

Chief Executive Officer, OneCare VT:

Weight	Adjustment	Job Title	Job Code	Source	Scope	Orgs	Info	Incs	Base at 3% 50th	Base at 3% 65th	Base at 3% 75th	Base at 3% 90th	TCC at 3% 50th	TCC at 3% 65th	TCC at 3% 75th	TCC at 3% 90th	Job Description
1		Accountable Care Organization (ACO) Executive/President	810	Integrated HC Strategies (IHS): National Healthcare Leadership Survey 02/01/2021	Systems/All Systems/	█			█	█	█		█	█	█		████████████████████ ████████████████████ ████████████████████ ████████████████████
1		Head of Accountable Care Organization (ACO)	4120C	Mercer: IHN - Module 4C - Healthcare System & Hospital Executives 03/01/2021	Parent Organization Ownership: Not for-Profit Total Net Revenue - USD: \$350 Million or More//	█			█	█	█	█	█	█	█	█	████████████████████ ████████████████████ ████████████████████ ████████████████████
1		Top Accountable Care Organization (ACO) Executive	DAC00-EX	Towers Watson: Health Care Executive Survey Report 04/01/2021	Corporate/All - Incumbent Revenue Responsibility/	█			█	█	█	█	█	█	█	█	████████████████████ ████████████████████ ████████████████████ ████████████████████
1		Top Accountable Care Organization Executive	7157	Sullivan, Cotter & Associates: Manager & Executive Compensation in Hospitals and Health Systems Survey Report 01/01/2021	Parent Organizations/\$1.5 Billion to \$3.5 Billion/	█			█	█	█		█	█	█		████████████████████ ████████████████████ ████████████████████ ████████████████████



UVMHN Base Salaries and peer Group P50, P65, P75, and P90

Organization	Executive Name	Position Title	Current Total Base Salary	2022 Market Base P50	2022 Market Base P65	2022 Market Base P75	2022 Market Base P90	2022 Base/Market
OneCare	Victoria Loner	Chief Executive Officer, OneCare VT	\$384,375					

EXECUTIVE COMPENSATION REVIEW:

Vicki Loner – Chief Executive Officer OneCare VT

Compensation Philosophy

- The UVMHN executive compensation program provides competitive total compensation opportunities through a combination of the following elements
 - Salaries targeted at the 50th percentile (median) of the national peer group
 - Performance-based variable pay sufficient to provide total cash compensation (TCC) opportunities at the 65th percentile when target levels awards are earned by achieving strategic and operational objectives
 - Actual total cash compensation for executives may be below, at, or above the 65th percentile of the market depending on
 - a) the positioning of an executive's salary within the appropriate salary range
 - b) performance of the network and its affiliates, and
 - c) other criteria determined by the Committee
 - Market competitive benefits, perquisites and severance

Surveys Used

- Integrated HC Strategies (IHS): National Healthcare Leadership Survey
- Mercer: US IHN Modules 4A, 4B, and 4C Healthcare System and Hospital Executives
- Sullivan, Cotter and Associates: Manager & Executive Compensation in Hospitals and Health Systems Survey Report
- Towers Watson: Health Care Executive Survey Report

