

GREEN MOUNTAIN CARE BOARD (GMCB)  
GMCB Board Meeting Minutes  
Wednesday, October 27, 2021  
11:00 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*)  
Jessica Holmes, PhD (*via Microsoft Teams*)  
Tom Pelham (*via Microsoft Teams*)

**Executive Director's Report**

Chair Mullin called the meeting to order at approximately 11:00 am and explained that the contractor presentations are part of an ongoing discussion about how Vermont can create long-term sustainability for hospitals. Vermont hospitals are currently strained, and the data being looked at by the contractors was prior to the pandemic. Susan Barrett announced the November Board Meeting schedule will be posted this week and [a public listening session on health services wait times will be held on Wednesday, October 27, 2021 at 5:30 pm by the State of Vermont and the Health Care Advocate](#). Susan Barrett reviewed [the ongoing special comment periods posted on the GMCB website](#).

**Minutes**

The Board voted (4-0) to approve the minutes from October 20, 2021.

**Hospital Sustainability and Healthcare Affordability: Analyses to Inform Act 159 of 2020 Section 4 Report**

Alena Berube, Strategic Advisor on Health Policy & Finance

Alena Berube thanked the GMCB staff, hospitals, and stakeholders and reviewed what led up to the work required in Act 159 of 2020. Alena Berube explained how the work was defined and the project approach and recognized that we are currently still in a pandemic and experiencing a surge in capacity at VT hospitals. [The presentation can be seen here on the GMCB website](#).

**Examination of Payment and Cost Coverage Variation Across Payers for Hospital Services**

Mark Podrazik, Managing Director, Burns and Associates, a Division of Health Management Associates

Mark Podrazik presented the high level of key findings of the study, the study's objectives, the terminology, the data sources used in the study, the dataset preparation, the inpatient and

outpatient service categories, an illustration of assigning cost values to claim lines, the application and computation of hospital case mix scores, and the hospital case mix scores using all payer weights computed. Mark Podrazik then described in detail each of the key findings and the application of the results from the study. [The presentation can be seen here on the GMCB website](#). The Board Members had a discussion and asked Mark Podrazik questions regarding how the information might be used by the GMCB and hospitals, Federal limitation on payment amounts, payer mix and the cost shift being linked to sustainability, and possibly using cost reports in the hospital budget regulatory process.

### **Public Comment**

Dale Hackett, Health Care and Disability Rights Advocate

Eric Schultheis, Staff Attorney, Office of the Health Care Advocate, Vermont Legal Aid

Hamilton Davis, Journalist and Policy Analyst

Anne Sosin, Policy Fellow, Nelson A. Rockefeller Center at Dartmouth College

Michael Del Trecco, Sr. Vice President of Finance & Operations, VAHHS

Dr. Dean French, CEO, Northwestern Medical Center

Jessa Barnard, Executive Director, Vermont Medical Society

Richard Slusky, Owner, Slusky Consulting

### **Adjourn**

Chair Mullin recessed the meeting until 1:30 pm.

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Jessica Holmes, PhD (*via Microsoft Teams*)  
Tom Pelham (*via Microsoft Teams*)

Chair Mullin called the meeting to order at approximately 1:00 pm.

**VT Hospital Quality Review and Capacity Planning in Preparation for Value-Based Care**

Patrick Dooley, Director, Clinical Economics Practice, Berkeley Research Group  
Patrick Redmond, Director, Clinical Economics Practice, Berkeley Research Group  
Beth Greskovich, Director, Clinical Economics Practice, Berkeley Research Group

Patrick Dooley discussed hospital sustainability in a value-based world and the transition to value-based care. Patrick Redmon presented the factors in the analysis and the key findings in detail. Beth Greskovich discussed the CMS quality pay for performance programs and the key findings of hospital quality performance. Patrick Redmon discussed reimagining care delivery to address capacity and quality opportunities and examples of different models. Patrick Dooley discussed the methodology and criteria for potential opportunities explored by the study, the areas of opportunity, and opportunities 1-10 in detail. Patrick Redmon presented opportunity 11 and Beth Greskovich presented opportunity 12. Patrick Dooley presented opportunity 13 and the conclusions. [The presentation can be seen here on the GMCB website](#). The Board Members had a discussion and asked the presenters questions regarding the capacity benchmarks, the State's approach to sustainability, the effect of the cost shift on value-based payments, and lessons learned from global budget models.

**Public Comment**

Jeffrey Tieman, President and CEO, VAHHS  
Hamilton Davis, Journalist and Policy Analyst  
Dr. Dean French, CEO, Northwestern Medical Center  
Richard Slusky, Owner, Slusky Consulting

**Old Business**

None

**New Business**

None

**Adjourn**

The Board voted (4-0) to adjourn at approximately 3:40 p.m.

Unapproved