



## OneCare Vermont Accountable Care Organization, LLC Board of Managers Meeting Agenda

**October 20, 2022**  
**4:30 p.m. – 7:05 p.m.**  
**Zoom Meeting**

| Time      | Agenda Item   | Presenter   |
|-----------|---|---|
| 4:30 p.m. | Call to Order and Board Announcements   | Anya Rader Wallack  |
| 4:31 p.m. | Welcome Board Managers, Invited Guests, and Members of the Public   | Anya Rader Wallack  |
| 4:32 p.m. | Consent Agenda Items*<br><i>Motion and Vote to Approve Consent Agenda Items – Supermajority Required (p. 3-25)</i>                                    | Anya Rader Wallack  |
| 4:35 p.m. | Essex Pediatrics: CPR and Mental Health Integration* (p. x-y)   | <u>Introduction:</u><br>Carrie Wulfman, MD<br><u>Primary Presenter:</u><br>Steve Hale, MD         |
| 5:05 p.m. | Governance<br><i>Motion and Vote to Approve Resolution Appointing a Board Manager to the Audit Committee – Majority Required (p. 28)</i>              | Anya Rader Wallack  |
| 5:10 p.m. | CEO Update on 2023 GMCB Budget Submission*  | Vicki Loner   |
| 5:15 p.m. | 2021 ACO Annual Quality Results*  | <u>Primary Presenter:</u><br>Carrie Wulfman, MD<br><u>Additional Presenter:</u><br>Josiah Mueller |
| 5:25 p.m. | Public Comment<br>Move to Executive Session*<br><i>Motion and Vote to Approve Resolution to Move to Executive Session – Majority Required (p. 38)</i> | Anya Rader Wallack  |
| 7:00 p.m. | Votes<br><b>1.</b> Approve Executive Session Consent Agenda Items – Majority Required   | Anya Rader Wallack  |
| 7:05 p.m. | Adjourn   | Anya Rader Wallack  |

\*Denotes Attachments

**Attachments:**

1. Consent Agenda Items
  - a. Draft OneCare Public Session Minutes September 20, 2022
  - b. Board Committee Reports October 2022
  - c. Financial Statement Package September 2022
  - d. Public Affairs Report October 2022
  - e. CMO Quarterly Report
  - f. DEI Quarterly Report
  - g. Q3 Corporate Goals
  - h. PY21 Medicaid Settlement
  - i. 2022 VBIF Payment Approval
2. Essex Pediatrics: CPR and Mental Health Integration
3. Resolution to Appoint Audit Committee Member
4. CEO Update on 2023 GMCB Budget Submission
5. 2021 ACO Annual Quality Results
6. Resolution to Move to Executive Session



**OneCare Vermont Accountable Care Organization, LLC  
Board of Managers Meeting  
September 20, 2022  
Minutes**

A meeting of the Board of Managers of OneCare Vermont Accountable Care Organization, LLC (“OneCare”) was held remotely via video and phone conference on September 20, 2022.

I. Call to Order and Board Announcements

Board Chair Anya Rader Wallack called the meeting to order at 4:33 p.m.

II. Welcome Board Managers, Invited Guests, and Members of the Public

Mitchell J. Rotbert, Andrea Wicher, and Jennifer DaPolito attended the meeting.

III. Consent Agenda Items

As part of the distributed pre-meeting materials, the Board received Consent Agenda Items including: (1) Draft OneCare Public Session Minutes from August 16, 2022; (2) Board Committee Reports for August 2022; (3) Financial Statement Package for June 2022; (4) Public Affairs Report for September 2022; and (5) PY21 Medicare Settlement.

An opportunity for discussion of any items within the consent agenda was offered.

A Motion to Approve the Consent Agenda Items was made by B. Bick, seconded by C. Fort, and approved by a Supermajority. K. Cross, T. Fama, M. Costa, and S. Lowell were not present for the vote.

IV. Governance

A Motion to approve the resolution reappointing a FQHC Board Manager was made by J. Sayles, seconded by S. May, and approved by a Supermajority. M. Costa and K. Cross were not present for the vote.

