



To: GMCB Team
From: Tom Borys
CC: Abe Berman, Sara Barry, Carrie Wulfman, Aaron Perry, Amy Bodette, Rachel Pilcher
Date: July 23, 2024
Subject: FY25 Administrative Budget by Function

Dear Green Mountain Care Board Team:

This memo serves to inform the GMCB of OneCare's process to provide a budget by function in the FY25 budget process, as requested in the GMCB FY25 budget guidance. It is our intent to supply the GMCB with the requested information.

OneCare recently surveyed all staff and asked them to provide an assessment of their expected time allocation in the 2025 fiscal year, in alignment with the FY25 budget guidance categories. The ask was forward-looking to line up with the FY25 budget framing. The data collected from this process will be used to allocate salary and benefit expenses to each of the categories. Moving forward, we intend to re-survey the staff on a quarterly basis. We are curious to see if subsequent data collection yields similar results, or significant variation as OneCare's work evolves.

In addition to the time-allocation element of this exercise, non-staffing expenses will be assigned to categories through the budget process. Some expenditures will be specific to a single category, and some will be allocated in a reasonable manner if they support more than one category.

While we believe this is a reasonable approach, it is admittedly imperfect due to some important factors inherent to OneCare's work. First, OneCare's work is subject to significant seasonality. This makes it difficult for staff to precisely assess how they will direct their effort over the entirety of an upcoming year. Second, there is a significant amount of time and effort dedicated to functions that are either required per contract or necessary to administer ACO programs. This work often does not fit cleanly into any specific program or budgetary line item but is nevertheless required for OneCare to fulfill contractual obligations. Lastly, OneCare is working to develop its approach and strategy post-APM, which adds an air of uncertainty in regard to how time will be spent in 2025. Adding quarterly re-assessments may help mitigate these issues to some degree.

We hope this process will yield useful information for the GMCB. Please feel free to reach out with any questions.