

April 5, 2017

By Email and First Class Mail

Donna Jerry
Senior Health Policy Analyst
Green Mountain Care Board
89 Main Street, Third Floor City Center
Montpelier, Vermont 05620

**RE: Docket No. GMCB-010-15con, Proposed Ambulatory Surgical Center
Witness List for Hearing(s)**

Dear Donna:

Enclosed please find ACTD LLC's Witness List for the upcoming hearing(s).

Thank you.

Sincerely,



Eileen Elliott, Esq.
Dunkiel Saunders Elliott Raubvogel & Hand, PLLC

cc: Judy Henkin, Esq., General Counsel, Green Mountain Care Board
Noel Hudson, Esq., Health Policy Director, Green Mountain Care Board
Marisa Melamed, Health Policy Analyst, Green Mountain Care Board
Lauren Layman, Esq., Vermont Association of Hospitals and Health Systems
Anne Cramer, Esq., Vermont Association of Hospitals and Health Systems
Jill Berry Bowen, CEO, Northwestern Medical Center
Jonathan Billings, V.P. of Planning & Community Relations, Northwestern Medical Center
Lila Richardson, Esq., Office of the Healthcare Advocate
Kaili Kuiper, Esq., Office of the Healthcare Advocate

**STATE OF VERMONT
GREEN MOUNTAIN CARE BOARD**

IN RE: APPLICATION OF ACTD LLC)
FOR GREEN MOUNTAIN SURGERY) **GMCB-010-15CON**
CENTER)

ACTD LLC WITNESS LIST

ACTD LLC, by counsel, hereby discloses persons who may present evidence at the public hearing(s) regarding ACTD LLC’s application for a Certificate of Need for the Green Mountain Surgery Center (the “Proposed Project”).

I. Expert Witnesses

The persons listed below may provide expert testimony. A statement of each potential expert witness’s credentials is attached hereto.

Jack Amormino, MBA, Cdn of AMB Development Group may testify regarding the Proposed Project’s floor plan; fit-up costs; mechanical, electrical, plumbing, and fire protection systems; and compliance with FGI guidelines.

Amy Cooper, MBA may testify regarding hospital operating room and procedure room capacity and utilization; the Proposed Project’s financials and anticipated utilization; and how the Proposed Project might participate in health care reform initiatives including the All-Payer Model.

Joan Dentler of Avanza Healthcare Strategies may testify regarding financial, clinical, and utilization projections and assumptions underlying the Proposed Project; Avanza Healthcare Strategies’ recommendations regarding the size, scope, and staffing of the Proposed Project; and the role of ambulatory surgical centers in the healthcare delivery system.

Andrew Lasser, Dr.P.H. may testify regarding the role of ambulatory surgical centers in the healthcare delivery system.

Paul Reiss, MD, FAAFP may testify regarding how the Proposed Project might participate in health care reform initiatives including the All-Payer Model.

Elizabeth Wennar Rosenberg, PhD may testify regarding how the Proposed Project might participate in health care reform initiatives including the All-Payer Model.

II. Fact Witnesses

The persons listed below may testify as fact witnesses.

Amy Cooper, MBA

Paul Reiss, MD, FAAFP

DATED at Burlington, Vermont, this 5th day of April, 2017.

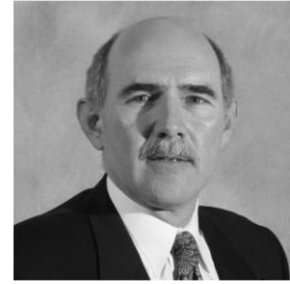
DUNKIEL SAUNDERS ELLIOTT RAUBVOGEL & HAND, PLLC

A handwritten signature in cursive script that reads "Eileen Elliott".

Eileen Elliott, Esq.
91 College Street
PO Box 545
Burlington, VT 05402
(802) 860-1003

Attorneys for ACTD LLC

Jack Amormino
President
AMB Development Group, LLC



BIO

Mr. Amormino is the Chief Executive Officer and senior equity owner of AMB Development Group.

He has been instrumental in building AMB's proud 30-year heritage as a national healthcare facilities consultant and developer. His attention to detail and commitment to excellence have positioned the firm to meet the significant challenges of an increasingly complex and cost conscious healthcare industry.

AMB provides professional services to hospitals, physicians, and other healthcare providers nationwide. AMB specializes exclusively in the ambulatory care arena, including medical office buildings, physician group practice clinics, ambulatory surgery centers, ambulatory care centers, oncology centers, dialysis centers, imaging centers, etc.

AMB's services include:

- Space planning and programming
- Project development planning and feasibility analysis
- Real estate advisory (site selection, site entitlements procurement, facility evaluations, etc.)
- Project financing and ownership advisory, structuring and procurement
- Facility and life safety regulatory compliance (federal, state and municipal)
- Architecture and engineering
- Construction phase project management

Mr. Amormino has been involved with all aspects of AMB's health care facility activities since its inception. In addition, Mr. Amormino has spoken at regional and national conferences on ambulatory care facility related subjects, including surgery centers. Mr. Amormino has developed or consulted with over 85 ambulatory surgery centers nationwide, including physician owned, hospital owned, and joint ventured centers.