V. PY23 Network Composition

Sara Barry, COO, discussed the continuing strength of OneCare’s statewide network for performance year 2023, as measured by organizational contracts returned. Further, she noted that four organizations have expanded program participation. One hospital (NVRH) and one FQHC (Northern Counties Health Care), and one independent Primary Care Practice (Evergreen Family Health Partners, LLC) have joined the Medicare program. One Skilled Nursing Facility has joined for BCBS and MVP. An opportunity for discussion was offered.

VI. Overview of the New Health Disparity Scorecards

Josiah Mueller, Director of Value Based Care, shared progress toward OneCare’s organizational goal to create a health disparities scorecard for each HSA. They will be distributed to the network later this month. The scorecard is iterative in nature and network feedback is being collected through OneCare’s Workgroups and HSA Consultations. Three example views of the new Scorecard were presented: All OneCare, HSA Pediatrics, and HSA Adults and there was discussion about how providers may access more details about these data. Board members expressed gratitude and support for this work, and also provided feedback for improvement such as a suggestion to include an example action item when presenting during HSA Consultations.

VII. Public Comment

There were no comments from the public.

VIII. Move to Executive Session

A Motion to Approve the Resolution to Move to Executive Session was made by S. May, seconded by B. Bick and was approved by a unanimous vote.

IX. Votes from Executive Session

1. Approve Executive Session Consent Agenda Items – **Approved by majority.**
2. Approve Resolution Adopting 2021 Audit Reports – **Approved by Supermajority.**
3. Approve Resolution Adopting the 2023 GMCB Budget Submission - **Approved by Supermajority**

X. Adjournment

Upon a Motion made by D. Bennett, seconded by T. Dee, and approved by a unanimous vote, the meeting adjourned at 6:33 p.m.

**Attendance:**

OneCare Board Managers

- |   |  |  |
|---|--|--|
| <input checked="" type="checkbox"/> Dan Bennett   | <input checked="" type="checkbox"/> Claudio Fort   | <input checked="" type="checkbox"/> Toby Sadkin, MD    |
| <input checked="" type="checkbox"/> Bob Bick      | <input checked="" type="checkbox"/> Jen Gilwee, MD | <input checked="" type="checkbox"/> John Sayles        |
| <input checked="" type="checkbox"/> Coleen Condon | <input type="checkbox"/> Tom Huebner               | <input checked="" type="checkbox"/> Adriane Trout, MD  |
| <input checked="" type="checkbox"/> Michael Costa | <input checked="" type="checkbox"/> Steve LeBlanc  | <input checked="" type="checkbox"/> Teresa Fama, MD    |
| <input checked="" type="checkbox"/> Kristi Cross  | <input checked="" type="checkbox"/> Sierra Lowell  | <input checked="" type="checkbox"/> Anya Rader Wallack |
| <input checked="" type="checkbox"/> Betsy Davis   | <input checked="" type="checkbox"/> Stuart May     | <input checked="" type="checkbox"/> Tom Dee            |
| <input checked="" type="checkbox"/> Shawn Tester  |  |  |

T. Fama joined the meeting at 4:36 p.m.

S. Lowell joined the meeting at 4:36 p.m.

K. Cross joined the meeting at 5:00 p.m.

M. Costa joined the meeting at 5:15 p.m.

OneCare Risk Strategy Committee

Steve Leffler, MD

Brian Nall

OneCare Leadership and Staff

Vicki Loner

Sara Barry

Greg Daniels, Esq.

Carrie Wulfman, MD

Tom Borys

Amy Bodette

Josiah Mueller

Linda Cohen, Esq.

Lucie Garand

Kim Driscoll



## OneCare Board of Managers Committee Reports

October 2022

**Executive Committee** (meets monthly)

The committee nominated a current board manager to serve on the audit committee. The committee provided input to management on a draft provider discipline policy and discussed the status of contract negotiations. The committee is next scheduled to meet on November 3, 2022.

**Finance Committee** (meets monthly)

At its October 12 meeting, the September meeting minutes and August Financial Statements were approved by the committee. Membership discussed details on the BCBSVT Target Model materials. The membership spent time reviewing the 2021 Audit Summary, 2021 Medicaid Settlement, and 2021 Full Financial Summary. A thorough overview of the Payment Reform Subcommittee was presented with open conversation around the topic. The meeting wrapped up with the 2022 Medicaid Fixed Payment Change, 2023 Medicaid Fixed Payment Expansion Pilot, and the 2022 VBIF Payment for recommendation by the committee for the board to approve. The Term Sheets for Medicaid and MVP were also viewed. The committee is next scheduled to meet on November 9, 2022.

