

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

Pending Work Group Approval

Date of meeting: Monday, May 16, 2016, 1:00-2:30pm, DVHA Large Conference Room, 312 Hurricane Lane, Williston.

Agenda Item	Discussion	Next Steps
1. Welcome and Introductions; Approve Meeting Minutes	<p>Andrew Garland called the meeting to order at 1:02pm. A roll call attendance was taken and a quorum was present.</p> <p>Rick Dooley moved to approve the March 2016 meeting minutes by exception. Susan Aranoff seconded. The minutes were approved with one abstention (Julie Tessler).</p>	
2. Program Updates	<p><i>Operational Plan Submission and CMMI Site Visit:</i> Georgia Maheras provided an update on the submission of our Year 3 Operational Plan, which was submitted on April 28. Our CMMI project officer and other federal partners visited on May 2 and 3 for a very successful site visit. The compiled Operational Plan is available on the VHCIP website.</p>	
3. Shared Savings Programs – Year 1 Analyses	<p>Kelly Lange from BCBSVT presented analyses of Year 1 of the commercial SSP:</p> <ul style="list-style-type: none"> • All three ACOs spent more than target. Financial targets in commercial SSP are set differently than in Medicaid SSP, and are related to premium calculations and benefits. Year 1 (2014) was a particularly challenging year to set targets given that exchange plans were new products and the exchange population had no claims history on which to base financial benchmarks. • Years 1 and 2 were learning efforts for the ACOs and BCBS as a payer – for example, some measures had to be removed from the measure set due to small numbers. <ul style="list-style-type: none"> ○ 2014 was a partial year for some since individuals shopping for exchange plans had until April to sign up (this impacts measures that require 12-month lookback). ○ Year 2 data will allow for a greater lookback, and will allow us to compare within the same program year-to-year. ○ The ACOs serve different populations which may have impacted variations in quality scores. ○ Strengths and opportunities: There is room for improvement, and ACOs and payers are working together to facilitate quality improvement, as well as better and easier measure collection. 	<p>Send additional questions on this topic to Andrew Garland or Cathy Fulton.</p>

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	<p>Alicia Cooper from DVHA presented analyses of Year 1 of the Medicaid SSP (VMSSP):</p> <ul style="list-style-type: none"> • Both participating ACOs (OneCare Vermont and CHAC) received shared savings payments as a result of meeting financial and quality targets for the 2014 performance year. • DVHA has engaged in analyses to better understand these results – both differences in unique population segments, and changes in utilization and expenditure across areas of service. • Key issues in understanding the VMSSP include attribution and Medicaid expansion (impact on overall population eligible for attribution, as well as challenges in predicting patterns of care for newly eligible Medicaid beneficiaries). <ul style="list-style-type: none"> ○ For beneficiaries eligible prior to Medicaid expansion, DVHA saw decreases from 2012 to 2014 in PMPM costs across both ACOs. For beneficiaries newly eligible for Medicaid in 2014, beneficiaries assigned based on PCP of record spent much less than beneficiaries assigned based on utilization patterns (no 2012 data to compare). • Alicia also presented analyses across population categories (adult; child; and aged, blind, and disabled, or ABD), as well as analyses across population categories for attributed lives who did not utilize services that fall within the “total cost of care” or TCOC services. • Expenditures by Category of Service (inpatient, outpatient, physician, FQHC, and psychologist – ~90% of ACO expenditures fall within these categories). More detailed analyses comparing attributed beneficiaries to comparison groups are available in the report included in meeting materials. <p>Kate Simmons and Rick Dooley provided some insight on CHAC and Health<i>first</i> activities in Year 1 that may have impacted results.</p> <ul style="list-style-type: none"> • In 2014, CHAC worked with participating providers to do collective quality improvement initiatives driven by clinical standards. CHAC also worked to engage community partners and clinical partners to create stronger linkages and encourage full participation in ACO governance and in providing care. Also used Blueprint profiles and other informatics to target quality improvement. • In 2015, CHAC worked to implement 2014 guidelines and develop 2015 guidelines based on ACO experience. CHAC also continued to engage in data analysis to drive quality improvement at the health center-level. • Kate also presented data on clinical quality members from 2014 and 2015. Staff continue to analyze data to identify root of improvements and identify actionable areas for improvement. • Health<i>first</i> improved on 4 of 6 clinical quality measures from 2014 to 2015. (For measures with no improvement, results are likely not statistically significant.) Some measures are new and lack benchmarks, a challenge for providers. • Slow claims data is also a challenge for providers and ACOs and delays change significantly. • Health<i>first</i> quality improvement efforts are practice-based. Clinical priorities are identified by committee; measurement and comparison across participating practices allow for identification of best practices and lessons learned. 	