Prior to his long tenure with AMB, Mr. Amormino served in various senior capacities with multi-national public companies in real estate development and investment banking. Mr. Amormino holds a Masters in Business Administration.

AMY ELIZABETH COOPER, MBA

EDUCATION

Wharton, University of Pennsylvania • Philadelphia, Pennsylvania **2008 - 2010**
Masters of Business Administration

Graduated with Honors, selected as an Omnicom Communications Fellow, recipient of Forte Foundation scholarship

- Executed Independent Study Project (ISP) on the beneficial impact of the **Affordable Care Act** on small business owners; received highest marks for final persuasive speech on the topic

Harvard College • Cambridge, Massachusetts **1999 - 2003**
Bachelor of Arts, *magna cum laude*, in Social Studies

Member of nationally ranked Division I Women's Soccer Team; Radcliffe fellow; senior thesis archived at Widener Library

EXPERIENCE

HealthFirst, Burlington, Vermont **2014 – Present**
Executive Director

HealthFirst, formed in 2010, is a non-profit organization for independent physicians in Vermont, giving independent doctors a voice in health reform, legislative conversations, and in front of patients and the public. HealthFirst represents (but does not own or operate) 66 doctor groups across the state with 250 doctors, physician assistants, and nurses.

- Responsible along with 14-member board of directors for strategic direction of the organization and developing the supports, educational tools, and resources HealthFirst supplies to help members sustain their small community-based medical practices.
- Along with staff, facilitate independent physician involvement in established and emerging health reform programs, such as: Blueprint for Health, ACOs (HealthFirst established the first ACO in Vermont in July 2012), and quality-based contracts with all payers.

Universal American, White Plains, New York **2013 – 2015**
Executive Director, Accountable Care Coalition of the North Country & Accountable Care Coalition of the Green Mountains

Universal American Corp provides an array of health insurance and managed care products and services to people covered by Medicare and Medicaid. As of 2017, it operates approximately 20 Medicare Shared Savings Program Accountable Care Organizations (MSSP ACOs) and a Next Generation ACO.

- Responsible for strategic direction, compliance, and general financial and operational oversight of two Medicare Shared Savings Program ACOs located in Vermont and upstate New York
- Implemented patient-centered care transformations and quality reporting programs with networks of primary care and specialty physicians
- Served on strategic advisory committee to C-level executives delivering market analysis and opportunity evaluations

LIVING SOCIAL INC, New York, New York **2012 – 2013**
Senior Manager, Business Development

- Conducted search for a 3PL fulfillment partner, led several rounds of contract negotiations, and signed an agreement which guaranteed the most competitive costs and maximum flexibility. Created a Master Products Agreement for working with merchandise vendors; gave significant guidance to legal team & outside counsel

CHATTERSOURCE LLC, Philadelphia, Pennsylvania **2010 – 2011**
Co-founder and CEO

- Built and managed a cross-functional team of developers, web designers, marketers, PR, SEO, and PPC contractors. Partnered with to local businesses; ran marketing campaigns using Facebook/Twitter, Google, etc.

BARNES & NOBLE INC, New York, New York

2006 – 2008

Buyer Merchandiser

- Buyer for the \$40mm international magazine category, grew sales 15% YOY by sourcing new titles, leveraging promotional display space, and optimizing store distributions through historical sales and comparables analysis
- Led development and implementation of Newsstand 360°, a cross-departmental initiative to leverage B&N's multi-platform assets to increase retail sales and drive marketing spend in-store and online

L.E.K. CONSULTING, Boston, Massachusetts

2003 – 2006

Associate Consultant

L.E.K. Consulting is a global management-consulting firm that uses deep industry expertise and analytical rigor to help clients solve their most critical business problems.

- Role involved extensive client interaction and presentations, detailed market analysis, competitive research, financial modeling, and assessment of acquisition targets. Sample **Healthcare** casework:
- Spent 3 months evaluating donor recruitment practices and operations of the America's largest blood services organization in order to develop a comprehensive marketing strategy that would 1) increase blood donor penetration among the general population and 2) increase the frequency of donation among existing blood donors
- Spent 2 months conducting an operational review for a leading insurer and provider of behavioral health specialty healthcare solutions. Identified \$2M in potential annual cost savings from initiatives such as increasing auto-adjudication and electronic data submission rates, accelerating data migration to new software, and out-sourcing.
- Researched growth prospects and competitive positioning of a leading pharmacy benefit manager (PBM) for a client considering investment. Investigated third party administrator (TPA) market size and concentration, interest of larger PBM's in the worker's comp market, and trends in state fee schedules through interviews and secondary research.

