

GREEN MOUNTAIN CARE BOARD (GMCB)  
GMCB Board Meeting Minutes  
Wednesday, April 10, 2019  
10:00 am

**Attendance**

Kevin J. Mullin, Chair  
Susan J. Barrett, JD, Executive Director  
Michael Barber, General Counsel  
Robin Lunge, JD, MHCDS  
Maureen Usifer  
Jessica Holmes, PhD  
Tom Pelham

**Executive Director's Report**

Kevin Mullin called the meeting to order at approximately 10:00 am. Kevin Mullin announced that he would give the Executive Director's Report on behalf of Susan Barrett. He acknowledged the hard work of everyone involved in creating the State Innovation Models (SIM) Initiative Evaluation. Board Member Robin Lunge thanked Georgia Maharis, the staff lead for the SIM project, and the deep engagement of all sectors: the provider community, the payer community, and the many state employees involved. The SIM Evaluation can be found [here](#) on the GMCB website. Kevin Mullin announced that there are two enforcement meetings the afternoon of Wednesday, April 10, 2019, with Mt. Ascutney and North Country. On Friday, April 12, 2019 at 9:00 am there will be an enforcement hearing with Copley Hospital. There is a special comment period until EOB April 16, 2019 regarding Springfield Hospital's FY 2019 Budget Order Amendment Request. More information can be found [here](#) on the GMCB website.

**Minutes**

The Board voted (5-0) to approve the minutes from April 8, 2019.

**All-Payer Model Implementation and ACO Regulation Update**

Melissa Miles, Health Policy Project Director, GMCB  
Marisa Melamed, Health Care Policy Associate Director, GMCB  
Michele Degree, Health Policy Advisor, GMCB  
Sarah Lindberg, Health Services Researcher, GMCB

Melissa Miles began the presentation with a reminder of what is being tested with the Vermont All-Payer ACO Model, such as payment changes, transforming care delivery, and improving outcomes. Marisa Melamed presented the 2019 ACO Budget Monitoring (quarterly, semiannual, and annual). She presented a timeline of planning for the 2020 ACO Budget Review and ACO Certification. Melissa Miles presented an update on the Vermont All-Payer ACO Model agreement. The APM Model Evaluation Update is required per Section 17 of the Agreement (CMS *Evaluation*), and CMS has contracted with NORC of the University of Chicago, an

organization with experience in evaluating Next Generation Programs. The first visit from NORC will be in June 2019. Melissa Miles reviewed the evaluation questions they will have and the methods. For FY 2-5, CMS and Vermont are collaborating to design and implement the Vermont ACO Medicare Initiative, and she explained the design alignment and agreements. Michele Degree presented the APM reporting timeline and the 20 measures Vermont is responsible for meeting under the Model. She explained the data for the 2018 Statewide Health Outcomes and Quality of Care Targets are not yet available, so the reporting will begin in September 2019. Sarah Lindberg presented the Scale Targets and PY1 and PY2 Preliminary Scale Performance and reviewed the Total Cost of Care Reporting. The Board asked the staff questions and discussed the presentation. The presentation can be found [here](#) on the GMCB website.

### **Public Comment**

Susan Aranoff

### **Total Cost of Care Presentation**

David Glavin, Data & Reporting Project Manager, GMCB  
Jessica Mendizabal, Dir. Data Management Analysis and Data Integrity, GMCB

David Glavin and Jessica Mendizabal presented the new, interactive visualization for investigating the data on the Total Cost of Care (TCOC) Presentation. More information and a link to the Tableau Public Interactive Visualization can be found [here](#) on the GMCB website.

### **Public Comment**

Eric Schultheis  
Ham Davis  
John Olson

### **Recess**

Kevin Mullin called a recess at approximately 11:00 am until 1:00 pm.