**Population Health Strategy Committee** (meets monthly)

At its October 10 meeting, the membership was presented with the PHM Addendum on Mental Health for discussion along with a request for feedback on the PHM Communications Strategy. Then the 2023 Care Coordination Guidance Document was presented with time for questions and answers. The membership matrix and updates on the Committees, Subcommittees, and Workgroups were shared. The committee is next scheduled to meet on November 14, 2022.

**Patient & Family Advisory Committee** (meets monthly)

At its September 27 meeting, committee members participated in the Diversity, Equity & Inclusion Training for the bulk of the meeting. The meeting wrapped up with a conversation around feedback for the naming of the Senior Care Workgroup and members provided recommendations. The committee is next scheduled to meet on October 25, 2022, when the Office of the Healthcare Advocate will join the committee for its annual visit.

**Audit Committee** (meets quarterly)

The audit Committee meets quarterly. The committee is next scheduled to meet November 2, 2022.

**OneCare Vermont**  
**Statement of Financial Position**  
**For the Periods Ended**

|  | 8/31/2022         | 7/31/2022         | Variance         |
|--|-------------------|-------------------|------------------|
| <b><u>ASSETS</u></b>                     |                   |                   |                  |
| <b>Current assets:</b>                   |                   |                   |                  |
| UNRESTRICTED Funds                       | 5,344,372         | 4,780,726         | 563,646          |
| OCV Reserve Funding                      | 5,600,000         | 5,600,000         | -                |
| Advanced Medicaid Funding                | 14,557,268        | 14,621,802        | (64,534)         |
| VBIF Reserves                            | 1,501,369         | 1,560,811         | (59,442)         |
| Deferred For Specific Use                | 369,152           | 369,152           | -                |
| Unspent Passthrough Funds                | 3,606,477         | 3,830,866         | (224,389)        |
| accountability pool \$ Held              | 3,223,836         | 3,067,241         | 156,596          |
| <b>Total Cash</b>                        | <b>34,202,474</b> | <b>33,830,598</b> | <b>371,876</b>   |
| Network Receivable                       | -                 | 101,253           | (101,253)        |
| Network Receivable-Settlement            | 3,765,003         | 3,765,003         | -                |
| Other Receivable                         | 62,829            | 62,829            | -                |
| Other Receivable-Settlement              | 7,792,008         | 7,792,008         | -                |
| Prepaid Expense                          | 1,488,878         | 2,263,194         | (774,316)        |
| Property and equipment (net)             | 32,175            | 32,866            | (691)            |
| <b>TOTAL ASSETS</b>                      | <b>47,343,366</b> | <b>47,847,749</b> | <b>(504,383)</b> |
| <b><u>LIABILITIES AND NET ASSETS</u></b> |                   |                   |                  |
| <b>Current liabilities:</b>              |                   |                   |                  |
| Accrued Expenses - Accounts payable      | 576,188           | 380,869           | 195,319          |
| Accrued Expenses Deliverables            | -                 | -                 | -                |
| Accrued PHM Expenses (payors)            | 16,559,900        | 17,331,071        | (771,171)        |
| Accrued Expenses                         | 17,136,088        | 17,711,940        | (575,852)        |
| Accrued Expenses -Settlement             | 8,493,462         | 8,493,462         | -                |
| Network Payable                          | 4,704,856         | 4,540,466         | 164,390          |
| Network Payable-settlement               | 3,637,037         | 3,637,037         | -                |
| Notes Payable                            | -                 | -                 | -                |
| CTO Liability                            | 491,703           | 493,950           | (2,247)          |
| Payroll accrual                          | 427,360           | 345,406           | 81,954           |
| Deferred Income                          | 1,183,404         | 1,183,403         | 0                |
| Due to Related Parties - UVMMC           | 3,153,494         | 3,289,548         | (136,054)        |
| Due to Related Parties - DHH             | (1)               | (1)               | -                |
| <b>Total Liabilities</b>                 | <b>39,227,403</b> | <b>39,695,212</b> | <b>(467,809)</b> |
| <b>Net assets:</b>                       |                   |                   |                  |
| Members' equity                          | 25,000            | 25,000            | -                |
| Retained Surplus                         | 6,954,848         | 6,954,848         | -                |
| Year to Date Profit/Loss                 | 1,136,115         | 1,172,689         | (36,574)         |
| <b>Total net assets</b>                  | <b>8,115,963</b>  | <b>8,152,538</b>  | <b>(36,574)</b>  |
| <b>TOTAL LIABILITIES AND NET ASSETS</b>  | <b>47,343,366</b> | <b>47,847,749</b> | <b>(504,383)</b> |