ADDITIONAL EXPERIENCE

AMAZON, London, United Kingdom

2009

Senior Product Manager, MBA Internship

- Analyzed the performance of different traffic channels (direct, organic search, paid search, affiliates & email) and delivered recommendations to improve performance. Identified key metrics and designed a dashboard

VIVALDI PARTNERS, London, United Kingdom

2008

Consultant

- Created a marketing investment optimization tool to help brand managers at a global consumer products company improve the budgeting process across international markets; built financial models to test feasibility

CURRICULUM VITAE

Joan Dentler
1300 West Lynn St., Suite 107
Austin, Texas 78703

Professional Experience

Avanza Healthcare Strategies, President & CEO
January 2014 - Present

ASC Strategies, President & CEO
April 2007 - December 2013

Outpatient Strategies, President
July 2010 - November 2013

ProNet Healthcare Strategies, LLC, Founder & President
January 2003 - April 2007

Alliance Surgery, Vice President
January 2005 – April 2007

Earnhart & Associates, Inc., Vice President
February 1997 - December 2002

Valley Baptist Medical Center, Director of Outpatient Services
1996-1997

Brownsville Community Health Center, Director of School Based Health Care
1994 - 1996

Volunteer Experience

Mission Capital, Social Venture Partner
February 2013 - Present

Make-A-Wish® Central & South Texas, Regional Board Of Trustees
August 2015 - Present

American Red Cross, Disaster Volunteer
2015 - Present

Publications

ASC Long-Term Success from the Developer's Point of View
The Ambulatory M&A Advisor March 1, 2017

16 things to know about outpatient total joint replacements and ASCs
Becker's ASC Review February 10, 2017

ASCs in 2016: A Year in Review
AmkaiSolutions December 2016

ASCs: Why they are becoming the darling of the healthcare industry
Becker's ASC Review November 8, 2016

4 policy decisions for ASC leaders to watch in 2017
Becker's ASC Review October 11, 2016

How value-based care breeds joint venture ASCs & key characteristics hospitals look for in partners
Becker's ASC Review October 5, 2016

Be the Best in Your Market: Part 2
The Ambulatory M&A Advisor August 29, 2016

8 things for hospital executives and surgery center owners to know about site-neutral reimbursement
Becker's Hospital Review August 24, 2016

Preserving outpatient efficiencies in hospital-owned surgery centers: 10 steps to take
Becker's Hospital Review July 12, 2016

Words matter in health care
Trustee June 8, 2016

Increasing the Value of an ASC for Payors
The Ambulatory M&A Advisor May 13, 2016

How to Achieve ASC Joint Venture Success
AmkaiSolutions May 2016

Community health centers: Transforming healthcare for the next 50 years
Becker's Hospital Review January 19, 2016

Strategic priorities for healthcare providers in 2016: 6 areas of focus
Becker's Hospital Review January 6, 2016

Consolidation in the ASC Market
ASC Focus January 2016

Impact of Budget Act on ASC to HOPD conversions: 4 FAQs
Becker's ASC Review November 19, 2015

2016 ASC Predictions Part 1

The Ambulatory M&A Advisor November 16, 2015

New Budget to Impact Hospital Outpatient Departments

The Ambulatory M&A Advisor November 9, 2015

Budget deal could deter hospitals from buying surgery centers

Modern Healthcare October 31, 2015

Leading by Example

Executive Insight September 7, 2015

RCM improvement: Strengthening processes and diversifying revenue streams in FQHCs

Becker's Hospital Review August 27, 2015

ASC Company CEO to Know for 2015

Becker's ASC Review August 10, 2015

4 things to know about the staffing culture of ASCs

Becker's ASC Review June 25, 2015

10 core components of a successful population health program

Becker's Hospital Review June 24, 2015

Ideas That Work: Positive Promotion

Outpatient Surgery Magazine May 2015

Community collaborations: 6 areas of focus for hospital and federally qualified health center

Partnerships

Becker's Hospital Review May 12, 2015

Five Strategies to Manage the Cost of Care in Outpatient Settings

H&HN Daily May 12, 2015

ASC joint venture 101: When to run toward your partner, and when to run far, far away

Becker's ASC Review April 22, 2015

ASC women leaders to know in 2015

Becker's ASC Review April 14, 2015

6 key thoughts on ASC joint venture governing board structure

Becker's ASC Review April 10, 2015

Take Advantage of Healthcare Transparency

Outpatient Surgery Magazine April 2015

Tenet's Baylor deal builds network strategy

Modern Healthcare March 28, 2015

Tenet-USPI deal will spur more ASC consolidation

Modern Healthcare March 25, 2015

Dollars and sense: 5 ways HOPD and ASC business operations differ
Becker's Hospital Review March 25, 2015

4 steps for implementing your next CHNA plan
Becker's Hospital Review February 4, 2015

6 Strategies for FQHCs to Maximize Marketplace Enrollment
Becker Hospital's Review January 23, 2015

Benchmarking: Harnessing the Power of Comparison
Strategic Financial Planning -- Healthcare Financial Management Association Winter 2015

Are payers finally coming around to total joints and spine in ASCs?
Becker's ASC Review December 16, 2014

10 things to know about expanding a pain management office to include an ASC
Becker's ASC Review November 11, 2014

6 FAQs about turning a surgery center into a hospital outpatient department
Becker's Hospital Review October 16, 2014

What does healthcare's value-based revolution mean for ASC benchmarking?
Becker's ASC Review September 5, 2014

Beyond the basics: 3 approaches to next-level ASC revenue cycle management
Becker's ASC Review July 31, 2014

