

**Vermont Health Care Innovation Project**  
**Payment Model Design and Implementation Work Group Meeting Minutes**

**Pending Work Group Approval**

**Date of meeting:** Monday, January 4, 2016, 1:00-3:00pm, DVHA Large Conference Room, 312 Hurricane Lane, Williston.

Agenda Item	Discussion	Next Steps
<p><b>1. Welcome and Introductions; Approve Meeting Minutes</b></p>	<p>Catherine Fulton called the meeting to order at 1:03pm. A roll call attendance was taken and a quorum was present.</p> <p>Lou McLaren moved to approve the December meeting minutes by exception. Bard Hill seconded. The minutes were approved with 3 abstentions (Mark Burke, Ed Paquin, and Jenney Samuelson).</p> <p>Cathy noted changes to the meeting agenda: Lawrence Miller was unable to attend the meeting and will present on the All-Payer Model in February; a PowerPoint presentation on the topic developed by Michael Costa and Ena Backus was distributed just prior to the meeting and will be resent in a different format following the meeting.</p>	<p><b>The All-Payer Model PowerPoint will be resent following the meeting.</b></p>
<p><b>2. 2015 Year in Review</b></p>	<p>Georgia Maheras presented on the project's work and accomplishments in 2015 (Attachment 2).</p> <p>The group discussed the following:</p> <ul style="list-style-type: none"> <li>• Paul Harrington asked whether we've made progress on deciding whether to pursue Medicaid Episodes of Care. Georgia replied that this is the subject of ongoing discussions with our federal partners, and this group will be updated when we have additional information.</li> <li>• Maura Graff asked what Integrated Communities Care Management Learning Collaborative wrap up means. Georgia replied that this is a year-long collaborative that provides support for a finite period. A part of wrapping up will include working with communities to understand ongoing needs and ensure communities can continue their work. Pat Jones and Erin Flynn added that while community work is ongoing, the collaborative is intended to be self-sustaining eventually. Jenney Samuelson noted that sustainability has been a part of the conversation from the start; in particular, local facilitators will continue to work with communities following the end of the collaborative.</li> <li>• Susan Aranoff asked how the VHCIP work groups will be involved in conversations around the All-Payer</li> </ul>	

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	<p>Model, Next Generation Medicare ACO model, or single ACOs. Georgia responded that this is a topic of ongoing discussion with the State team working on All-Payer Model development and negotiation.</p> <ul style="list-style-type: none"> <li>• Lila Richardson asked for more information on EOCs. She expressed frustration that EOCs were selected without much input from this group, and does not believe this group has approved of this stream of work. Georgia replied that this is the subject of ongoing discussion with our federal partners. We are currently waiting to hear whether they will hold us to our initial commitment to pursue EOCs. If they do not require us to pursue episodes, we may elect to no longer focus on this work stream. If they do require us to pursue episodes, we will move forward to develop episodes with significant stakeholder (especially provider and advocate) input and guidance. While EOCs have been selected, EOC design is not complete and would incorporate significant stakeholder input in collaboration with DVHA leadership.. Lila responded that this is helpful and reassuring.</li> </ul>	
<p><b>3. Population Health Financing</b></p>	<p>Jim Hester presented on population health financing models (Attachments 3a and 3b).</p> <ul style="list-style-type: none"> <li>• This is an exciting time in the development of population health financing models both locally and nationally. Jim noted that we are starting to think about population health as an explicit outcome of our health system transformation, and that many across the country are starting to work toward sustainability (i.e., not time limited or grant-based) financing for population health and prevention activities.</li> <li>• Key concept: Capturing and reinvesting savings.</li> <li>• UCLA Health Delivery System Transformation Critical Path: Moving from episodic acute care (1.0), to person-centered care focused on patient panels (2.0), to care for a population in a geographic area (3.0). These stages are cumulative – we still need to be able to do acute care and patient-centered care, in addition to broader accountability for populations. We’re mostly moving from 1.0 to 2.0 now, with a few communities working toward 3.0.</li> <li>• Differentiating between health care quality improvement focused on patient panel and population health improvement.</li> <li>• Concern that population health measures and payment model rewards may be locked out of future payment models if they are not explicitly and intentionally incorporated. <ul style="list-style-type: none"> <li>○ Paul Harrington asked whether population health measures would be in addition to or replacing current clinical quality measures. Jim replied that he expects these new measures will be additional, but that they won’t be focused on clinician practice and wouldn’t add to physician burden.</li> <li>○ Richard Slusky commented that future capitated models or fixed revenue budgets incentivize improvements to population health in order to reduce hospital and specialty utilization. Jim agreed but noted that we also need to redirect attention to measures that are more distant from clinical care.</li> <li>○ Mark Burke commented that we want to move away from proxy measures of health, like the shared savings measure set, and toward direct measures of population health outcomes that go beyond clinical outcomes.</li> </ul> </li> </ul>	