**OneCare Vermont**

Surplus & Loss Statement: August 2022

|   | Annual Budget      | Current Month     |                   |                  | YTD Actual         | YTD Budget         | YTD Variance       |
|---|--------------------|-------------------|-------------------|------------------|--------------------|--------------------|--------------------|
|   |                    | Actual            | Monthly Budget    | Month Variance   |                    |                    |                    |
| Fixed Prospective Payments Funding          | 438,968,088        | 36,561,651        | 36,580,674        | (19,023)         | 296,658,108        | 292,645,392        | 4,012,716          |
| Payor Contracts Funding                     | 10,460,595         | 832,908           | 871,716           | (38,808)         | 6,851,886          | 6,973,730          | (121,844)          |
| Other Funding                               | 10,315,103         | 756,165           | 859,592           | (103,427)        | 6,509,812          | 6,876,735          | (366,924)          |
| Settlement Income                           | -                  | -                 | -                 | -                | -                  | -                  | -                  |
| Deferred Participation Fees (prior year)    | 792,485            | -                 | 66,040            | (66,040)         | 271,241            | 528,324            | (257,082)          |
| Participation Fees                          | 19,623,500         | 1,635,292         | 1,635,292         | (0)              | 13,082,333         | 13,082,333         | (0)                |
| <b>Total Funding</b>                        | <b>480,159,771</b> | <b>39,786,015</b> | <b>40,013,314</b> | <b>(227,299)</b> | <b>323,373,381</b> | <b>320,106,514</b> | <b>3,266,867</b>   |
| Fixed Payments                              | 436,766,526        | 36,464,638        | 36,397,210        | (67,427)         | 295,684,937        | 291,177,684        | (4,507,253)        |
| Populations Health Mgmt Payment             | 9,512,724          | 789,536           | 792,727           | 3,192            | 6,316,284          | 6,341,816          | 25,532             |
| Complex Care Coordination Program           | 5,905,659          | 491,775           | 492,138           | 363              | 3,934,202          | 3,937,106          | 2,904              |
| Value-Based Incentive Fund                  | 1,000,000          | 9,546             | 83,333            | 73,788           | 1,112,468          | 666,667            | (445,801)          |
| Blueprint Funding                           | 9,073,982          | 756,165           | 756,165           | (0)              | 6,049,323          | 6,049,321          | (2)                |
| Other PHM Programs                          | 2,463,342          | 27,600            | 205,279           | 177,679          | 225,263            | 1,642,228          | 1,416,965          |
| Settlement Expense                          | -                  | -                 | -                 | -                | -                  | -                  | -                  |
| <b>PHM Expenses</b>                         | <b>464,722,233</b> | <b>38,539,259</b> | <b>38,726,853</b> | <b>187,593</b>   | <b>313,322,476</b> | <b>309,814,822</b> | <b>(3,507,654)</b> |
| Salaries, payroll taxes and fringe benefits | 9,368,623          | 697,539           | 780,719           | 83,180           | 5,564,571          | 6,245,749          | 681,178            |
| Consulting, legal and purchased services    | 1,366,121          | 269,775           | 113,843           | (155,932)        | 835,328            | 910,748            | 75,419             |
| Software, licenses and maintenance          | 2,683,279          | 191,199           | 223,607           | 32,408           | 1,503,625          | 1,788,853          | 285,227            |
| Travel, supplies, other                     | 2,019,514          | 124,817           | 168,293           | 43,476           | 1,011,265          | 1,346,343          | 335,077            |
| <b>Operating Expenses</b>                   | <b>15,437,538</b>  | <b>1,283,330</b>  | <b>1,286,462</b>  | <b>3,131</b>     | <b>8,914,789</b>   | <b>10,291,692</b>  | <b>1,376,903</b>   |
| <b>Total Expenses</b>                       | <b>480,159,771</b> | <b>39,822,590</b> | <b>40,013,314</b> | <b>190,725</b>   | <b>322,237,266</b> | <b>320,106,514</b> | <b>(2,130,752)</b> |
| <b>Net Income (Loss)</b>                    | <b>-</b>           | <b>(36,574)</b>   | <b>-</b>          | <b>(36,574)</b>  | <b>1,136,115</b>   | <b>(0)</b>         | <b>1,136,115</b>   |