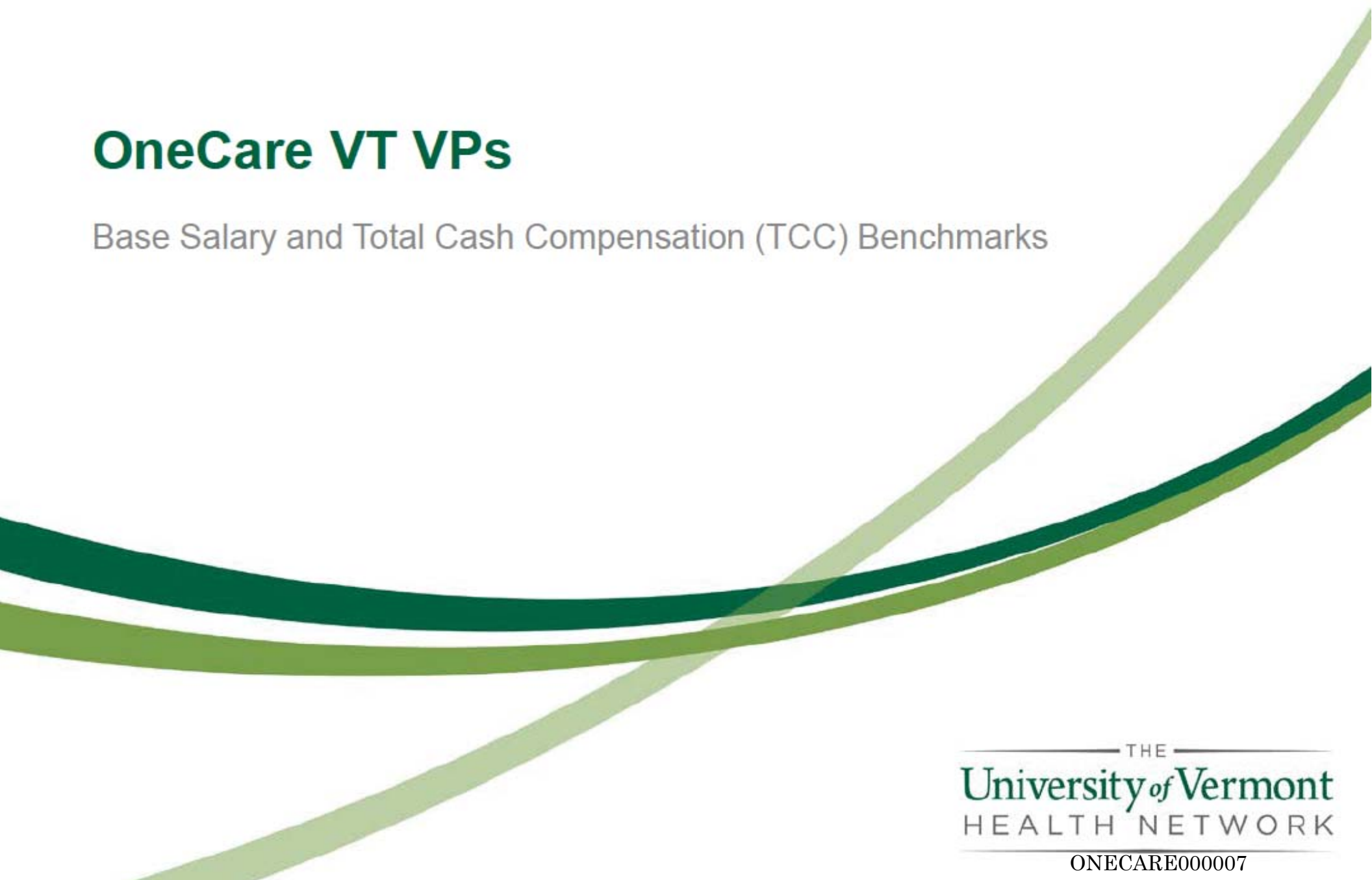
2021 Budgeted Executive Salary Increases

Scope	Actual FY2021 Median Total Increase %	Projected FY2022 Median Total Increase %
Average All	2.9%	3.1%
Average Healthcare	2.9%	3.0%
Average by Size	2.9%	3.1%

Last year we saw evidence of shrinking budgets for executive increases with the median projected increase for 2021 coming in at 2.5% for healthcare facilities. In the past (pre-COVID) these numbers would be in the 3.1% to 3.2% range, and as can be seen in the above chart we are beginning to see a return to the pre-COVID percentage increases.

OneCare VT VPs

Base Salary and Total Cash Compensation (TCC) Benchmarks



Base Salary Benchmarks

Executive Name	Position Title	Current Total Base Salary	2022 Market Base P50	2022 Market Base P65	2022 Market Base P75	2022 Market Base P90	2022 Base Pay/Market Base P50
Carrie Wulfman	CMO Accountable Care	\$291,375.00					
Sara Barry	VP and COO OneCare	\$294,168.00					
Tom Borys	Vice President Finance ACO	\$220,420.00					

Total Cash Salary Benchmarks

Executive Name	Position Title	VPP Target %	2022 Target TCC	2022 Market TCC P50	2022 Market TCC P65	2022 Market TCC P75	2022 Market TCC P90	2022 Target TCC/Mkt TCC P65
Carrie Wulfman	CMO Accountable Care	20%	\$349,650.00					
Sara Barry	VP and COO OneCare	20%	\$353,001.60					
Tom Borys	Vice President Finance ACO	20%	\$264,504.00					