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	<ul style="list-style-type: none"> • Kelly Lange noted that BCBS is working to get ACOs interim quality data within three months, rather than six months; DVHA is considering this as well. <p>The group discussed the following:</p> <ul style="list-style-type: none"> • Julie Wasserman asked a question about the VMSSP cost per member-year—can we compare costs across CHAC, OneCare, and Other (non-attributed)? Alicia replied that DVHA spent limited time on this comparison. There is different composition within ACO populations (pediatric population varies across ACOs, as do aggregate risk scores), so comparisons are not apples to apples. Abe Berman from OneCare Vermont noted that non-attributed users may be non-attributed because they use a limited number of services. Alicia clarified the attribution methodology. • Lawrence Miller asked a question about the quality adjuster for savings earned (slides 6 and 26). Alicia Cooper replied that both the commercial and Medicaid SSPs used “gate-and-ladder” structures related to quality measurement and eligibility to share in savings—Medicaid’s “gate” was lower in the first year based on previous Medicaid population experience on the payment measures. DVHA adjusted the gate for the Medicaid program in the second year; it is now comparable to the commercial program. • Shawn Skaflestad asked about the influx of Medicaid beneficiaries in 2014. He asked how we could adjust target or expected spend in light of expansion population. Alicia noted this was a methodological challenge in the first program year; it was challenging to adjust for that population not knowing whether or how utilization patterns would differ for that population and Medicaid. Another option would have been to exclude the expansion population from the program, but this was not considered during program design or actuarial certification. Alicia also noted that the VMSSP uses a three-year rolling baseline, so 2014 experience will be incorporated when setting future baselines—some of these issues will be resolved over time, but churn across Medicaid and exchange populations will continue over following years. Shawn commented that there should be some consideration of this when savings aren’t identified—numbers and savings are not cut and dry. Robin Lunge commented that this is complicated, and Vermont spent 18 months with CMMI actuaries to approve this design. This is particularly challenging because of Vermont’s small population; it’s unlikely our federal partners will allow changes this methodology in a 3-year program. • Mike Hall noted that many expected high utilization among Medicaid expansion populations in the first year of eligibility, but it seems that data indicates lower utilization. Alicia agreed, and pointed to the longer report. Expansion group had very variable utilization—some used a lot of services and demonstrated pent up demand, while others engaged very little with the health care system in the first year of eligibility. This could change in the second program year. • Maura Graf asked for more information on how declining PMPM costs can be attributed to work of the ACOs. Alicia replied that there was a lot going on in 2014 – it’s hard to assess whether a program in its first year is achieving those goals from the outset. She noted that there was declining utilization from baseline to 2014 and within the baseline period itself. Alicia suggested that the next two years will help to shed light on this. Andrew Garland noted that there are many levers at work here, and that it’s impossible to determine causality conclusively. Rick Dooley also commented that ACOs had formed just prior to the first program year; 	

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	<p>Alicia added that ACOs also may have benefited from Medicare SSP experience in 2013. Abe Berman added that there is variation year-to-year, and encouraged waiting for more data before drawing firm conclusions.</p> <ul style="list-style-type: none"> • Susan Aranoff asked how we can explain the differences in results across the ACO programs (Medicare, Medicaid, and commercial). She also asked how cost of ACO administration is considered in savings. Kelly Lange noted that the commercial program lacked a baseline for medical costs within benefits; no one was surprised that there would be savings or losses since there was no historical data on which to base projections. • Andrew asked Sue to send additional questions to co-chairs, who will attempt to obtain answers. Unanswered questions can be discussed in the early fall when we discuss Year 2 results. 	
4. Public Comment	There was no additional comment.	
5. Next Steps, and Action Items	Next Meeting: Monday, June 20, 2016, 1:00-3:00pm, DVHA Large Conference Room, 312 Hurricane Lane, Williston	

VHCIP Payment Model Design and Implementation Work Group Member List

*Rick Dooley 10
Sve A. 20
motion to approve
by exception
- Motion
carried
Abstention*

Monday, May 16, 2016

Member		Member Alternate		Minutes	Organization
First Name	Last Name	First Name	Last Name		
Melissa	Bailey ✓	Shannon	Thompson ✓		AHS - DMH
		Jaskanwar	Batra		AHS - DMH
		Kathleen	Hentcy		AHS - DMH
		Frank	Reed ✓		AHS - DMH
Jill Berry	Bowen	Devin	Batchelder		Northwestern Medical Center
		Jane	Catton		Northwestern Medical Center
		Diane	Leach		Northwestern Medical Center
		Don	Shook		Northwestern Medical Center
		Lou	Longo		Northwestern Medical Center
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 ✓	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
Peter	Cobb	Beverly	Boget		VNAs of Vermont