# OneCare Vermont

Public Affairs Report | October 2022

## Media Coverage

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### Where Should I go for the RIGHT Care? VTDigger

OneCare supported the The Right Care, Right Place campaign coming out of a partnership with one of our member organizations, [Community Health](#), and the Rutland Community Collaborative. Our Chief Medical Officer, Carrie Wulfman M.D., contributed to the Sponsored Spotlight in Digger: “Vermonters knowing where to go to get the care they need is an important first step in lowering health care costs because it moves health care spending out of the acute care space and into primary care. This not only reduces high-cost spending in emergency departments and urgent care but increases opportunity within the primary care space to provide disease and illness preventive services and care.” Read the full article here: [Where Should I go for the RIGHT Care? - VTDigger](#)

## Government Relations

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### Green Mountain Care Board

On September 12 the GMCB wrapped up its hospital deliberations and final hospital budget orders were issued. On September 28<sup>th</sup> GMCB staff had a [debrief presentation](#) on the hospital budget process for this year’s budget cycle.

One October 12 GMCB Staff provided an [FY 2023 ACO oversight and process overview](#) including a history of ACOs as well as the budget and certification process as outlined by statute. The presentation covered the upcoming Medicare only ACO budget timeline (GatherHealth) as well as the All-Payer Model ACO Budget timeline (OneCare) for October and November. Both ACOs have submitted their budget materials and public comment for [GatherHealth’s MSSP ACO Budget](#) will be accepted through October 28<sup>th</sup> while public Comment for [OneCare’s APM ACO Budget](#) will be accepted through December 2<sup>nd</sup>.

## Outreach and Advocacy

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## Events, Shares, Articles, and Resources

- OneCare is proud to be a returning sponsor of the Vermont Suicide Prevention Symposium. The 2022 symposium brought together national, regional, and Vermont-based practitioners to share their experience and expertise about current and forthcoming resources, best practices, and ongoing conversations surrounding suicide and self-harm prevention.
- Vermont Foodbank CEO and OneCare Board of Managers member, John Sayles, was on a segment Vermont Edition to discuss high rates of food insecurity, a social risk factor linked to rising chronic disease and health care costs in VT and the U.S. Listen to the segment: [Two out of every five Vermonters is food insecure, new data show | Vermont Public](#)

## Follow Us

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You can keep up with OneCare on our [blog](#), [LinkedIn](#), and [Twitter](#) (@OnecareVermont). We would greatly appreciate it if you like and share our content to help spread awareness.

Questions? Contact OneCare Public Affairs using the [Contact Us](#) form on our website or email us at [public@onecarevt.org](mailto:public@onecarevt.org).



## OneCare Vermont



### Report from the Chief Medical Officer — Carrie Wulfman, MD —

Q3 2022

I'd like to thank all who are participating in our newly-formed or re-organized workgroups, subcommittees, and committees. A significant amount of meaningful work is happening and your engagement is both impactful and appreciated.

## Health Disparities Scorecard

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In keeping with one of OneCare's strategic goals for 2022, our Data and Analytics team has worked diligently over the past year to create a scorecard that will assist our members in identifying areas per Health Service Area (HSA) where health disparities exist. The prototype of this scorecard is depicted here, and we are proud to report that all OneCare network organizations can now access this report via OneCare's secure portal. The scorecard is a tool that will assist our network to study and hone in on intersections between social risks, healthcare delivery, and outcomes. As you can see in the example below, performance in the Population Health Model quality metrics for 2023 can be tracked across total social risk level, social risk flags, and poverty level by zip code. The scorecards will be utilized at quality and care coordination team meetings between OneCare and all HSA members to plan actions to address the disparities that are identified.