- [REDACTED]
- CMO Accountable Care market data has been reduced 25% to reflect 75% fte

Appendix

CMO Accountable Care

Weight	Adjustmen	Job Title	Job Code	Source	Scope	Info		Base at	Base at	Base at	Base at	TDC at	TDC at	TDC at	TDC at	Job Description
						Orgs	Incs	3% 50th	3% 65th	3% 75th	3% 90th	3% 50th	3% 65th	3% 75th	3% 90th	
1		Health Plan Chief Medical Officer (MD)	869	Integrated HC Strategies (IHS): National Healthcare Leadership Survey 02/01/2021	Systems/All Systems/	1		■	■	■		■	■	■		[REDACTED]
1		Health Plan Chief Medical Officer (MD/DO)	DHP040-EX	Towers Watson: Health Care Executive Survey Report 04/01/2021	Corporate/All - Incumbent Revenue Responsibility											[REDACTED]

Market data above reflects 100% fte

VP and COO OneCare

Weight	Adjustmen	Job Title	Job Code	Source	Scope	Info		Base at	Base at	Base at	Base at	TDC at	TDC at	TDC at	TDC at	Job Description
						Orgs	Incs	3% 50th	3% 65th	3% 75th	3% 90th	3% 50th	3% 65th	3% 75th	3% 90th	
1		Health Plan Chief Operating Officer	868	Integrated HC Strategies (IHS): National Healthcare Leadership Survey 02/01/2021	Systems/Net Rev \$1B - \$3B/											

Vice President Finance ACO

Weight	Adjustmen	Job Title	Job Code	Source	Scope	Info		Base at	Base at	Base at	Base at	TDC at	TDC at	TDC at	TDC at	Job Description
						Orgs	Incs	3% 50th	3% 65th	3% 75th	3% 90th	3% 50th	3% 65th	3% 75th	3% 90th	
1	-25	2nd Level Finance Executive	4231C	Mercer: IHN - Module 4C - Healthcare System & Hospital Executives 03/01/2021	Facil ty Type: Systems; Total Net Revenue - USD: \$2 Billion or More//											[REDACTED]
1	-25	Second-Level Finance Executive	7200	Sullivan, Cotter & Associates: Manager & Executive Compensation in Hospitals and Health Systems Survey Report 01/01/2021	Parent Organizations/\$1.5 Billion to \$3.5 Billion/											[REDACTED]

Priced Job												
Job Code	Job Title	Avg. Match Weight	Avg. Match Adjustment	Survey Job Title	Survey Job Code	Survey Publisher	Survey Name	Scope	Avg. Orgs	Avg. Incs	Avg. Base50	Survey Job Description

Priced Job												
Job Code	Job Title	Avg. Match Weight	Avg. Match Adjustment	Survey Job Title	Survey Job Code	Survey Publisher	Survey Name	Scope	Avg. Orgs	Avg. Incs	Avg. Base50	Survey Job Description

Priced Job												
Job Code	Job Title	Avg. Match Weight	Avg. Match Adjustment	Survey Job Title	Survey Job Code	Survey Publisher	Survey Name	Scope	Avg. Orgs	Avg. Incs	Avg. Base50	Survey Job Description

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Priced Job													
Job Code	Job Title	Avg. Match Weight	Avg. Match Adjustment	Survey Job Title	Survey Job Code	Survey Publisher	Survey Name	Scope	Avg. Orgs	Avg. Incs	Avg. Base50	Survey Job Description	

Slotted Job													
Job Code	Job Title	Avg. Match Weight	Avg. Match Adjustment	Survey Job Title	Survey Job Code	Survey Publisher	Survey Name	Scope	Avg. Orgs	Avg. Incs	Avg. Base50	Survey Job Description	

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Slotted Job													
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Slotted Job													
Job Code	Job Title	Avg. Match Weight	Avg. Match Adjustment	Survey Job Title	Survey Job Code	Survey Publisher	Survey Name	Scope	Avg. Orgs	Avg. Incs	Avg. Base50	Survey Job Description	