### **FY 2018 Mt. Ascutney Hospital and Health Center Enforcement Discussion**

Lori Perry, Senior Healthcare Financial Systems Analyst, GMCB  
Kelly Theroux, Healthcare Financial Systems Analyst, GMCB  
Agatha Kessler, Health Policy Director, GMCB

Lori Perry presented the FY 2018 Mt. Ascutney Hospital and Health Center Enforcement Discussion slide deck. She reviewed Mt. Ascutney Hospital and Health Care's FY 2018 and FY 2019 Budgets Submitted and Approved, FY 2018 Actuals, the FY 2019 Year-to-Date, the FY 2019 Forecast, and the 5-Year Results. The presentation can be seen [here](#) on the GMCB website.

## **Hospital Budget Enforcement Hearing**

Dr. Joseph Perras, CEO, Mt. Ascutney Hospital and Health Center  
David Sanville, CFO, Mt. Ascutney Hospital and Health Center

Dr. Joseph Perras and David Sanville were sworn in by the Court Reporter. Dr. Joseph Perras presented the agenda for their presentation. David Sanville the drivers of the NPR/FPP Variance for FY 2018. He explained that all lines of business exceeding budget expectations, including acute inpatient, acute inpatient rehabilitation, swing bed, outpatient, and physician/provider. Dr. Joseph Perras explained that the Boarders number was up by 1,000 patient days of ICF level care, because of the hospital having four patients for a calendar year. They have brought in a new Director of Care Management to address this issue. David Perras reported that the total GPSR was up by 5%, and they are still transitioning in Primary Care. Dr. Joseph Perras discussed the transition to primary care, including hiring three primary care doctors in the last three weeks. David Sanville described the deductions from revenue driving the NPR/FPP Variance, which were up by 5.8%. He reviewed the expenses, the large percentage of fixed costs in a Critical Access Hospital, and the strain from lack of workforce.

David Sanville reviewed the Year-to-Date Results as of February 28, 2019, including the inpatient volumes, outpatient volumes, provider visits, revenues, deductions from revenue, other operating revenues and expenses, and margin. He then compared the FY 2019 YTD through February to last year's YTD through February. The ACO reserves was discussed between the Board, Dr. Joseph Perras, and David Sanville. David Sanville presented the FY 2019 projection. The Board asked questions and had a discussion with Dr. Joseph Perras and David Sanville. Mt. Ascutney Hospital and Health Center's presentation can be found [here](#) on the GMCB website.

## **Public Comment**

None

## **FY 2018 North Country Hospital Enforcement Discussion**

Lori Perry, Senior Healthcare Financial Systems Analyst, GMCB  
Kelly Theroux, Healthcare Financial Systems Analyst, GMCB  
Agatha Kessler, Health Policy Director, GMCB

Agatha Kessler presented the FY 2018 North Country Hospital Enforcement Discussion slide deck. She reviewed North Country Hospital's FY 2018 and FY 2019 Budgets Submitted and Approved, FY 2018 Actuals, the FY 2019 Year-to-Date, the FY 2019 Forecast, and the 5-Year Results. The presentation can be seen [here](#) on the GMCB website.

## **Hospital Budget Enforcement Hearing**

Brian Nall, CEO, North Country Hospital  
Andre Bissonnette, CFO, North Country Hospital

Brian Nall and Andre Bissonnette were sworn in by the Court Reporter. Brian Nall presented the drivers of the 2018 NPR/FPP Variance, including the bad debt and decreased utilization July through September. He discussed how the bad debt is attributed to high deductibles and the integration/conversion into Athenahealth for the hospital's information system. Andre Bissonnette presented the drivers of Operating Margin Variance for 2018. Brian Nall presented the 2018 Net Patient Revenue with ACO and DSH Payments and the current 2019 (actual versus budget). He discussed the Operating Margin YTD 2019, and how they rolled out their Budget Mitigation Plan. Andre Bissonnette presented the current Budget Variance in 2019. Brian Nall discussed being below budget with locums. He explained the breakdown of their contract labor and the possibility of working with other hospitals to share staffing or float pool. He presented the Financial Projection P&L. The Board asked questions and had a discussion with Brian Nall and Andre Bissonnette. North Country Hospital's presentation can be found [here](#) on the GMCB website.

### **Public Comment**

None

### **Old Business**

None

### **New Business**

None

### **Adjourn**

The Board voted (5-0) to adjourn at approximately 3:00 pm.