| OneCare Vermont Health Disparities Dashboard   |           |                   |        |       |           |                           |                       |                  |                  |                       |
|--|-----------|-------------------|--------|-------|-----------|---------------------------|-----------------------|------------------|------------------|-----------------------|
| Difference from OneCare Total Rate   |           |                   |        |       |           |                           |                       |                  |                  |                       |
| 25% Better      No Difference      25% Worse   |           |                   |        |       |           |                           |                       |                  |                  |                       |
| Data Sources:<br>- Claims for 2022 OneCare cohort<br>- Clinical feed (HbA1c readings only) | HSA Total | Social Risk Level |        |       |           | Social Risk Flags         |                       |                  |                  | Area                  |
|  |           | Low               | Medium | High  | Very High | Food Access               | Transportation Access | Unstable Housing | Social Isolation | High Poverty Zip Code |
| Members (#)  | 19,619    | 10,362            | 7,322  | 1,895 | 40        | 4,076                     | 7,240                 | 167              | 596              | 4,415                 |
| <b>KPI Metrics</b>   |           |                   |        |       |           |                           |                       |                  |                  |                       |
| Total Cost of Care (PMPM)  | \$618     | \$627             | \$622  | \$556 | \$348     | \$585                     | \$624                 | \$454            | \$871            | \$623                 |
| Primary Care Visits (PKPY)   | 3,010     | 2,934             | 3,199  | 2,718 | 1,760     | 3,000                     | 3,064                 | 3,456            | 3,671            | 3,286                 |
| Potentially Avoidable ED Visits (PKPY)   | 210       | 193               | 234    | 212   | 149       | 190                       | 195                   | 240              | 233              | 272                   |
| Inpatient Admissions (PKPY)  | 102       | 99                | 113    | 80    | 74        | 96                        | 100                   | 108              | 158              | 113                   |
| <b>PHM Metrics</b>   |           |                   |        |       |           |                           |                       |                  |                  |                       |
| Developmental Screening (%)  | NaN       | NaN               | NaN    | NaN   | NaN       | NaN                       | NaN                   | NaN              | NaN              | NaN                   |
| Child and Adolescent Well Visits (%)   | 16.7%     | 20.3%             | 13.2%  | 14.8% | 0.0%      | 22.8%                     | 21.0%                 | 0.0%             | 41.5%            | 16.3%                 |
| Adult 40+ Wellness Visit (%)   | 50.8%     | 53.0%             | 47.6%  | 52.1% | 26.4%     | 46.1%                     | 50.9%                 | 39.6%            | 44.6%            | 47.3%                 |
| Uncontrolled Diabetes (%)  | 20.6%     | 19.8%             | 21.7%  | 20.2% | 33.3%     | 22.4%                     | 21.0%                 | 12.5%            | 24.6%            | 25.0%                 |
| Hypertension Follow-Up (%)   |           |                   |        |       |           |                           |                       |                  |                  |                       |
| Potentially Avoidable ED Revisits  |           |                   |        |       |           | Metrics Under Development |                       |                  |                  |                       |

## Key Performance Indicators—what is our value?

We care about our performance as an ACO, and we hold our providers and ourselves accountable for improving the quality of health care delivery and the reduction of health care costs. Additionally, we have been asked by our governing bodies to evaluate our performance. Our three-year strategic plan established in 2021 includes the goal to “Review and refine a list of Key Performance Indicators (KPIs) for provider and ACO performance.”

We engaged the University of Vermont College of Medicine clinical research team to assist us in identifying meaningful KPIs, and this is occurring in two phases. In the first phase, we are developing KPIs for four key groups: all OneCare, primary care practices, HSA communities, and hospitals. (Phase two will ensue after OneCare transitions to a new health analytics platform planned to launch in 2023.)

KPIs currently in the first phase of development include:

- Total PMPM Spend
- Primary Care Visits PKPY
- Inpatient Admission PKPY-Surgical
- Inpatient Admission PKPY-Medical
- Post-Acute Care Utilization
- End of Life Care
- Potentially Avoidable ED Visits
- Chronic Disease Management
- Provider Satisfaction

OneCare is a unique ACO, and it has been challenging to identify similar ACOs by which to compare our organization. We are working on the development of a custom ACO benchmarking solution. In phase two of our self-evaluation, we expect to be benchmarking our ACO against a comparable cohort of ACOs, assessing our impact on the all-Medicare data set for measures where this is feasible.

As mentioned in my last CMO update, we seek to understand what value we bring to our providers. Our survey of providers is now complete and the results are being analyzed. We will share the results when available.