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Slotted Job												
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Slotted Job												
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Slotted Job

Job Code	Job Title	Avg. Match Weight	Avg. Match Adjustment	Survey Job Title	Survey Job Code	Survey Publisher	Survey Name	Scope	Avg. Orgs	Avg. Incs	Avg. Base50	Survey Job Description
C851	Director ACO Operations	1	0	Dir AccountableCareFin and Anlysis	B738		UVMCMC Jobs					

Slotted Job

Job Code	Job Title	Avg. Match Weight	Avg. Match Adjustment	Survey Job Title	Survey Job Code	Survey Publisher	Survey Name	Scope	Avg. Orgs	Avg. Incs	Avg. Base50	Survey Job Description
C867	Director ACO Strategy & Planning	1	0	Dir AccountableCareFin and Anlysis	B738		UVMCMC Jobs					

Priced Job

Job Code	Job Title	Avg. Match Weight	Avg. Match Adjustment	Survey Job Title	Survey Job Code	Survey Publisher	Survey Name	Scope	Avg. Orgs	Avg. Incs	Avg. Base50	Survey Job Description
D528	Director Value Based Care	1	0	Head of Population Health	7817	Sullivan Cotter & Associates	Manager & Executive Compensation in Hospitals and Health Systems Survey Report	Parent Organizations/ \$1.5 Billion to \$3.5 Billion/				

Priced Job

Job Code	Job Title	Avg. Match Weight	Avg. Match Adjustment	Survey Job Title	Survey Job Code	Survey Publisher	Survey Name	Scope	Avg. Orgs	Avg. Incs	Avg. Base50	Survey Job Description
		1	0									
		1	0									
		1	0									
		1	0									
		1	0									

Slotted Job

Job Code	Job Title	Avg. Match Weight	Avg. Match Adjustment	Survey Job Title	Survey Job Code	Survey Publisher	Survey Name	Scope	Avg. Orgs	Avg. Incs	Avg. Base50	Survey Job Description

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Slotted Job

Job Code	Job Title	Avg. Match Weight	Avg. Match Adjustment	Survey Job Title	Survey Job Code	Survey Publisher	Survey Name	Scope	Avg. Orgs	Avg. Incs	Avg. Base50	Survey Job Description
D849	Director of Payment Reform-ACO	1	0	Director of Finance	D146		UVMMC Jobs					

FY23 ANNUAL INCENTIVE PLAN

Employee Name: Sara Barry

Job Title: D163 - VP and COO - OneCare

FY23 Annual Salary: \$302,993.04

Target Incentive Opportunity: 20%

FY23 Achievement Details:

<i>Goal</i>	<i>Goal Weight</i>	<i>Actual % Achieved</i>	<i>Actual \$ Achieved</i>
Payment Reform	40%	100%	\$24,239.44
Network Performance	10%	100%	\$6,059.86
Data Platform	30%	80%	\$14,543.67
Evaluation Strategy	20%	100%	\$12,119.72
<i>Total VPP % Achieved</i>			<i>94%</i>
<i>Total VP \$ Achieved</i>			<i>\$56,962.89</i>

FY23 ANNUAL INCENTIVE PLAN

Employee Name: Amy Bodette

Job Title: C963 - Director Public Affairs

FY23 Annual Salary: \$160,867.20

Target Incentive Opportunity: 10%

FY23 Achievement Details:

<i>Goal</i>	<i>Goal Weight</i>	<i>Actual % Achieved</i>	<i>Actual \$ Achieved</i>
Payment Reform	40%	100%	\$6,434.69
Network Performance	10%	100%	\$1,608.67
Data Platform	30%	80%	\$3,860.81
Evaluation Strategy	20%	100%	\$3,217.34
<i>Total VPP % Achieved</i>			<i>94%</i>
<i>Total VP \$ Achieved</i>			<i>\$15,121.62</i>

FY23 ANNUAL INCENTIVE PLAN

Employee Name: Gregory Daniels

Job Title: D369 - ACO Chief Compliance and Privacy Officer

FY23 Annual Salary: \$161,886.40

Target Incentive Opportunity: 10%

FY23 Achievement Details:

<i>Goal</i>	<i>Goal Weight</i>	<i>Actual % Achieved</i>	<i>Actual \$ Achieved</i>
Payment Reform	40%	100%	\$6,475.46
Network Performance	10%	100%	\$1,618.86
Data Platform	30%	80%	\$3,885.27
Evaluation Strategy	20%	100%	\$3,237.73
<i>Total VPP % Achieved</i>			<i>94%</i>
<i>Total VP \$ Achieved</i>			<i>\$15,217.42</i>

FY23 ANNUAL INCENTIVE PLAN

Employee Name: Kimberley Douglas

Job Title: E196 - Director of ACO Finance & Accounting

FY23 Annual Salary: \$156,000.00

Target Incentive Opportunity: 10%

FY23 Achievement Details:

<i>Goal</i>	<i>Goal Weight</i>	<i>Actual % Achieved</i>	<i>Actual \$ Achieved</i>
Payment Reform	40%	100%	\$5,248.44
Network Performance	10%	100%	\$1,312.11
Data Platform	30%	80%	\$3,149.06
Evaluation Strategy	20%	100%	\$2,624.22
<i>Total VPP % Achieved</i>			<i>94%</i>
<i>Total VP \$ Achieved</i>			<i>\$12,333.93</i>

FY23 ANNUAL INCENTIVE PLAN

Employee Name: Tom Borys

Job Title: D658 - VP/CFO Finance ACO

FY23 Annual Salary: \$253,372.79

Target Incentive Opportunity: 20%

FY23 Achievement Details:

<i>Goal</i>	<i>Goal Weight</i>	<i>Actual % Achieved</i>	<i>Actual \$ Achieved</i>
Payment Reform	40%	100%	\$20,269.82
Network Performance	10%	100%	\$5,067.46
Data Platform	30%	80%	\$12,161.89
Evaluation Strategy	20%	100%	\$10,134.91
<i>Total VPP % Achieved</i>			<i>94%</i>
<i>Total VP \$ Achieved</i>			<i>\$47,634.28</i>

FY23 ANNUAL INCENTIVE PLAN

Employee Name: Martita Giard

Job Title: C867 - Director ACO Contracting

FY23 Annual Salary: \$177,153.60

Target Incentive Opportunity: 10%

FY23 Achievement Details:

<i>Goal</i>	<i>Goal Weight</i>	<i>Actual % Achieved</i>	<i>Actual \$ Achieved</i>
Payment Reform	40%	100%	\$7,086.14
Network Performance	10%	100%	\$1,771.54
Data Platform	30%	80%	\$4,251.69
Evaluation Strategy	20%	100%	\$3,543.07
<i>Total VPP % Achieved</i>			<i>94%</i>
<i>Total VP \$ Achieved</i>			<i>\$16,652.54</i>

FY23 ANNUAL INCENTIVE PLAN

Employee Name: Josiah Mueller

Job Title: D528 - Director Value Based Care

FY23 Annual Salary: \$174,241.60

Target Incentive Opportunity: 10%

FY23 Achievement Details:

<i>Goal</i>	<i>Goal Weight</i>	<i>Actual % Achieved</i>	<i>Actual \$ Achieved</i>
Payment Reform	40%	100%	\$6,969.66
Network Performance	10%	100%	\$1,742.42
Data Platform	30%	80%	\$4,181.80
Evaluation Strategy	20%	100%	\$3,484.83
<i>Total VPP % Achieved</i>			<i>94%</i>
<i>Total VP \$ Achieved</i>			<i>\$16,378.81</i>

FY23 ANNUAL INCENTIVE PLAN

Employee Name: Derek Raynes

Job Title: D849 - Director of Payment Reform -ACO

FY23 Annual Salary: \$166,587.20

Target Incentive Opportunity: 10%

FY23 Achievement Details:

<i>Goal</i>	<i>Goal Weight</i>	<i>Actual % Achieved</i>	<i>Actual \$ Achieved</i>
Payment Reform	40%	100%	\$6,663.49
Network Performance	10%	100%	\$1,665.87
Data Platform	30%	80%	\$3,998.09
Evaluation Strategy	20%	100%	\$3,331.74
<i>Total VPP % Achieved</i>			<i>94%</i>
<i>Total VP \$ Achieved</i>			<i>\$15,659.30</i>