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	<ul style="list-style-type: none"> <li>• Medical care only accounts for a small portion of health outcomes.</li> <li>• Financing models: Where does the money come from to support population health activities? We often think about this for “2.0” clinical services. <ul style="list-style-type: none"> <li>○ Innovative funding sources being developed include: hospitals (including hospital community benefit, and general investments), community development, social capital (social impact bonds), foundations, employers/businesses, prevention and wellness trusts.</li> <li>○ Backbone organizations.</li> </ul> </li> </ul> <p>The group discussed the following:</p> <ul style="list-style-type: none"> <li>• Mark Burke asked if any of these financing mechanisms have been tested in small communities like Vermont’s. Jim responded that some have, such as Community Development Financial Institutions (CDFIs) – he envisions our communities/regions as ACHs. Julie Tessler noted that it’s challenging for small communities to take on risk. Jim replied that we have some learning to do, but that OneCare has good scale and is statewide – we need to figure out how this interacts with a community on the ground. We’ll work out many of these details by trying them out and learning by doing.</li> <li>• Melissa Bailey praised this model and noted that just as this is an opportunity to change how we think about measures, it’s also an opportunity to change how we deliver care and integrate social services.</li> <li>• Maura Graff asked for examples of population health measures. Jim responded that many of the BRFSS measures on risk behaviors are good examples. Heidi Klein added that the VHCIP Population Health Work Group and VDH are looking at this as well. This work focuses on measures we already collect. Karen Hein added that the Green Mountain Care Board Dashboard 2.0 also takes a population health approach. Melanie Sheehan from Mt. Ascutney added that a great deal of population health work is already being done through community prevention coalitions and VDH, and we need a mechanism to bring those players into these conversations in the future.</li> </ul>	
<b>4. All-Payer Model Update</b>	Lawrence Miller was unable to attend this meeting; this item will be rescheduled for the February meeting of this Work Group.	
<b>5. Public Comment</b>	Cathy invited brainstorming and ideas about expanded scopes of service that could be included in future payment reform activities.	
<b>6. Next Steps, and Action Items</b>	<p>For next meeting:</p> <ul style="list-style-type: none"> <li>• Brainstorm topics for future payment reform activities.</li> <li>• Review All-Payer Model presentation and send questions to Mandy Ciecior at <a href="mailto:Amanda.ciecior@vermont.gov">Amanda.ciecior@vermont.gov</a></li> </ul> <p><b>Next Meeting:</b> Monday, February 1, 2016, 1:00-3:00pm, 4<sup>th</sup> Floor Conference Room, Pavilion Building, 109 State Street, Montpelier.</p>	<b>Send questions about All-Payer Model presentation to Mandy Ciecior</b>

# VHCIP Payment Model Design and Implementation Work Group Member List

Monday, January 04, 2016

*Low 10  
Budget 20  
minutes  
approved  
3 absences  
by  
exception*

Member		Member Alternate		Minutes	Organization
First Name	Last Name	First Name	Last Name		
Melissa	Bailey ✓ <i>joined late</i>	Shannon	Thompson ✓		AHS - DMH
		Jaskanwar	Batra		AHS - DMH
		Kathleen	Hentcy		AHS - DMH
		Frank	Reed		AHS - DMH
Jill Berry	Bowen	Stephanie	Breault		Northwestern Medical Center
		Jane	Catton		Northwestern Medical Center
		Diane	Leach		Northwestern Medical Center
		Don	Shook		Northwestern Medical Center
		Ted	Sirota		Northwestern Medical Center
Michael	Counter				VNA & Hospice of VT & NH
Diane	Cummings ✓	Shawn	Skafelstad ✓		AHS - Central Office
Mike	DelTrecco	Bea	Grause		Vermont Association of Hospital and Health Systems
Tracy	Dolan ✓	Heidi	Klein ✓		AHS - VDH
		Cindy	Thomas ✓		AHS - VDH
		Julie	Arel		AHS - VDH
Rick	Dooley ✓ <i>joined late</i>	Susan	Ridzon		HealthFirst
		Paul	Reiss		HealthFirst
Kim	Fitzgerald	Stefani	Hartsfield		Cathedral Square and SASH Program
		Molly	Dugan		Cathedral Square and SASH Program
Aaron	French	Erin	Carmichael ✓		AHS - DVHA
		Nancy	Hogue ✓		AHS - DVHA
		Megan	Mitchell		AHS - DVHA
Catherine	Fulton ✓				Vermont Program for Quality in Health Care