\*\*\*credit to Josiah Mueller, Director of Value-based Care for his work on our KPIs

## Prevention Work for 2023

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Preventive health care means different things to different people. It would be remiss to leave prevention out of any type of health care provision or planning. Clinicians constantly have prevention in mind as part of the shared care plan: prevent worsening of this disease, prevent post-op infection, prevent this communicable disease, prevent injury in sports, prevent overdose, prevent the need for an ER visit or inpatient stay, etc. Prevention is a through line in clinical practice, and OneCare strives to make it a through line as we help transform our health care system here in Vermont to one that is focused on equitable health and wellness.

For 2023, OneCare's Quality Improvement, Prevention, Equity, and Access Workgroups have endorsed that we contribute focused support to existing efforts within our network in the areas of food insecurity and suicide prevention.

### Food Insecurity:

The Rutland and Bi-State federally qualified health centers (FQHCs), Hunger Free Vermont, the Vermont Food Bank and others have secured a grant to improve food access to high-priority populations. This pilot program will help health care providers identify and assist patients who could benefit from added food resources. The federal food access dollars provided through this pilot will contribute to reduction in food insecurity, and the program aims at increasing patient engagement with primary care. This program leverages OneCare's unique position to aid in improving patient outcomes through

data-informed support of ACO members. Our clinical and data teams are enjoying this collaboration. Pilot outcomes will be used to improve and scale the program.

Suicide Prevention:

OneCare has supported death by suicide and overdose prevention work in the past, and will direct even more focus on this area for 2023. We are exploring various efforts around the state at this stage, and will engage with our workgroups to evaluate the existing efforts and make a recommendation to the Quality and Care Models Subcommittee, which can then be reviewed for endorsement by our Population Health Strategy Committee. We hope to have a firm plan by November.

\*\*\* credit to Emelia Wollenburg for her leadership in Prevention planning

Thank you for your support and interest!  
Please contact me for discussion or questions.

Carrie Wulfman, MD  
Chief Medical Officer, OneCare Vermont



# OneCare Vermont

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Q3 2022

## Diversity, Equity, and Inclusion in Governance Report

OneCare leadership developed a comprehensive strategy to improve diversity, equity, and inclusion in its governance using input from its board and from DEI experts. This report outlines our progress to date and recommendations for next steps.

### Completed Activities

- 1. Set corporate goals that incorporate DEI for 2022.**
  - Timing: Q4 2021-Q1 2022
  - OneCare set the following corporate goal for DEI for 2022: *Engage 60% of board and committee members in diversity, equity, and inclusion training.*
- 2. Develop a written recruitment strategy to ensure inclusivity in OneCare governance. Explore opportunities to recruit diverse board managers including at large managers, diverse consumer representatives, and diverse provider representatives. Include education plan to orient new representatives to OneCare and ACOs.**
  - Timing: Q1 2022
  - OneCare developed a written recruitment strategy and board orientation plan.
- 3. Determine how to incorporate health equity into the evolving clinical committee structure and use measurable objectives to determine success.**
  - Timing: Q1 2022
  - The Health Equity and Access workgroup has been established in the clinical committee structure. A charter for workgroup has been written, members have been recruited, and the first meeting is scheduled for November 3, 2022.
- 4. Develop and implement standard board and committee meeting procedures and/or group agreements to ensure equity and accessibility.**
  - Timing: Q1-Q2 2022
  - The website has been updated to inform board meeting attendees about the availability of an ASL interpreter, visual descriptors, or other accommodations for participation.

- 5. Assess current availability of demographic and social determinants of health data for OneCare attributed lives, including but not limited to: geographic location, age, race and ethnicity, social class, disability, New American populations, gender identity, and sexual orientation.**
  - Timing: Q1-Q2 2022
  - OneCare developed health service area level health disparities scorecards which stratify a subset of key OneCare measures separately for pediatric and adult populations by six domains of equity: social risk, food access, transportation access, unstable housing, social isolation, and areas of high poverty.
  
- 6. Conduct an anonymous staff survey through a third party and ask questions about DEI, comfort with DEI topics, and room for improvement at OneCare. Include demographics so that differing experiences based on identity are understood. Share results with staff at an all-staff meeting.**
  - Timing: Q1-Q2 2022
  - A staff survey was created by UVMHN DEI consultant, Erick Garcia, and launched in August of 2022. This survey response rate was over 98%.
  