Q ✓

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Monday, May 16, 2016

Member		Member Alternate		Minutes	Organization
First Name	Last Name	First Name	Last Name		
		Michael	Counter		VNA & Hospice of VT & NH
Steve	Gordon ✓	Mark	Burke		Brattleboro Memorial Hospital
Maura	Graff ✓	Heather	Bushey		Planned Parenthood of Northern New England
Dale	Hackett ✓				Consumer Representative
Mike	Hall ✓	Sandy Angela	Conrad Smith-Dieng		Champlain Valley Area Agency on Aging / COVE V4A
Paul	Harrington				Vermont Medical Society
Karen	Hein				University of Vermont
Bard	Hill ✓	Patricia Susan Gabe	Cummings Aranoff Epstein ✓		AHS - DAIL AHS - DAIL AHS - DAIL
Jeanne	Hutchins ✓				UVM Center on Aging
Kelly	Lange ✓	Teresa	Voci		Blue Cross Blue Shield of Vermont
Ted	Mable ✓	Kim Tim	McClellan Gallagan		DA - Northwest Counseling and Support Services DA - Northwest Counseling and Support Services
David	Martini				AOA - DFR
Lou	McLaren	Chris	Snyder ✓		MVP Health Care
MaryKate	Mohlman	Jenney	Samuelson		AHS - DVHA - Blueprint
Ed	Paquin				Disability Rights Vermont
Abe	Berman ✓	Miriam	Sheehey		OneCare Vermont

VHCIP Payment Model Design and Implementation Work Group

Attendance Sheet

5/16/2016

*Note: 'Phone' participation = Webinar

	First Name	Last Name		Organization	Payment Model Design and Implementation
1	Peter	Albert		Blue Cross Blue Shield of Vermont	X
2	Susan	Aranoff	new phone	AHS - DAIL	MA
3	Julie	Arel		AHS - VDHI	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	phone	GMCB	X
8	Melissa	Bailey	phone	Vermont Care Partners	M
9	Michael	Bailit	phone	SOV Consultant - Bailit-Health Purchasing	X
10	Susan	Barrett		GMCB	X
11	Devin	Batchelder		Northwestern Medical Center	MA
12	Jaskanwar	Batra		AHS - DMH	MA
13	Abe	Berman	new	OneCare Vermont	MA
14	Bob	Bick		DA - HowardCenter for Mental Health	X
15	Mary Alice	Bisbee		Consumer Representative	X
16	Charlie	Biss		AHS - Central Office - IFS / Rep for AHS - DM	X
17	Beverly	Boget		VNAs of Vermont	MA
18	Mary Lou	Bolt		Rutland Regional Medical Center	X
19	Jill Berry	Bowen		Northwestern Medical Center	M
20	Stephanie	Breault		Northwestern Medical Center	MA
21	Martha	Buck		Vermont Association of Hospital and Health	A
22	Mark	Burke		Brattleboro Memorial Hospital	MA
23	Donna	Burkett		Planned Parenthood of Northern New Engla	X
24	Catherine	Burns		DA - HowardCenter for Mental Health	X
25	Heather	Bushey		Planned Parenthood of Northern New Engla	MA
26	Gisele	Carbonneau		HealthFirst	A
27	Erin	Carmichael	phone	AHS - DVHA	MA
28	Jan	Carney		University of Vermont	X

29	Denise	Carpenter		Specialized Community Care	X
30	Jane	Catton		Northwestern Medical Center	MA
31	Alysia	Chapman		DA - HowardCenter for Mental Health	X
32	Joshua	Cheney		VITL	A
33	Joy	Chilton		Home Health and Hospice	X
34	Amanda	Cieciar		AHS - DVHA	S
35	Barbara	Cimaglio		AHS - VDH	X
36	Daljit	Clark		AHS - DVHA	X
37	Sarah	Clark		AHS - CO	X
38	Peter	Cobb		VNAs of Vermont	X
39	Judy	Cohen		University of Vermont	X
40	Lori	Collins		AHS - DVHA	X
41	Connie	Colman		Central Vermont Home Health and Hospice	X
42	Sandy	Conrad		V4A	MA
43	Amy	Coonradt		AHS - DVHA	S
44	Alicia	Cooper	<i>none</i>	AHS - DVHA	S
45	Janet	Corrigan		Dartmouth-Hitchcock	X
46	Brian	Costello			X
47	Michael	Counter		VNA & Hospice of VT & NH	M
48	Mark	Craig			X
49	Diane	Cummings	<i>phone</i>	AHS - Central Office	M
50	Patricia	Cummings		AHS - DAIL	MA
51	Michael	Curtis		Washington County Mental Health Services	X
52	Jude	Daye		Blue Cross Blue Shield of Vermont	A
53	Jesse	de la Rosa		Consumer Representative	X
54	Danielle	DeLong		AHS - DVHA	X
55	Mike	DeTrecco	<i>phone</i>	Vermont Association of Hospital and Health	M
56	Yvonne	DePalma		Planned Parenthood of Northern New Engla	X
57	Trey	Dobson		Dartmouth-Hitchcock	X
58	Tracy	Dolan	<i>phone</i>	AHS - VDH	M
59	Michael	Donofrio		GMCB	X
60	Kevin	Donovan		Mt. Ascutney Hospital and Health Center	X
61	Rick	Dooley	<i>none</i>	HealthFirst	M
62	Molly	Dugan		Cathedral Square and SASH Program	MA
63	Lisa	Dulsky Watkins			X
64	Robin	Edelman		AHS - VDH	X