Healthcare Providers: When the Music Stops
H&HN Daily July 14, 2014

What Are You Waiting For
Becker's Hospital Review July 11, 2014

The Power of Comparison---ASC Benchmarks 2014
Avanza Healthcare Strategies May 2014

From CHNA Plan to a Healthier Community
H&HN Daily May 20, 2014

Anchor Institutions Must Join With Communities to Define Population Health Terms
Population Health News May 2014

6 Things to be Mindful of When Developing Your ASC's Financial Package
Becker's ASC Review February 10, 2014

5 Steps for Hospitals to Build Community Collaborations
Becker's Hospital Review January 16, 2014

4 ASC Industry Leaders Involved With Their Communities
Becker's ASC Review January 10, 2014

Capitated Care
ASC Focus July 2013

Winning With Ambulatory Care
H&HN Daily May 23, 2013

Business Advisor - Ready for the New Healthcare Consumer?
Outpatient Surgery Magazine January 2013

Patient Migration to Outpatient Setting: What It Means to Hospital Leadership
Inside Healthcare December 15, 2012

10 Things to Know About Turning a Surgery Center Into a Hospital Outpatient Department
Becker's Hospital Review November 5, 2012

Ideas that Work: Musical Chairs
Outpatient Surgery Magazine October 1, 2012

Payers Developing and Acquiring Surgery Centers: Growing Model of ASC Ownership
Healthcare Finance September 7, 2012

Ensuring Efficiencies in Hospital-Owned Surgery Centers
H&HN Daily September 6, 2012

145 Great Women Leaders in the ASC Industry
Becker's ASC Review August 10, 2012

8 Steps to Maximize Price When Selling an ASC
Becker's ASC Review June 12, 2012

Presentations

Financial Implications: The Push From Inpatient to Outpatient Care
The Summer Institute (hosted by HFMA South Texas / ACHE)
Austin, TX, August 2016

ASC Joint Ventures: The Rules for Success
Ambulatory Surgery Center Association 2016 Annual Meeting
Dallas, TX May 2016

Hospital-Physician Alignment Strategies
Texas Medical Group Management Association 2016 Annual Meeting
Dallas, TX March 2016

Healthcare Systems as the Backbone of Community Partnerships
IT'S TIME TEXAS Summit
Austin, TX, June 2015

Managing Change in the ASC Industry
HSTpathways User Group Meeting
St. Petersburg, FL, April 2015

The New Healthcare Consumer
Idaho Hospital Association
Coeur d'Alene, ID, October 2013

Hospital-Physician ASC Partnerships—Trends for the Future
Colorado Ambulatory Surgery Center Association
Denver, CO April 2012

ASC-Hospital Joint Venture & Hospital Outpatient Department Trends
Texas ASC Society Annual Conference
San Antonio, TX, November 2011

Physician Alignment for Outpatient Services
Community Hospital 100 Executive Conference
Pinehurst, NC, October 2011

How to Prepare Your ASC for an Acquisition
Texas Ambulatory Surgery Center Society Annual Conference
Houston, November 2010

ASC-Hospital Joint Ventures & HOPD Trends
Texas Ambulatory Surgery Center Society Annual Conference
Houston, TX November 2010

Moving Outpatient Surgery Out of the Hospital
Hospital and Health Systems: Improving Profitability Business and Legal Issues Conference
Chicago, IL April 2010

Physician Alignment and Integration Strategies
Community Hospital 100 Webinar
April 2010

HOPD vs. Freestanding Pros and Cons
Outpatient 100 Executive Management Conference
Dallas, TX October 2009

Managing Through the Credit Crunch
ASC 100 Executive Management Conference
San Diego, CA March 2009

Tools for Benchmarking Outpatient Surgical Services
Outpatient 100 Executive Management Conference
San Diego, CA October 2009

Containing Costs, Maintaining Quality: Getting Your Physicians Involved
Same-Day Surgery Annual Conference
Atlanta, GA March 2000

The Art of Becoming Organized and Getting the Most Out of Your Employees
Same-Day Surgery Annual Conference
Atlanta, GA March 2000

SDS Benchmarking: What Doctors Really Want
Same-Day Surgery Annual Conference
Atlanta, GA March 2000

Differences in SDS: Truth or Myth
Same-Day Surgery Annual Conference
Atlanta, GA March 2000

Delegation, Cross-Training, Competencies: Staffing Challenges
Same-Day Surgery Annual Conference
Atlanta, GA March 2000

Adding New Physician Partners Into Your ASC: Pro and Con
AAASC 21st Annual Conference
Newport Beach, CA, March 2000

Setting up a Freestanding For-Profit ASC Workshop
AORN Conference
Las Vegas, NV November 1999

The Evolution of Surgery Centers – A Consultant’s Perspective
American Health Consultants Annual Conference
Atlanta, GA March 1999

Marketing Surgery Centers
American Health Consultants Annual Conference
Atlanta, GA March 1999

Sharpening Your Skills – The Changing Business of Surgery Centers
American Health Consultants Annual Conference
Atlanta, GA March 1999

Understanding the Opportunities in the ASC Market
The PM Group Winter Conference
Orlando, FL, February 1999

