

GREEN MOUNTAIN CARE BOARD (GMCB)
GMCB Board Meeting Minutes
Wednesday, October 2, 2019
1:00 pm

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

Chair Kevin Mullin called the meeting to order at approximately 1:00 pm. Susan Barrett announced the FY 2020 Hospital Budget Orders were posted on the GMCB website and were sent to the hospitals. The budget orders can be seen [here](#) on the GMCB website. The FY 2020 OneCare Vermont Accountable Care Organization (ACO) Budget Submission was received and is posted on the GMCB website [here](#). The special public comment period is from October 1, 2019 through November 12, 2019 and can be seen [here](#) on the GMCB website. The FY 2018 salary/total compensation information from the hospital's 990s, as well as the executive compensation from the University of Vermont Health Network (UVMHN), is posted [here](#) on the GMCB website. Susan Barrett reviewed the results from the analysis done by external compensation consultants that compared UVMNH's executive compensations to 30 other similar sized institutions.

Minutes

The Board voted (4-0) to approve the minutes from September 25, 2019. Board Member Robin Lunge abstained from the vote.

Panel: An Update on Health Care Workforce Solutions

Steve Gordon, President & CEO, Brattleboro Memorial Hospital
Jeb Spaulding, Chancellor, Vermont State Colleges System
Gabe Gilman, General Counsel, Office of Professional Regulation, Vermont Secretary of State
Deanna Orfanidis, Vice President, Chief Nursing Officer, Northwestern Medical Center
Dr. Trey Dobson, Chief Medical Officer, Southwestern Vermont Medical Center
Joyce Judy, President, Community College of Vermont (CCV)
Anna Noonan, President, Central Vermont Medical Center
Melissa Davidson, Physician, Anesthesiology, University of Vermont Health Network Medical Group

Chair Kevin Mullin introduced the panel about health care workforce solutions and the panelists participating.

Steve Gordon spoke about the recruiting issues a couple years ago with medical assistants for the physician practices at Brattleboro Memorial Hospital. This resulted in a partnership with CCV to develop a program to guarantee eight scholarships for students who would then have positions at the hospital. Steve Gordon spoke about the need for a closer relationship between hospitals and universities in Vermont and a better pipeline for workforce. There is competition for workforce with other states, and Brattleboro Memorial Hospital has had to raise compensations and benefit packages for health care workers to be competitive. The list of educational programs at Brattleboro Memorial Hospital can be seen [here](#) on the GMCB website.

Chancellor Jeb Spaulding spoke about the different programs related to health care that are provided by the Vermont State Colleges System and the existing partnerships between educational institutions and hospitals. Program delivery costs are high, especially for nursing, because of the requirement for higher paid clinical instructors. The affordability of starting new programs is also a challenge and it would be helpful to get an idea about what the workforce needs are to better prepare.

Gabe Gilman spoke about what the Office of Professional Regulation does, including licensing and credentialing. There are specific programs aimed at accomplishing the policies in Chapter 57, and there are ten reports regarding the programs. One report was about the costs and benefits of entering the Nurse Licensure Compact. Gabe Gilman spoke about student loan debt, the exploration of apprenticeship as a pathway to licensure, and the responsiveness of CCV to train people appropriately. Other reports are looking at pharmacy practice, optometry, and nurse educator workforce development.

Deanna Orfanidis spoke about Northwestern Medical Center's school of nursing in St. Albans and the repayment program. The simulation lab there will be shared with Vermont Technical College. Deanna Orfanidis discussed the initiatives to attract young people to the nursing profession, how tuition reimbursement is important, and the positive impact of joining the Nurse Licensure Compact.

Dr. Trey Dobson spoke Southwestern Vermont Medical Center (SVMC)'s program with Castleton University, in which SVMC will reimburse up to 100% of tuition if certain criteria are met. The hospital is helping to build the community by renovating downtown houses for employees to live in and participating with a coalition to revitalize the downtown. SVMC is in the early stages of starting a family medicine program. Dr. Trey Dobson spoke about the benefits of telemedicine and the need to recruit people who want to be in Vermont.

Joyce Judy spoke about the Community College of Vermont (CCV), why the students attend, and the educational pipeline that CCV is. Tuition is a large barrier for students, but there are ways for students to put their education together in a more affordable way such as dual enrollment. Joyce Judy discussed the institutions they partner with and how they help them "grow their own" while addressing the barriers of time and money for students. CCV is focusing on apprenticeships so students can work and take courses simultaneously. Even though Vermont

has an elevated high school graduation rate, it has a low college attendance rate, and graduation rates reflect that education is no longer a straight-line trajectory.

Anna Noonan spoke about the low unemployment rate in Vermont and the entry level position challenges. Central Vermont Medical Center (CVMC) must stay competitive as an employer by increasing salaries and focusing on retention. This year, CVMC launched a licensed nurse assistant educational program with a Vermont training grant, built a Clinical Care Assistant (CCA) program, and started a Licensed Practical Nurse (LPN) program with Vermont Technical College. The LPN program addressed cost, transportation, and familiarity challenges by having the program on site and having other staff serving as faculty and mentors. CVMC has Green Mountain United Way bring the Building Bridges program to the hospital to assist employees. Anna Noonan spoke about the importance of grants, loan forgiveness, and innovative partnerships.

Melissa Davidson spoke about the graduate medical education programs at the University of Vermont Medical Center which includes 42 residency and fellowship programs, 17 of which are core residency programs and 25 are fellowship programs. A large percentage of residents and fellows are studying primary care and are staying in Vermont once graduated. It has been found that a large reason that medical students are choosing not to come to a Vermont based residency program from out-of-state is the lack of jobs for their spouses. Other reasons are the lack of affordable childcare and the lack of diversity in Vermont. Melissa Davison spoke about the decreasing workforce, the stagnate federal funding for residency programs, the University of Vermont Medical Center's strategic plan for their residency programs, and better coordination of clinical care to inform appropriate training. There are currently two bills on the floor in the Senate and the House regarding funding for residency programs.

Board Member Robin Lunge asked the panel about which workforce initiatives are a priority to promote so she can inform the Rural Health Services Task Force, which is tasked to give suggestions on workforce to the legislature. Steve Gordon and Melissa Davidson both spoke about loan repayment. Anna Noonan agreed with loan repayment and discussed how grants allow for innovative solutions. Dr. Trey Dobson discussed the importance of being innovative about attracting health care workers. Joyce Judy spoke about affordable childcare as a priority, and Anna Noonan agreed that would be a great opportunity. Board Member Tom Pelham and the panelists discussed the challenges with the high cost of hiring traveling employees and nurses. Board Member Maureen Usifer spoke about the challenges with forecasting what will happen with workforce and prompted everyone to think about finding solutions based on efficiency and innovation because it is hard to have only solutions that require funding. There was a discussion with the panelists about partnerships, innovation, telehealth, shifting the cost base, learning from successes, and designing jobs geared towards the younger generation. Board Member Jessica Holmes had a discussion with Gabe Gilman about the Nurse Licensure Compact. Board Member Jessica Holmes had a discussion with the panelists about non-financial incentives for employees such as childcare, the opportunity to recruit foreign workers, and having middle school/high school students engaged with the hospitals.

The video of the panel is available [here](#) on the Orca Media website.

Public Comment

Deb Snell
Jeff Tieman
Susan Aranoff
Robert Patterson
John Olson
Mike Fisher

Old Business

None

New Business

None

Adjourn

The Board voted (5-0) to adjourn at approximately 3:35 pm.