

GREEN MOUNTAIN CARE BOARD (GMCB)  
GMCB Board Meeting Minutes  
Monday, September 13, 2021  
8:30 am

**Attendance**

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

**Executive Director's Report**

Chair Mullin called the meeting to order at approximately 8:30 am. Susan Barrett announced the Agency of Human Services (AHS) is holding a virtual town hall meeting regarding plans to seek a one-year extension of Vermont's All-Payer ACO Model (APM) Agreement at 11:00 am, Thursday, September 23, 2021. [Information on how to attend can be seen here on the GMCB website](#). The Board is continuing to accept public comment to inform a potential new agreement with the State of Vermont and CMS, which will be shared with the Agency of Human Services and the Governor's Office who are taking the lead on this work.

**FY 2022 Vermont Hospital Budgets Board Deliberations**

Patrick Rooney, Director of Health Systems Finances, GMCB  
Lori Perry, Health Systems Analytics Director, GMCB  
Kaitlyn Hoffman, Health System Finances Principle Analyst, GMCB  
Russ McCracken, Staff Attorney, GMCB

Patrick Rooney thanked the GMCB staff for their work on the FY22 hospital budgets.

Kaitlyn Hoffman presented Springfield Hospital's original budget submission. Kaitlyn Hoffman then presented Springfield Hospital's updated budget submission including requested NPR/FPP, requested overall charge master increase, a graph of performance versus 3.5% trending, the hospital's justification, NPR/FPP drivers, operating expense drivers, FY21 operating performance, historical performance, a breakdown of change in charge, the NPR/FPP payer mix, gross to net revenue, changes from the hospital's original submission, and staff recommendations. Chair Mullin and Board Member Pelham asked the GMCB staff questions about their recommendations.

Board Member Pelham asked about Springfield Hospital's relationship with Springfield Medical Care Systems. Robert Adcock, MBA, FACHE, CEO Springfield Hospital, and Tom Huebner,

appointed by Governor Scott to evaluate, monitor, and assist Springfield Hospital, both spoke to Board Member Pelham's questions.

The Board discussed Springfield Hospital's submitted budget and changes from its original budget, addressed several concerns with the budget, including assumptions around utilization, revenue, and expense growth, and discussed a budget order condition for Springfield Hospital to present a revised budget to the Board along with a strategic plan for the hospital. The Board discussed time frame for the presentation of a revised budget.

Board Member Lunge moved to add a condition to Springfield Hospital's FY22 budget order that requires a presentation of a revised FY22 budget to the Board by hospital leadership, including a representative from the hospital's Board of Directors, at a date to be negotiated between the GMCB Chair and the hospital which will include justification for NPR/FPP and expenses as well as strategic vision for the hospital. Board Member Usifer seconded the motion. The Board discussed the timeline for the presentation. Board Member Lunge amended the motion to require the presentation no later than November 15, 2021. Board Member Usifer agreed with the amendment. The Board voted (5-0) to approve the motion.

Board Member Lunge moved to approve Springfield Hospital's FY22 budget, subject to the budget condition of a presentation of a revised FY22 budget that was just voted on, with an NPR/FPP growth of 0% from FY21 to FY22 budget and an 8.3% increase to overall charges, continuing the monthly meetings between the Board Chair and staff with the hospital, and improved timely and accurate submission of financial data. Board Member Pelham seconded the motion. The Board voted by roll call (4-1) to approve the motion, with Board Member Holmes voting no.

Patrick Rooney presented the University of Vermont Medical Center's (UVMMC) requested NPR/FPP, requested overall charge master increase, a graph of performance versus 3.5% trending, the hospital's justification, NPR/FPP drivers, operating expense drivers, FY21 operating performance, provider transfers, historical performance, a breakdown of change in charge, the NPR/FPP payer mix, gross to net revenue, and staff recommendations.

Board Member Lunge and Chair Mullin discussed the current issues with access to care. Russ McCracken reviewed Slide 125 which reviewed Chair Mullin's request to include specific ideas for a budget order condition regarding access to care and wait times at UVMMC, Dr. Brumsted's letter identifying actions taken already by UVMMC, and the potential elements of a budget order condition from staff. The Board discussed the potential budget order condition. Board Member Lunge moved to include a condition in the UVMMC budget order to develop and implement a strategic plan to address access to care and patient wait times and to share that plan with the Board, to work with GMCB staff to identify applicable measures to track access to care, and to provide quarterly progress reports on the plan in a format directed by the Chair. Board Member Holmes seconded the motion. The Board voted (5-0) to approve the motion.

Board Member Pelham moved that UVMMC shall, using best efforts, negotiate payment reforms with commercial payers such that not less than twenty five percent of such payments in FY22 shall be true fixed prospective payments and that UVMMC's FY23 budget proposal will reflect

at least thirty percent of commercial payments as true fixed prospective payments. Board Member Lunge seconded the motion for discussion purposes. The Board discussed the motion. Board Member Lunge moved to table Board Member Pelham's motion pending a discussion with the Board's legal team. Board Member Holmes seconded the motion. The Board voted (5-0) to approve Board Member Lunge's motion to table Board Member Pelham's motion.