Education

The University of Texas at Austin--BS
1973 – 1976

The University of Texas at Brownsville—MBA
1996-1997

REFERENCES FURNISHED UPON REQUEST

CURRICULUM VITAE
Andrew A. Lasser, Dr.P.H.
2434 Grand Circle
Oklahoma City, OK 73116

EDUCATION

- Dr. P.H. Doctor of Public Health, 1982
University of Pittsburgh
Department of Health Administration
Emphasis in strategic planning and policy. Dissertation entitled:
"An Exploratory Study of the Interrelationships Among Hospital
Strategy, Environmental Scanning, and Performance."
- M.P.H. Masters of Public Health, 1974
University of Pittsburgh
Program in Medical and Hospital Administration
- A.B. Bachelors of Arts, 1972
San Diego State University
Majored in Management and Psychology

PROFESSIONAL EXPERIENCE

- 2011 to Present Executive Vice President, Avanza Healthcare Strategies/ASC
Strategies
- 1994 to present Chairman and CEO, The Lasser Group, LLC
Responsible for all operations of this health care management
and consulting firm.
- 2006 to 2009 Executive Vice President
University Healthcare System
Responsible for Business Development, Planning, Physician
Relations, Recruitment and Employment
- 2000 to 2006 PRESIDENT/CEO
St. Joseph Hospital
Responsible for the daily operations and management of 236
bed acute care Catholic hospital.

Curriculum Vitae
Andrew Adler Lasser, Dr.P.H.
Page 2

- 1997 to Present **PRESIDENT**
American University Health Care, Inc.
An executive services consulting and interim management services firm serving healthcare organizations and their unique needs.
- 1995-1997 **CHIEF OPERATING OFFICER**
Medical College of Virginia Hospitals of Virginia Commonwealth University.
Responsible for the daily operations and management of 741 bed academic medical center reporting to the CEO.
- 1993 - 1995 **SENIOR VICE PRESIDENT**
The Hunter Group
As a senior member of The Hunter Group consulting practice has developed hospital turn around plans, strategic plans and integrated delivery networks for community and teaching hospitals in multiple locations
- 1988 - 1993 **CHIEF EXECUTIVE OFFICER**
The University Hospitals
The University Hospitals consists of four facilities: Children's Hospital of Oklahoma, University Hospital, O'Donoghue Rehabilitation Institute, and the Child Study Center.

The Chief Executive Officer provides management direction to these facilities licensed for 804 beds and 66 bassinets.
- 1987 - 1988 **ADMINISTRATOR**
Children's Hospital of Oklahoma
Children's Hospital of Oklahoma is part of the Oklahoma Medical Center, and this position reports to the Chief Executive Officer of the Oklahoma Medical Center. The Administrator provides management direction to this 330 bed, full service children's hospital.
- 1984 - 1987 **VICE PRESIDENT, ADMINISTRATOR**
Children's Hospital, West Virginia University Hospitals. Reported to the President of West Virginia University Hospitals, Inc. Responsible for the development of a new

Curriculum Vitae

Andrew Adler Lasser, Dr.P.H.

Page 3

Children's Hospital as part of a total hospital replacement program. Provides management direction to Department of Pediatrics and Obstetrics/Gynecology. Additional responsibilities included management of Emergency Department and Trauma Program and Hospital Auxiliary.

1983 - 1984

ASSOCIATE ADMINISTRATOR FOR MARKETING & DEVELOPMENT

West Virginia University Hospitals, Inc.

Duties included the development and implementation of programs in marketing and hospital development. This position reports directly to the Chief Executive Officer of the hospital. Management responsibilities include: Volunteers, Public Relations, Hospital Auxiliary, Patient Relations, Fund Raising, Pilot Program, Graphic Design, and Communication.

1981 - 1983

ASSISTANT PROFESSOR AND ASSOCIATE DIRECTOR

Graduate Program in Health Services Management University of Missouri-Columbia.

Courses taught encompass the areas of management and organization behavior, organization theory and design, and planning. In charge of externship and residency placement and admissions and marketing, and other administrative responsibilities with Program.

1979 - 1981

TEACHING FELLOW/DOCTORAL STUDENT

University of Pittsburgh

Department of Health Services Administration

1975 - 1979

CHIEF EXECUTIVE OFFICER

The General Hospital

Eureka, California

Responsible for merging two hospitals and development of a major construction and renovation project at the new hospital site.

1974 - 1975

ASSISTANT ADMINISTRATOR

The General Hospital

Eureka, California

Responsible for daily operations of this 99-bed acute care hospital.

ACADEMIC APPOINTMENTS

Curriculum Vitae

Andrew Adler Lasser, Dr.P.H.