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Member		Member Alternate		Minutes	Organization
First Name	Last Name	First Name	Last Name		
Peter	Cobb ✓	Beverly	Boget		VNAs of Vermont
Steve	Gordon ✓ <i>Joined late</i>	Mark	Burke ✓	IA	Brattleboro Memorial Hospital
Maura	Graff ✓	Heather	Bushey		Planned Parenthood of Northern New England
Dale	Hackett ✓				Consumer Representative
Mike	Hall	Sandy	Conrad		Champlain Valley Area Agency on Aging / COVE
		Angela	Smith-Dieng		V4A
Paul	Harrington ✓				Vermont Medical Society
Karen	Hein ✓				University of Vermont
Bard	Hill ✓	Patricia	Cummings ✓		AHS - DAIL
		Susan	Aranoff ✓		AHS - DAIL
		Gabe	Epstein ✓		AHS - DAIL
Jeanne	Hutchins ✓				UVM Center on Aging
Kelly	Lange ✓	Teresa	Voci ✓		Blue Cross Blue Shield of Vermont
Ted	Mable	Kim	McClellan ✓		DA - Northwest Counseling and Support Services
		Amy	Putnam		DA - Northwest Counseling and Support Services
David	Martini ✓				AOA - DFR
Lou	McLaren ✓				MVP Health Care
MaryKate	Mohlman ✓	Jenney	Samuelson ✓	IA	AHS - DVHA - Blueprint
Ed	Paquin ✓			IA	Disability Rights Vermont
Lila	Richardson ✓	Kaili	Kuiper		VLA/Health Care Advocate Project

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Member		Member Alternate		Minutes	Organization
First Name	Last Name	First Name	Last Name		
Greg	Robinson	Miriam	Sheehey ✓		OneCare Vermont
		Abe	Berman ✓		OneCare Vermont
		Vicki	Loner		OneCare Vermont
Laural	Ruggles				Northeastern Vermont Regional Hospital
Julia	Shaw	Rachel	Seelig		VLA/Health Care Advocate Project
Kate	Simmons	Kendall	West		Bi-State Primary Care/CHAC
		Patricia	Launer ✓		Bi-State Primary Care
		Melissa	Miles		Bi-State Primary Care
		Heather	Skeels		Bi-State Primary Care
Richard	Slusky ✓	Pat	Jones ✓		GMCB
		Spenser	Weppler		GMCB
Julie	Tessler ✓				VCP - Vermont Council of Developmental and Mental Health Services
		Sandy	McGuire ✓		VCP - Howard Center
				32	45

- melania sheehey  
 - Joyce Gallimore  
 - Mike Nix  
 - Cindy Thompson  
 - Chris Smith  
 - Sandy McGuire  
 - Jesse De la Rosa

} all on phone

# VHCIP Payment Model Design and Implementation Work Group

## Attendance Sheet

1/4/2016

	First Name	Last Name		Organization	Payment Model Design and Implementation
1	Peter	Albert		Blue Cross Blue Shield of Vermont	X
2	Susan	Aranoff	<i>here</i>	AHS - DAIL	MA
3	Julie	Arel		AHS - VDH	MA
4	Bill	Ashe		Upper Valley Services	X
5	Lori	Augustyniak		Center for Health and Learning	X
6	Debbie	Austin		AHS - DVHA	X
7	Ena	Backus		GMCB	X
8	Melissa	Bailey		Vermont Care Partners	M
9	Michael	Bailit		SOV Consultant - Bailit-Health Purchasing	X
10	Susan	Barrett		GMCB	X
11	Jaskanwar	Batra		AHS - DMH	MA
12	Abe	Berman	<i>here</i>	OneCare Vermont	MA
13	Bob	Bick		DA - HowardCenter for Mental Health	X
14	Mary Alice	Bisbee		Consumer Representative	X
15	Charlie	Biss		AHS - Central Office - IFS / Rep for AHS - DM	X
16	Beverly	Boget		VNAs of Vermont	MA
17	Mary Lou	Bolt		Rutland Regional Medical Center	X
18	Jill Berry	Bowen		Northwestern Medical Center	M
19	Stephanie	Breault		Northwestern Medical Center	MA
20	Martha	Buck		Vermont Association of Hospital and Health	A
21	Mark	Burke	<i>here</i>	Brattleboro Memorial Hopsital	MA
22	Donna	Burkett		Planned Parenthood of Northern New Engla	X
23	Catherine	Burns		DA - HowardCenter for Mental Health	X
24	Heather	Bushey		Planned Parenthood of Northern New Engla	MA
25	Gisèle	Carbonneau		HealthFirst	A
26	Erin	Carmichael		AHS - DVHA	MA
27	Jan	Carney		University of Vermont	X
28	Denise	Carpenter		Specialized Community Care	X