FY23 ANNUAL INCENTIVE PLAN

Employee Name: Carrie Wulfman

Job Title: C659 - CMO Accountable Care

FY23 Annual Salary: \$297,202.50

Target Incentive Opportunity: 20%

FY23 Achievement Details:

<i>Goal</i>	<i>Goal Weight</i>	<i>Actual % Achieved</i>	<i>Actual \$ Achieved</i>
Payment Reform	40%	100%	\$23,776.20
Network Performance	10%	100%	\$5,944.05
Data Platform	30%	80%	\$14,265.72
Evaluation Strategy	20%	100%	\$11,888.10
<i>Total VPP % Achieved</i>			94%
<i>Total VP \$ Achieved</i>			\$55,874.27

FY23 ANNUAL INCENTIVE PLAN

Employee Name: Joan Zipko

Job Title: C851 - Director, ACO Planning & Operations

FY23 Annual Salary: \$177,153.60

Target Incentive Opportunity: 10%

FY23 Achievement Details:

<i>Goal</i>	<i>Goal Weight</i>	<i>Actual % Achieved</i>	<i>Actual \$ Achieved</i>
Payment Reform	40%	100%	\$7,086.14
Network Performance	10%	100%	\$1,771.54
Data Platform	30%	80%	\$4,251.69
Evaluation Strategy	20%	100%	\$3,543.07
<i>Total VPP % Achieved</i>			<i>94%</i>
<i>Total VP \$ Achieved</i>			<i>\$16,652.54</i>

From: Vincent, Rick <Rick.Vincent@uvmhealth.org>
Sent: Tuesday, January 24, 2023 12:41 PM
To: Kelleher, Kevin
Subject: RE: approved Corp Goals

Hi Kevin,

[REDACTED]

Rick

From: Kelleher, Kevin <Kevin.Kelleher@uvmhealth.org>
Sent: Tuesday, January 24, 2023 11:04 AM
To: Vincent, Rick <Rick.Vincent@uvmhealth.org>
Subject: FW: approved Corp Goals

Hi Rick,

[REDACTED]

[REDACTED]

Thanks!

Best,
Kevin

From: Loner, Victoria E. <Victoria.Loner@OneCareVT.org>
Sent: Monday, January 23, 2023 3:14 PM
To: Kelleher, Kevin <Kevin.Kelleher@uvmhealth.org>
Cc: Vincent, Rick <Rick.Vincent@uvmhealth.org>
Subject: RE: approved Corp Goals

Thanks Kevin on both fronts

Attached is the original JD that was developed with Todd Keating and I updated some reports/#s

From: Kelleher, Kevin <Kevin.Kelleher@uvmhealth.org>
Sent: Monday, January 23, 2023 2:59 PM
To: Loner, Victoria E. <Victoria.Loner@OneCareVT.org>
Cc: Vincent, Rick <Rick.Vincent@uvmhealth.org>
Subject: RE: approved Corp Goals

Hi Vicki,

I can help you with this – let me put something together for your to react to and then we can go from there.

Best,
Kevin

From: Loner, Victoria E. <Victoria.Loner@OneCareVT.org>
Sent: Monday, January 23, 2023 10:30 AM
To: Kelleher, Kevin <Kevin.Kelleher@uvmhealth.org>
Cc: Vincent, Rick <Rick.Vincent@uvmhealth.org>
Subject: FW: approved Corp Goals

Hi Kevin, last year Holly helped me to put the onecare corporate goals into the UVMMC format. With Holly gone who should I work with? I am happy to get a jump on a template if you send to me.

From: Barry, Sara <Sara.Barry@onecarevt.org>
Sent: Wednesday, January 18, 2023 9:52 AM
To: Loner, Victoria E. <Victoria.Loner@OneCareVT.org>
Subject: approved Corp Goals

Hi Vicki,
Here is the Word version of what the Board approved last evening for OneCare's corporate goals.
Please let me know if you need anything else.
Thanks,
Sara

Sara Barry, PhD, MPH (she/her/hers)
OneCare Vermont
Chief Operating Officer
(C) 802-363-6227
Sara.Barry@onecarevt.org

To learn about OneCare Vermont, visit: www.onecarevt.org.