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

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

137	Carol	Maloney		AHS	X
138	Carol	Maroni		Community Health Services of Lamoille Vall	X
139	David	Martini		AOA - DFR	M
140	Mike	Maslack			X
141	John	Matulis			X
142	James	Mauro		Blue Cross Blue Shield of Vermont	X
143	Lisa	Maynes		Vermont Family Network	X
144	Kim	McClellan		DA - Northwest Counseling and Support Ser	MA
145	Sandy	McGuire		VCP - HowardCenter for Mental Health	M
146	Jill	McKenzie			X
147	Lou	McLaren		MVP Health Care	M
148	Darcy	McPherson		AHS - DVHA	X
149	Anneke	Merritt		Northwestern Medical Center	X
150	Melissa	Miles		Bi-State Primary Care	MA
151	Robin	Miller		AHS - VDH	X
152	Megan	Mitchell		AHS - DVHA	MA
153	MaryKate	Mohlman		AHS - DVHA - Blueprint	M
154	Madeleine	Mongan		Vermont Medical Society	X
155	Kirsten	Murphy		AHS - Central Office - DDC	X
156	Chuck	Myers		Northeast Family Institute	X
157	Floyd	Nease		AHS - Central Office	X
158	Nick	Nichols	<i>None</i>	AHS - DMH	X
159	Mike	Nix	<i>None</i>	Jeffords Institute for Quality, FAHC	X
160	Miki	Olszewski		AHS - DVHA - Blueprint	X
161	Jessica	Oski		Vermont Chiropractic Association	X
162	Ed	Paquin		Disability Rights Vermont	M
163	Annie	Paumgarten	<i>here</i>	GMCB	S
164	Laura	Pelosi		Vermont Health Care Association	X
165	Eileen	Peltier		Central Vermont Community Land Trust	X
166	John	Pierce			X
167	Tom	Pitts		Northern Counties Health Care	X
168	Joshua	Plavin		Blue Cross Blue Shield of Vermont	X
169	Luann	Poirer	<i>here</i>	AHS - DVHA	S
170	Sherry	Pontbriand		NMC	X
171	Alex	Potter		Center for Health and Learning	X
172	Amy	Putnam		DA - Northwest Counseling and Support Ser	MA

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

209	Win	Turner			X
210	Karen	Vastine		AHS-DCF	X
211	Teresa	Voci		Blue Cross Blue Shield of Vermont	MA
212	Nathaniel	Waite		VDH	X
213	Beth	Waldman		SOV Consultant - Bailit-Health Purchasing	X
214	Marlys	Waller	phone	DA - Vermont Council of Developmental an	X
215	Nancy	Warner		COVE	X
216	Julie	Wasserman	here	AHS - Central Office	S
217	Monica	Weeber		AHS - DOC	X
218	Kendall	West		Bi-State Primary Care/CHAC	MA
219	James	Westrich	here	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	Hillary	Wolfley			X
226	Mary	Woodruff			X
227	Cecelia	Wu		AHS - DVHA	S
228	Erin	Zink		MVP Health Care	X
229	Marie	Zura		DA - HowardCenter for Mental Health	X
					229

A.J. Ruben - phone
 Kate Peirce - phone
 Lawrence Miller - here
 Holly Stone - phone
 Steve Voigt - phone
 Zachary Sullivan - phone
 Deb Ussi - Baker - phone

Tom Boyd - here
 Mark Podrozik - phone
 Melinda Stylos - Allan - phone
 Michael Bailit - phone
 Noel Hudson - phone
 Robin Lunge - here
 Susan Grantham - phone
 Mike Nix - phone
 Suzanne Santachangelo - phone