29	Jane	Catton		Northwestern Medical Center	MA
30	Alysia	Chapman		DA - HowardCenter for Mental Health	X
31	Joshua	Cheney		VITL	A
32	Joy	Chilton		Home Health and Hospice	X
33	Amanda	Ciecior	here	AHS - DVHA	S
34	Barbara	Cimaglio		AHS - VDH	X
35	Daljit	Clark		AHS - DVHA	X
36	Sarah	Clark		AHS - CO	X
37	Peter	Cobb	phone	VNAs of Vermont	X
38	Judy	Cohen		University of Vermont	X
39	Lori	Collins		AHS - DVHA	X
40	Connie	Colman		Central Vermont Home Health and Hospice	X
41	Sandy	Conrad		V4A	MA
42	Amy	Coonradt		AHS - DVHA	S
43	Alicia	Cooper	here	AHS - DVHA	S
44	Janet	Corrigan		Dartmouth-Hitchcock	X
45	Brian	Costello			X
46	Michael	Counter		VNA & Hospice of VT & NH	M
47	Mark	Craig			X
48	Diane	Cummings	phone	AHS - Central Office	M
49	Patricia	Cummings		AHS - DAIL	MA
50	Michael	Curtis	here	Washington County Mental Health Services	X
51	Jude	Daye		Blue Cross Blue Shield of Vermont	A
52	Jesse	de la Rosa	phone	Consumer Representative	X
53	Danielle	DeLong		AHS - DVHA	X
54	Mike	DelTrecco		Vermont Association of Hospital and Health	M
55	Yvonne	DePalma		Planned Parenthood of Northern New Engla	X
56	Trey	Dobson		Dartmouth-Hitchcock	X
57	Tracy	Dolan	here	AHS - VDH	M
58	Michael	Donofrio		GMCB	X
59	Kevin	Donovan		Mt. Ascutney Hospital and Health Center	X
60	Rick	Dooley		HealthFirst	M
61	Molly	Dugan		Cathedral Square and SASH Program	MA
62	Lisa	Dulsky Watkins			X
63	Robin	Edelman	here	AHS - VDH	X
64	Jennifer	Egelhof	here	AHS - DVHA	MA



65	Suratha	Elango		RWJF - Clinical Scholar	X
66	Gabe	Epstein	here	AHS - DAIL	S/MA
67	Jamie	Fisher		GMCB	A
68	Klm	Fitzgerald		Cathedral Square and SASH Program	M
69	Katie	Fitzpatrick		Bi-State Primary Care	A
70	Patrick	Flood		CHAC	X
71	Erin	Flynn	here	AHS - DVHA	S
72	LaRae	Francis		Blue Cross Blue Shield of Vermont	X
73	Judith	Franz		VITL	X
74	Mary	Fredette		The Gathering Place	X
75	Aaron	French		AHS - DVHA	M
76	Catherine	Fulton	here	Vermont Program for Quality in Health Care	C
77	Joyce	Gallimore	phone	Bi-State Primary Care/CHAC	X
78	Lucie	Garand		Downs Rachlin Martin PLLC	X
79	Andrew	Garland	phone	MVP Health Care	M
80	Christine	Geiler		GMCB	S
81	Carrie	Germaine		AHS - DVHA	X
82	Al	Gobeille		GMCB	X
83	<del>Larry</del>	Goetschius		Home Health and Hospice	M
84	Steve	Gordon	phone	Brattleboro Memorial Hospital	M
85	Don	Grabowski		The Health Center	X
86	Maura	Graff	here	Planned Parenthood of Northern New England	M
87	Wendy	Grant		Blue Cross Blue Shield of Vermont	A
88	Bea	Grause		Vermont Association of Hospital and Health	MA
89	Lynn	Guillett		Dartmouth Hitchcock	X
90	Dale	Hackett	here	Consumer Representative	M
91	Mike	Hall		Champlain Valley Area Agency on Aging / C	M
92	Thomas	Hall		Consumer Representative	X
93	Catherine	Hamilton		Blue Cross Blue Shield of Vermont	X
94	Paul	Harrington	phone	Vermont Medical Society	M
95	Stefani	Hartsfield		Cathedral Square	MA
96	Carrie	Hathaway		AHS - DVHA	X
97	Carolynn	Hatin		AHS - Central Office - IFS	S
98	Karen	Hein	phone	University of Vermont	M
99	Kathleen	Hentcy		AHS - DMH	MA
100	Jim	Hester	here	SOV Consultant	S

