall to 11 of the VT state health service areas. 4 in person learning sessions were held throughout 2015; work continued via the webinars which included the second cohort as well. The 3 pilot communities are also serving as mentors to the 8 new communities.</p> <p>In September 2015 new cohorts were added – they have attended 2 in-person sessions and 2 webinars thus far. Pat provided an example from the field as follows: Middlebury is working on person engagement/Camden cards; they are also using Eco-mapping to identify who should be part of an individual's care team. The AHS Integrated Family Services initiative (IFS) is up and running in Addison County so there is an alignment of tools and approaches. Randolph is working to establish team roles; Windsor has had 5 local in-service events to use the tools that have been part of the learning collaboratives (Camden cards and eco-mapping.)</p> <p>An in-person session is also scheduled in March with expert faculty Jeanne McAllister andDr. Jill Rinehart who will talk about shared care plans and care conferencing.</p> <p>All the communities are in different places but the level of engagement is very high. Pat suggested that we might invite a community to present on their PDSA's at next month's meeting. A question was posed about how the Learning Collaborative and the Core Competency training inter-relate:</p> <p>The Learning Collaborative initiative can be viewed as a project where we kicked off improvement of care coordination across organizations – aka Phase 1.</p> <p>The Core Competency training series can be viewed as Phase 2 of the same project; intending to support people doing this work. Additional phases are underway (for example the development of electronic shared care plans). This work is about support the needs of the communities at the right time, and there are many building blocks to achieving our goals. There are topic areas that overlap, such as how to engage people in their own care? The Learning Collaboratives has assisted in bringing best practices (Camden Cards and eco-mapping) into the work. As</p>	

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	<p>the VHCIP staff work with the apparent core competency vendors to negotiate the contracts, they are sharing these tools so that they can reference them as part of the trainings.</p>	
<p>8. Next Steps</p>	<p>The next meeting is Tuesday, March 8, 2016, from 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>	

SCHEDULE OF CORE COMPETENCY TRAININGS

January – June 2016	Jan	Feb	March	Apr	May	June
<p>Event</p>	<p>Curriculum development</p> <p>Two two-hour remote planning meetings</p> <p>Bi-weekly Check-in phone meeting(s)</p>	<p>Curriculum development</p> <p>Bi-Weekly Check-in phone meeting(s)</p>	<p>3 sessions of Introductory Care Coordination training, Day 1</p> <p>Curriculum development</p> <p>Check-in phone meeting(s) as needed</p>	<p>3 sessions of Disability Competency Training Day 1. Covers Module 1: Introduction, Module 2: Disability and Wellness, Module 3: Universal Design and Accessibility, Module 4: Communication and interaction</p> <p>Webinar</p> <p>Curriculum development</p> <p>Check-in phone meeting(s) as needed</p>	<p>3 sessions of Introductory Care Coordination training, Day 2</p> <p>Curriculum development</p> <p>Check-in phone meeting(s) as needed</p>	<p>3 sessions of Disability Competency Training Day 2. Covers Module 5: Tools to Improve Communication, Module 6: Person-Centered Care and Person-Directed Planning, Module 7: Transition from Pediatric to Adult Care, Module 8: Cultural Competency Webinar</p> <p>Curriculum development</p> <p>Check-in phone meeting(s) as needed</p>

July – December 2016	July	August	September	October	November	December
Event	<p>3 sessions of Introductory Care Coordination training, day 3</p> <p>Curriculum development</p> <p>Check-in phone meeting(s) as needed</p>	<p>Webinar</p> <p>Check-in phone meeting(s) as needed</p>	<p>Advanced Care Coordination Training (2 consecutive days)</p> <p>3 sessions of Disability Competency Training Day 3. Covers Module 9: Sexuality and Reproductive Health, Module 10: Adverse Childhood Events, A Strength-Based Approach, Module 11: Facilitating Inclusive and Accessible Trainings</p> <p>Check-in phone meeting(s) as needed</p>	<p>Care Coordination for Managers and Supervisors Training</p> <p>Webinar</p> <p>Check-in phone meeting(s) as needed</p>	<p>Train-the-Trainer training (2 consecutive days)</p> <p>Check-in phone meeting(s) as needed</p>	<p>Webinar Evaluation</p> <p>Check-in phone meeting(s) as needed</p>

VHCIP Practice Transformation Work Group Member List

*Motion by exception
SHEA 10
Kaural R20
3 abstentions*

2-Feb-16

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 ✓				Planned Parenthood of Northern New England
Bea	Grause				Vermont Association of Hospital and Health Systems
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		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 ✓				Statewide Independent Living Council

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2-Feb-16

Member		Member Alternate		Minutes	Organization
First Name	Last Name	First Name	Last Name		
Vicki	Loner	Emily	Bartling ✓		OneCare Vermont
		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
Patricia	Singer ✓	Jaskanwar	Batra		AHS - DMH
		Mourning	Fox		AHS - DMH
		Kathleen	Hentcy		AHS - DMH
Angela	Smith-Dieng ✓	Mike	Hall		V4A
Lily	Sojourner ✓	Shawn	Skafelstad		AHS - Central Office
		Kirsten	Murphy		AHS - Central Office - DDC
		Julie	Wasserman ✓		AHS - Central Office
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
Deb	Lisi-Baker				

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Q ✓

VHCIP Practice Transformation Work Group

Attendance Sheet

2-Feb-16

	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	Mary Alice	Bisbee	Consumer Representative	X
14	Charlie	Biss	AHS - Central Office - IFS / Rep for AHS - DM	X
15	Beverly	Boget	VNAs of Vermont	M
16	Heather	Bollman	AHS - DVHA	MA
17	Mary Lou	Bolt	Rutland Regional Medical Center	X
18	Nancy	Breiden	VLA/Disability Law Project	MA
19	Stephen	Broer	DA - Northwest Counseling and Support Ser	MA
20	Stephen	Broer	VCP - Northwest Counseling and Support Se	M
21	Kathy	Brown	DA - Northwest Counseling and Support Ser	M
22	Martha	Buck	Vermont Association of Hospital and Health	A
23	Mark	Burke	Brattleboro Memorial Hopsital	MA
24	Anne	Burmeister	Planned Parenthood of Northern New Engla	X
25	Dr. Dee	Burroughs-Biron	AHS - DOC	X
26	Denise	Carpenter	Specialized Community Care	X

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

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

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

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

163	Stephanie	Winters	Vermont Medical Society	MA
164	Jason	Wolstenholme	Vermont Chiropractic Association	X
165	Cecelia	Wu	AHS - DVHA	S
166	Mark	Young		X
167	Marie	Zura	DA - HowardCenter for Mental Health	X
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Holly Stone