Page 4

1995 - 1997	ADJUNCT ASSISTANT PROFESSOR COMMUNITY HEALTH Virginia Commonwealth University
1992 - 1995	ASSOCIATE, CENTER FOR HEALTH POLICY RESEARCH & DEVELOPMENT University of Oklahoma College of Public Health
1987 -1993	ADJUNCT PROFESSOR OF HEALTH ADMINISTRATION University of Oklahoma College of Public Health
1988 - 1995	CLINICAL ASSISTANT PROFESSOR OF PEDIATRICS University of Oklahoma College of Medicine
1985 - 1989	ADJUNCT FACULTY, UNIT AUTHOR, PRECEPTOR University of Minnesota Independent Study Program in Health Care Administration
1981 - 1983	ASSISTANT PROFESSOR AND ASSOCIATE DIRECTOR Graduate Program in Health Services Management University of Missouri-Columbia
1979 - 1981	TEACHING FELLOW/DOCTORAL STUDENT

AWARDS

American College of Healthcare Executives, 1992 Senior Level Healthcare Executive Award

PROFESSIONAL ASSOCIATIONS

Fellow, American College of Healthcare Executives

PROFESSIONAL & CIVIC ACTIVITIES

Board of Directors, Treasurer, Variety Care. An Oklahoma Community Health Center

Accreditation Fellow. Appointed as Accreditation Fellow to the Accrediting Commission on Education for Health Services Administration for 1983

Board of Directors, International Children's Fund, 2002 - 2010

Curriculum Vitae

Andrew Adler Lasser, Dr.P.H.

Page 5

Leadership Augusta, 2002

Chairman, Board of Directors, American Red Cross of Augusta, 2000 - Present

Member, Rotary Club of Augusta, 2000 - Present

Member, Augusta Metro Chamber of Commerce, 2000 - Present

Board of Directors, Christian Children's Fund, 1997- Present

Board of Directors, Virginia Council of Economic Education, 1997

Board of Directors, the University Hospitals Authority, 1993

Executive Committee, University Hospital Consortium Board of Directors,
1990 - 1994

Board of Directors, University Hospital Consortium, 1988 - 1994

Board of Directors, Oklahoma Hospital Association, 1990 - 1992

Chairman, Greater Oklahoma City Hospital Council, 1990 - 1992

Greater Oklahoma City Hospital Council, 1987 - 1994

Vice - Chairman, Medical Technology and Research Authority of Oklahoma,
Board of Directors 1990 - 1994

Leadership Oklahoma City, Class X - 1991-92

Leadership Oklahoma - Class VI - 1992-93

Co-Chairman, American Red Cross, Swimfest 1991 - 1992

Executive Committee, Board of Directors Oklahoma County Chapter, American
Red Cross, 1988 - 1994

Board of Directors, American Heart Association, Oklahoma City, 1992 - 1994

Editorial Board, Hospital & Health Services Administration, American College of
Healthcare Executives, 1991 - 1994

Editorial Board, Journal of Rural Health - 1990 - Present

Regent's Advisory Council, American College of Health Care Executives, 1991-
1994

Director, State Campaign for Government Agencies, United Way of Metro
Oklahoma, 1992 - 1994

Chairman, Book of the Year Committee, American College of Healthcare
Executives, 1985 - 1986

Book of the Year Committee, American College of Healthcare Executives, 1983

Oklahoma City Chamber of Commerce, 1987 - 1994

Membership Committee, Morgantown Chamber of Commerce, 1986

General Committee, National Public Service MEDEVAC Symposium, Charleston,
WV, 1985

Vice-Chairman, Board of Directors, Red Cross of Monongalia County, West
Virginia, 1985 - 1987

President, Westover Rotary Club, 1986 - 1987

Committee on Awards and Testimonials, American College of Healthcare
Executives, 1986

Board of Trustees, California Hospital Association, 1978

California Hospital Association Committee on Medical Staff and Trustees, 1978

Secretary, North Planning Council of the Northern Coast H.S.A. 1976 - 77

President, Northern Redwood Empire Hospital Conference, 1976 - 78

Curriculum Vitae

Andrew Adler Lasser, Dr.P.H.

Page 6

Board of Directors, West Coast Cancer Foundation, 1976 - 78

Hospital Council of Northern California, Planning Committee 1977 - 78

MANAGEMENT CONSULTING

All current work of American University HealthCare, The Lasser Group and previous work with The Hunter Group

State of West Virginia - Trauma Center Site Visits as part of survey teams for trauma center designation.

Pennsylvania Trauma Systems Foundation - Trauma Center Designation Site Survey Team Member. Part of national team put together to review Pennsylvania hospitals for trauma center compliance. 1986 - 1990

State of Oregon - Part of national team surveying Level I and II trauma centers for trauma center compliance. 1987 - 1989.

Elkins Area Medical Center - Served as Acting Chief Operating Officer of Davis Memorial Hospital, Elkins, West Virginia. November and December, 1985. Consulted on merger planning.

Department of Mental Health, State of Missouri - Management audit of Western Missouri Mental Center and Kansas City Regional Center, 1982 - 83.

University of Missouri Hospitals and Clinics - Market study and strategic planning for their 497-bed teaching hospital.

General John J. Pershing Memorial Hospital - Marketing and planning study for the 57-bed community hospital, 1982.

The Eye and Ear Hospital of Pittsburgh - Preparation of a Certificate of Need

PUBLICATIONS, PAPERS, AND PRESENTATIONS

Lasser, Andrew A., "An Exploratory Study of the Interrelationships Among Hospital Strategy, Environmental Scanning, and Performance." Unpublished doctoral dissertation, University of Pittsburgh, 1982.