101	Selina	Hickman		AHS - DVHA	X
102	Bard	Hill	here	AHS - DAIL	M
103	Con	Hogan		GMCB	X
104	Nancy	Hogue	here	AHS - DVHA	M
105	Jeanne	Hutchins	here	UVM Center on Aging	M
106	Penrose	Jackson	here	UVM Medical Center	X
107	Craig	Jones		AHS - DVHA - Blueprint	X
108	Pat	Jones	here	GMCB	MA
109	Margaret	Joyal		Washington County Mental Health Services	X
110	Joelle	Judge	here	UMASS	S
111	Kevin	Kelley		CHSLV	X
112	Melissa	Kelly		MVP Health Care	X
113	Trinka	Kerr		VLA/Health Care Advocate Project	X
114	Sarah	King		Rutland Area Visiting Nurse Association & H	X
115	Sarah	Kinsler	here	AHS - DVHA	S
116	Heidi	Klein	here	AHS - VDH	MA
117	Tony	Kramer		AHS - DVHA	X
118	Peter	Kriff		PDI Creative	X
119	Kaili	Kuiper		VLA/Health Care Advocate Project	MA
120	Norma	LaBounty		OneCare Vermont	A
121	Kelly	Lange	phone	Blue Cross Blue Shield of Vermont	M
122	Dion	LaShay		Consumer Representative	X
123	Patricia	Launer	phone	Bi-State Primary Care	MA
124	Diane	Leach		Northwestern Medical Center	MA
125	Mark	Levine		University of Vermont	X
126	Lyne	Limoges		Orleans/Essex VNA and Hospice, Inc.	X
127	Deborah	Lisi-Baker		SOV - Consultant	X
128	Sam	Liss		Statewide Independent Living Council	X
129	Vicki	Loner		OneCare Vermont	MA
130	Nicole	Lukas	here	AHS - VDH	X
131	Ted	Mable		DA - Northwest Counseling and Support Ser	M
132	Carole	Magoffin	phone	AHS - DVHA	S
133	Georgia	Maheras	phone	AOA	S
134	Jackie	Majoros		VLA/LTC Ombudsman Project	X
135	Carol	Maloney		AHS	X
136	Carol	Maroni		Community Health Services of Lamoille Vall	X

137	David	Martini	here	AOA - DFR	M
138	Mike	Maslack			X
139	John	Matulis			X
140	James	Mauro		Blue Cross Blue Shield of Vermont.	X
141	Lisa	Maynes		Vermont Family Network	X
142	Kim	McClellan	here	DA - Northwest Counseling and Support Ser	MA
143	Sandy	McGuire	phone	VCP - HowardCenter for Mental Health	M
144	Jill	McKenzie			X
145	Lou	McLaren	phone	MVP Health Care	M
146	Darcy	McPherson		AHS - DVHA	X
147	Jessica	Mendizabal		AHS - DVHA	S
148	Anneke	Merritt		Northwestern Medical Center	X
149	Melissa	Miles		Bi-State Primary Care	MA
150	Robin	Miller		AHS - VDH	X
151	Megan	Mitchell		AHS - DVHA	MA
152	MaryKate	Mohlman	phone	AHS - DVHA - Blueprint	M
153	Madeleine	Mongan		Vermont Medical Society	X
154	Kirsten	Murphy		AHS - Central Office - DDC	X
155	Chuck	Myers		Northeast Family Institute	X
156	Floyd	Nease		AHS - Central Office	X
157	Nick	Nichols		AHS - DMH	X
158	Mike	Nix	phone	Jeffords Institute for Quality, FAHC	X
159	Miki	Olszewski		AHS - DVHA - Blueprint	X
160	Jessica	Oski		Vermont Chiropractic Association	X
161	Ed	Paquin	here	Disability Rights Vermont	M
162	Annie	Paumgarten	here	GMCB	S
163	Laura	Pelosi		Vermont Health Care Association	X
164	Eileen	Peltier		Central Vermont Community Land Trust	X
165	John	Pierce			X
166	Tom	Pitts		Northern Counties Health Care	X
167	Luann	Poirer		AHS - DVHA	S
168	Sherry	Pontbriand		NMC	X
169	Alex	Potter		Center for Health and Learning	X
170	Amy	Putnam		DA - Northwest Counseling and Support Ser	MA
171	Betty	Rambur		GMCB	X
172	Allan	Ramsay		GMCB	X