Board Member Usifer discussed UVMC's submitted budget. Chair Mullin recessed the meeting at 11:00 am until 11:10 am.

The Board continued the discussion on UVMC's submitted budget. Board Member Lunge moved to approve UVMC's budget with an NPR/FPP increase of 6.00% from FY21 to FY22 budget, which will be a 6.34% increase after factoring in FY21 physician transfers from UVMC to Central Vermont Medical Center (CVMC), a 6.05% increase to overall change in charge, as subject to the standard budget conditions as outlined on Slide 36 and condition to address access to care and wait times as previously voted on and open to an additional condition after further discussion with legal. Board Member Holmes seconded the motion. The Board voted (5-0) to approve the motion.

Kaitlyn Hoffman presented Porter Medical Center's (PMC) requested NPR/FPP, requested overall charge master increase, a graph of performance versus 3.5% trending, the hospital's justification, NPR/FPP drivers, operating expense drivers, FY21 operating performance, historical performance, a breakdown of change in charge, the NPR/FPP payer mix, gross to net revenue, and staff recommendations. The Board discussed PMC's submitted budget and asked the GMCB staff questions. Board Member Lunge moved to approve PMC's budget with an NPR/FPP increase of 4.9% from FY21 to FY22 budget, a 4.0% increase to overall change in charge, subject to the standard budget conditions as outlined on Slide 36, and a note that the Board may come back with another condition after a discussion with legal. Board Member Usifer seconded the motion. The Board voted (5-0) to approve the motion.

Lori Perry presented CVMC's requested NPR/FPP, requested overall charge master increase, a graph of performance versus 3.5% trending, the hospital's justification, NPR/FPP drivers, operating expense drivers, FY21 operating performance, provider transfers, historical performance, a breakdown of change in charge, the NPR/FPP payer mix, gross to net revenue, and staff recommendations. Patrick Rooney discussed the GMCB staff's concerns about operating expense. The Board discussed CVMC's submitted budget. Board Member Lunge moved to approve CVMC's budget with an NPR/FPP increase of 5.72% from FY21 to FY22 budget, which will be a 3.74% increase after factoring in FY21 physician transfers from UVMC to CVMC, with commensurate reductions to operating expense growth in the aggregate in order to protect margins, a 5.0% increase to overall change in charge, subject to the standard budget conditions as outlined on Slide 36, with a note that the Board will potentially consider another condition as discussed earlier. Board Member Holmes seconded the motion. Board Member Lunge amended the motion to a 6.0% increase to overall change in charge. Board Member Holmes agreed with the amendment.

Chair Mullin recessed the meeting at 12:45 pm until 2:45 pm.

Board Member Lunge withdrew the motion on CVMC's budget and Board Member Holmes agreed. Board Member Lunge moved to approve CVMC's budget with an NPR/FPP increase of 5.72% from FY21 to FY22 budget, which will be a 3.74% increase after factoring in FY21 physician transfers from UVMC to CVMC, with commensurate reductions to operating expense growth in the aggregate in order to protect margins, a 6.0% increase to overall change in charge, and subject to the standard budget conditions as outlined on Slide 36. Board Member Holmes seconded the motion. The Board voted (5-0) to approve the motion.

Board Member Pelham explained that he spoke with the Board's legal team during recess and that other processes were suggested outside of the budget orders for his earlier motion, and he withdrew the motion. Russ McCracken said that the staff will present to the Board with procedural options to consider at a future date.

The Board discussed Brattleboro Memorial Hospital's (BMH) request to reconsider its FY22 budget. Board Member Lunge moved to deny the motion for reconsideration. Board Member Usifer seconded. Michael Del Trecco, Sr. Vice President of Finance & Operations, VAHHS, asked the Board if it would be possible to consider the request when the leadership of BMH could attend. The Board agreed to discuss the request on Wednesday, September 15, 2021 at 10:00 am.

Chair Mullin thanked the staff and the teams at the hospitals for their work through the hospital budget process. Chair Mullin also recognized Board Member Usifer, whose term on the Board will end at the end of September.

### **Public Comment**

Hamilton Davis, Journalist and Policy Analyst  
Steve Gordon, President & CEO, Brattleboro Memorial Hospital  
Rick Vincent, CFO, UVMC  
Michael Fisher, Chief Health Care Advocate, Vermont Legal Aid  
Michael Del Trecco, Sr. Vice President of Finance & Operations, VAHHS

### **Minutes**

The Board voted (5-0) to approve the minutes from September 1, 2021 and September 3, 2021.

### **Old Business**

None

### **New Business**

None

## **Adjourn**

The Board voted (5-0) to adjourn at approximately 3:15 p.m.