Curriculum Vitae

Andrew Adler Lasser, Dr.P.H.

Page 7

Rawson, Ian G., and Andrew A. Lasser, "Theory Z: A Useful Look for Hospital Management or Another Fad?" Hospital and Health Services Administration, July/August, 1983.

Lasser, Andrew A., "Environmental Scanning and Boundary Spanning as External Value Determination Mechanisms". Paper presented at AUPHA Annual Meeting, Washington, D.C., April, 1982.

"The Relationship Between Environmental Scanning and Hospital Strategy: An Examination of the Current Status". Unpublished paper, University of Pittsburgh.

"Marketing Seminar for Managers". Seminar Instruction, Presbyterian Denver Hospital, 1982. "Contemporary Issues in Hospital Management". Seminar Instructor, Greenville Hospital, 1981.

"Management Workshop". Seminar Instructor, Veterans Administrator Medical Center, Pittsburgh, Pennsylvania, 1981. "Contemporary Concepts in Management". Seminar Instructor, Graduate School of Public Health, University of Pittsburgh, 1980.

"Marketing for Medical Group Practices". Paper presented at the Medical Group Management Association of Missouri Annual Meeting, Tan-Tar-A Resort, April, 1983.

"Where Health Care is Going By the Year 2000". Paper Presented at Mountaineer District Dietetic Association meeting, September, 1983.

"Organizational Life Cycle and Changing Management Needs". Paper presented at American Public Health Association Annual Meeting, Dallas, 1983.

Lasser, Andrew A., "Strategy, Scanning, and Performance Linkages". Unpublished working paper, 1981.

Lasser, Andrew A., and Mark J. Jaeger, "The Role of Management Values in Hospital Strategy Formulations and Environmental Interaction". Working paper, 1983.

Lasser, Andrew A., "Interpersonal Relations for Health Services Professionals: A Social Skills Approach: Invited Book Review, Hospital and Health Services Administration, March/April 1984.

Lasser, Andrew A., "Quality Assurance in Hospitals". Invited Book Review, The Journal of Health Administration Education, Winter, 1985.

Curriculum Vitae

Andrew Adler Lasser, Dr.P.H.

Page 8

"Health Care Delivery Systems and Likely Practice Settings". Invited Speaker, Primary Care Conference, Canaan Valley, West Virginia, March, 1985.

Lasser, Andrew A., "Health Care Management". Published by University of Minnesota for use in Independent Study Program in Health Care Administration, July, 1985.

"Medevac Budgets". Seminar Leader, National Public Service Air Medevac Symposium, Charleston, West Virginia, April, 1987.

"Marketing for the Line Manager", Workshop Panel Discussion, West Virginia Hospital Association Mid-Year Educational Conference, Charleston, West Virginia, June, 1987.

"Medical Reporting: Hazardous to Public Health?" Workshop Panel Discussions, Society of Professional Journalists, National Convention, Baltimore, Maryland, November, 1992.

REFERENCES FURNISHED UPON REQUEST.

CURRICULUM VITAE
PAUL JULIAN REISS, M.D., FAAFP

Addresses: Home: 17 Lyman Dr
Williston, Vermont
05495
cell: 802 - 343-1036

Clinical Office:
Evergreen Family Health Partners, LLP
28 Park Ave
Williston, VT 05495
(802) 878-1008, FAX (802) 872-2679
PReiss@evergreenhealth.org

EDUCATION:

9/75 - 5/79 B.S., Biological Sciences; *in honora cursu*, summa cum laude
Fordham University; Fordham Road, Bronx, NY

9/79 - 5/83 M.D., University of Rochester School of Medicine and Dentistry
Rochester, NY

6/83 - 6/86 Family Practice Residency, Medical Center Hospital of Vermont
Burlington, VT

EMPLOYMENT / OCCUPATIONS:

2014- **Chief Medical Officer** Healthfirst, Vermont IPA

2012 - 2015 **Medical Director**
Accountable Care Coalition of the Green Mountains

2014 -2016 **Medical Director**, Vermont Collaborative Physicians, ACO

2002 - **Evergreen Family Health Partners, LLP**
Private Practice Partnership; Managing Partner, 2002 – 2014

2000 - 2002 **Primary Care Health Partners, LLP** (Evergreen Family Health)
Multi-office, primary care Group Practice Partnership
Incorporating Officer, 2000
Physician Manager, 2000 – 2002; Finance Committee, ‘00 – ‘02

1990 - 1999 **Community Health Plan / Kaiser Permanente Northeast (1996 -1999)**
Williston Health Center, Williston, VT. Physician Manager 1990 - 1999
Associate Medical Director, Quality Management, VT Region, 1991 – 1999

Vermont Permanente Medical Group: Incorporator, Northeast Permanente Board of
Directors, Vermont, 1997; Board of Directors, Northeast Permanente Medical
Group 1998-1999; Chair, VT Permanente Medical Group 1999

1986 - 1990 **University of Vermont College of Medicine, University Family Health**
Assistant Professor, Department of Family Practice
Assistant Residency Director

MEMBERSHIPS / ACTIVITIES:

Vermont Care Organization (unified ACO)
Exploratory Committee 2015 - 2016
Board of Directors 2016 –
Executive Committee, 2016 -
Primary Care Committee, Chair 2016 –

Vermont Information Technology Leaders (VITL). Statewide Health Information Organization
Initial Board of Directors: 2007 - 2010
American Academy of Family Physicians, 1982 -
Commission on Quality, 2005 – 2008
Commission on Quality and Practice 2008 - 2009
Liaison to ACOG Patient Safety and Quality Committee 2005 - 2010

Vermont Academy of Family Physicians, 1984 -
Vice-President, 1990, Pres-Elect, 1991, President, 1992- 1995
Delegate, Annual AAFP Congress, 1993 - 1997, 1999, 2000, 2007-2009, 2016, 2017
Alternate Delegate, 1992, 1998, 2004, 2005
Board of Directors, 1992 – 2010, Treasurer, 2005 - 2010
Vermont Medical Practice Board: Ad Hoc Review Panel Member, 2003 -
American Medical Association, 1983 - 1987
Vermont State Medical Society (VSMS), 1986 – 1995, 2010 -

MEDICAL LICENSURE: State of Vermont (#42-7213), State of NY, (# 216978 – 1, not current)

CERTIFICATIONS:

American Board of Family Practice, 1986; Re-cert., 1993, 2000, 2007
Certificate of Added Qualification (CAQ) – Sports Medicine
Fellow, American Academy of Family Physicians, 10/93

ACADEMIC APPOINTMENTS:

7/07 - Clinical Professor, Department of Family Medicine
University of Vermont (UVM) College of Medicine

HOSPITAL/HEALTH CARE APPOINTMENTS:

2010- Healthfirst, Independent Physician Association. Incorporator, Board of Directors, Vice Chair 2010 -12; Chair 2012 -2014
2011- VT Blueprint for Health, Design and Evaluation Subcommittee
1986 – 2017 Attending Physician, Department of Family Medicine, (fka) Medical Center Hospital of Vermont, (fka) Fletcher Allen Healthcare, now University of Vermont Medical Center.
2004-2011 Vermont Managed Care (VMC), Physician Hospital Organization; Board of Directors;
Care Management Committee 2004-2011; Chair 2006 –2011
2001-2007 MVP Heath Plan: VT Quality Improvement Committee

COMMUNITY :

1996 - Board of Directors; (2000 -), Board Chair 2007 -Julian Reiss Foundation, (Charitable Trust and summer camp sponsor) reissfoundation.org

Bio-Brief – Dr. Elizabeth A. Wennar Rosenberg (Beth)

In addition to background in nursing (Charity Hospital), she holds a degree in Business Administration, a M.P.H. from Yale University's School of Medicine Department of Epidemiology and Public Health and a Doctorate in Health Policy and Administration (Leadership) from The Medical University of South Carolina (MUSC). Dr. Wennar Rosenberg's primary interests are health care reform policy (clinical and payment models), fraud and compliance/anti-trust, strategic thinking for organizations/policymakers, managing change, provider-driven model development, and HRM (health resources management).

Reporting directly to the Board of Directors as CEO of a Physician-Health System Organization (PHO) she has been responsible for external and internal affairs, strategic thinking/planning, operations and business development. Other experience includes positions with Commercial Health Insurers (MCO/HMO's) and the United States General Accounting Office (GAO). She has also served on AARP's National Legislative Council and has been appointed by the National Institute (NIST) to the Board of Examiners for The Malcolm Baldrige National Quality Award. She has served on the advisory board for the Center for Healthcare Quality & Payment Reform and has participated in the Dartmouth Hitchcock/Brookings Institute Accountable Care (ACO) Learning Collaborative. She has served as Chairman of the Board of the Battenkill Valley Health Clinic a 501 c (3) community organization seeking (granted 2013) FQHC status and was appointed to the New England Rural Health Round Table board of directors.

Dr. Elizabeth Wennar Rosenberg is also a principal with HealthInova, LLP a consulting firm specializing in management services such as, strategic thinking/planning, contract negotiations (risk and non-risk models), payment reform and strategic development for provider organizations.

Specialization/Interest and Expertise: Leadership education and development; relationship-building (trust), resource management development (integration of financial and clinical information); antitrust (FTC) compliance for provider/physician organizations and systems (hospitals); multi-disciplinary team approach to manage chronic disease states more effectively; development of physician office-based case management initiatives; contract negotiations/management(risk and non-risk); payment reform methodologies (e.g., Accountable Care Organizations, global budgets, capitation, site-of-service differentials); efficiency evaluation and strategic thinking (planning and development).

Speaker/Moderator: National Conferences/Workshops (e.g., APHA, FBI, FTC, AAIHDS)

Testimony/Media: Federal (U.S. House and Senate) and State level, Health Leaders, Newsweek, NPR, NBC (evening news), 60 Minutes, WebMD, BCBS Health Issues, various newspapers and regional television.

Favorite Quote(s): *"Skate to where the puck is going, not where it's been" ...Wayne Gretzky on strategy.*

"Can you tell me where I ought to go?" asked Alice.

"That really depends a great deal on where you want to get to." said the Cheshire Cat.

- Alice in Wonderland