173	Frank	Reed		AHS - DMH	MA
174	Paul	Reiss		HealthFirst/Accountable Care Coalition of t	MA
175	Virginia	Renfrew		Zatz & Renfrew Consulting	X
176	Lila	Richardson	phone	VLA/Health Care Advocate Project	M
177	Susan	Ridzon		HealthFirst	MA
178	Carley	Riley			X
179	Laurie	Riley-Hayes		OneCare Vermont	A
180	Greg	Robinson		OneCare Vermont	M
181	Brita	Roy			X
182	Laural	Ruggles		Northeastern Vermont Regional Hospital	M
183	Jenney	Samuelson	here	AHS - DVHA - Blueprint	MA
184	Howard	Schapiro		University of Vermont Medical Group Pract	X
185	seashre@msn	seashre@msn.com		House Health Committee	X
186	Rachel	Seelig		VLA/Senior Citizens Law Project	MA
187	Susan	Shane		OneCare Vermont	X
188	Julia	Shaw		VLA/Health Care Advocate Project	M
189	Melanie	Sheehan	phone	Mt. Ascutney Hospital and Health Center	X
190	Miriam	Sheehey	phone	OneCare Vermont	MA
191	Don	Shook		Northwestern Medical Center	MA
192	Kate	Simmons		Bi-State Primary Care/CHAC	M
193	Colleen	Sinon		Northeastern Vermont Regional Hospital	X
194	Ted	Sirotta		Northwestern Medical Center	MA
195	Shawn	Skafelstad	here	AHS - Central Office	MA
196	Heather	Skeels		Bi-State Primary Care	MA
197	Richard	Slusky	phone	GMCB	M
198	Chris	Smith	phone	MVP Health Care	X
199	Angela	Smith-Dieng		V4A	MA
200	Jeremy	Ste. Marie		Vermont Chiropractic Association	X
201	Jennifer	Stratton		Lamoille County Mental Health Services	X
202	Beth	Tanzman		AHS - DVHA - Blueprint	X
203	JoEllen	Tarallo-Falk		Center for Health and Learning	X
204	Julie	Tessler	here	VCP - Vermont Council of Developmental a	M
205	Cindy	Thomas	phone	AHS - VDH	MA
206	Shannon	Thompson	phone	AHS - DMH	MA
207	Bob	Thorn		DA - Counseling Services of Addison County	X
208	Win	Turner			X

209	Karen	Vastine		AHS-DCF	X
210	Teresa	Voci	<i>phone</i>	Blue Cross Blue Shield of Vermont	MA
211	Nathaniel	Waite		VDH	X
212	Beth	Waldman		SOV Consultant - Bailit-Health Purchasing	X
213	Marlys	Waller		DA - Vermont Council of Developmental an	X
214	Nancy	Warner		COVE	X
215	Julie	Wasserman	<i>here</i>	AHS - Central Office	S
216	Monica	Weeber		AHS - DOC	X
217	Spenser	Weppler		GMCB	MA
218	Kendall	West		Bi-State Primary Care/CHAC	MA
219	James	Westrich	<i>here</i>	AHS - DVHA	S
220	Robert	Wheeler		Blue Cross Blue Shield of Vermont	X
221	Bradley	Wilhelm		AHS - DVHA	S
222	Jason	Williams		UVM Medical Center	X
223	Sharon	Winn		Bi-State Primary Care	X
224	Stephanie	Winters		Vermont Medical Society	X
225	Mary	Woodruff			X
226	Cecelia	Wu		AHS - DVHA	S
227	Erin	Zink		MVP Health Care	X
228	Marie	Zura		DA - HowardCenter for Mental Health	X
229	Joshua	Plavin		Blue Cross Blue Shield of Vermont	X
230	Sarah	Relk			X
231	Hillary	Wolfley			X
					<b>231</b>