

GREEN MOUNTAIN CARE BOARD (GMCB)  
GMCB Board Meeting Minutes  
Wednesday, January 12, 2022  
12:00 pm

**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)*  
Thom Walsh, PhD, MS, MSPT *(via Microsoft Teams)*

**Executive Director's Report**

Chair Mullin called the meeting to order at approximately 12:00 pm. Executive Director Susan Barrett reviewed [the open special comment period on the GMCB website](#). Susan Barrett reviewed the upcoming Board Meeting schedule and announced that a Certificate of Need (CON) hearing for the Collaborative Surgery Center was added on January 26, 2022 at 9:00 AM.

**Minutes**

The Board voted (5-0) to approve the minutes from December 22, 2021.

**Conversations with Leaders in Health Care Reform: Informing Next Steps in Vermont Hospital Sustainability Planning**

Alena Berube, Strategic Advisor on Health Policy & Finance, GMCB  
Dr. David Goodman, MD, MS, Professor, The Dartmouth Institute  
Dr. Elliott Fisher, MD, MPH, Professor, The Dartmouth Institute  
Michael Bailit, MBA, Bailit Health  
Dr. Bruce Hamory, MD, Partner and Chief Medical Officer, Oliver Wyman

Alena Berube introduced Dr. David Goodman, professor at the Dartmouth Institute with interest in health care variation, and current researcher of unwarranted variation in the use of neonatal intensive care services. Dr. Goodman presented on capacity and explained that higher capacity can lead to more healthcare services. Dr. Goodman explained that higher capacity can lead to unnecessary care, and that there is a certain point where capacity stops being beneficial to the patient and starts to become harmful and inefficient. Dr. Goodman reviewed some responses to over and under capacity and closed the presentation with some steps to help rationalize capacity. [Dr. Goodman's presentation can be seen here on the GMCB website.](#)

Alena Berube introduced Dr. Elliott Fisher, professor of Health Policy and Medicine at the Dartmouth Institute and Geisel School of Medicine, whose current research focuses on exploring

the policy and organizational factors that influence health system performance, and what can be done to reduce costs, improve health, and improve care. Dr. Elliott Fisher is one of the originators of the Accountable Care Organizations (ACOs). Dr. Fisher presented on where we might go from here in relation to capacity and hospital sustainability, health services research and negotiation. Dr. Fisher spoke about reducing modifiable health risks and adopting global payment models and explained that there are large amounts of waste in American healthcare, overtreatment included. Dr. Fisher presented a potential model to help establish better performance and assist the ongoing health care reform process. [Dr. Fisher's presentation can be seen here on the GMCB website.](#)

Alena Berube introduced Michael Bailit, President of Bailit Health, whose professional interests focuses on how purchasers and regulators can influence health care markets to operate as efficiently and effectively as possible. Michael Bailit presented a summary of research findings within Vermont Hospital Sustainability. Michael Bailit presented short- and long-term recommendations, along with recommendations for delivery system reform, payment reform and public accountability. [Michael Bailit's presentation can be seen here on the GMCB website.](#)

Alena Berube introduced Dr. Bruce Hamory, Chief Medical Officer for Oliver Wyman, who assists hospitals, health systems and large practices to redesign and reorient themselves to patient centered and population-based care. Dr. Hamory presented on implementing value-based care in Vermont Hospital Sustainability. Dr. Hamory presented Geisinger Health's journey to a model in Integrated Health Services Organization. Dr. Hamory explained ways to support healthcare across a region and offered potential solutions such as maximizing the use of new healthcare delivery methods like telehealth. [Dr. Hamory's presentation can be seen here on the GMCB website.](#)

The Board Members asked questions and made comments about workforce shortage, accurate data collection in relation to capacity, exploring all avenues, the hospital budget process, and the annual cost-shift.

Alena Berube closed the presentation by asking the Board Members to review and think about what key findings that have been missed in regard to hospital budget review, hospital sustainability, affordability and health care reform. Alena Berube also asked the Board Members to think about the approach and what the Board can do as we transition from volume- to value-based care. [The GMCB staff presentation can be seen here on the GMCB website.](#) The follow up presentation will be on Wednesday, January 19, 2022 at 1:00 PM.

### **Public Comment**

Walter Carpenter, Health Care Advocate

Jeffrey Tieman, President and CEO, VAHHS

Taylor Han, Student, Middlebury College

Rick Dooley, PA-C, Clinical Network Director, Health First

Robert Hoffman, M.A. LPC, MPH

Aaron Tobias, Student, Middlebury College

Michael Fisher, Chief Health Care Advocate, Vermont Legal Aid

## **Clover Health Request Pursuant to Rule 5.404 RE: FY22 Budget Hearing – Potential Vote**

Russ McCracken, Staff Attorney, GMCB

Russ McCracken reviewed Clover Health's request that the Board decline to hold a hearing concerning their FY22 budget, which the Board is allowed to do under Rule 5.404. Russ McCracken explained that Clover Health has also requested confidentiality and GMCB staff are still working through that request. Russ McCracken stated that GMCB staff recommends not having a hearing and moving directly to staff review of the FY22 Budget and staff recommendations, then Board review, and then deliberation during a regularly scheduled Board Meeting. Sam Peisch, Health Policy Analyst, Office of the Health Care Advocate, Vermont Legal Aid, asked questions related to the requests. Board Member Lunge moved to approve the Clover Health request to waive the presentation of their budget and proceed with the processes outlined by Russ McCracken. Board Member Holmes seconded the motion. The Board voted (5-0) to approve the motion.

[The Clover Health request letter can be seen here on the GMCB website.](#)

### **Public Comment**

Walter Carpenter, Health Care Advocate  
David Ault, Outside Counsel, Faegre Drinker Biddle & Reath

### **Old Business**

None

### **New Business**

None

### **Adjourn**

The Board voted (5-0) to adjourn at approximately 3:45 PM.