- 7. Engage 60% of board and committee members in diversity, equity, and inclusion training.**
  - Timing: Q1-Q3 2022
  - The Board of Managers, Finance Committee, and Population Health Strategy Committee received training in July. A make-up session was provided at the September Parent Family Advisory Committee meeting, exceeding our goal of 60% engagement.

## Activities in Progress

- 8. Execute recruitment strategy to develop a diverse and inclusive governance structure, building in supports for successful onboarding. Examples include peer mentorship, orientation, and affinity group allyship. Align efforts with evolution of clinical committee structure so that they are able to participate fully.**
  - Timing: Q2-Q4 2022
  - Execution of the recruitment strategy and alignment with clinical committee structure is underway.
  
- 9. Report DEI progress to the Board of Managers regularly (at least quarterly).**
  - Timing: Q1-Q4 2022
  - Complete for Q2. Presentations to date include the March DEI Data Update, a Q2 DEI report, and this report. Updates are planned quarterly throughout 2022.
  
- 10. Include DEI topics regularly at all-staff meetings (at least quarterly).**
  - Timing: Q2-Q4 2022
  - An abbreviated DEI training as part of the launch of the staff DEI survey was given to the full staff at the August staff meeting by UVMHN DEI consultant, Erick Garcia. Additionally, several organizational culture initiatives intended to increase inclusion and belonging, including OneCare's buddy program for new employees, have been highlighted at staff meetings.

**11. Review staff survey results and determine next steps. Examples: Offer all-staff DEI training, mentorship opportunities, discussion/learning groups, and/or affinity groups. Build in a regular cadence for staff survey.**

- Timing: Q3 2022
- Results from the survey have been shared with senior leadership and will be shared with the full staff at the November 2022 staff meeting. Findings from the staff survey are already guiding several DEI trainings for Q4 of 2022 and Q1 of 2023.

**12. Examine the roles of health equity and health access in OneCare's clinical prevention strategy. Develop a plan to address health equity and health access that aligns with clinical prevention programming.**

- Timing: Q3 2022
- OneCare has designed a prevention strategy that includes an explicit focus on health equity. This includes robust measurement and reporting of health disparities.



## CY2022 Corporate Goals - Q3 Status Report

10/13/22

| Areas of Focus      | Priorities   | FY22 Goals  | Metrics   | Executive Sponsor | Primary Leader | Status   | % Complete/ Measure | Q3, 2022 Update<br>Briefly describe current state, risks, mitigations and next steps  |
|---------------------|--|---|---|-------------------|----------------|----------|---------------------|---|
| Payment Reform      | Evolve and enhance payment reform programs   | Expand PHM and/or risk models to promote enhanced performance and sustainability under value based contracts for future performance years 2 | Board endorsed 3-5 year PHM and/or risk model roadmap to Finance Committee by end of Qtr. 2   | TB                | DR             | Complete | 100%                | This goal was achieved in Q2, 2022.   |
|                     |  | Develop a plan for revenue strategy for risk and reserves   | Board endorsed risk and reserves revenue strategy plan by Qtr. 3  | TB                | DR             | Complete | 100%                | A reserve strategy was incorporated in the OneCare budget, which was approved by the BOM on 9/20/22.  |
| Network Performance | Ensure a high quality, equitable system that continuously strives to improve health care delivery and outcomes | Implement, support and evaluate network performance on care coordination accountabilities   | Care coordination (CC) evaluation and financial expenditure reports finalized and used to inform budget and expectations by end of Qtr. 3 | CW                | JF             | Complete | 100%                | This goal is complete: Care Coordination evaluation was presented to the Board on June 21, 2022. Budget expectations were incorporated into the 2023 budget approved by the Board on September 20, 2022.                                      |
|                     |  | Prioritize diversity, equity, and inclusion (DEI) in OneCare's actions through governance, communications, and staff development            | Engage 60% of board and committee members in diversity, equity, and inclusion training  | VL                | AB             | Complete | 100%                | This goal was met through DEI trainings at the Board of Managers, Finance Committee, Population Health Strategy Committee, and a make-up session held in September 2022.  |
|                     |  | Develop and implement a plan that deepens network engagement in OneCare's communications  | 90% of the HSA communications teams engaged in quarterly efforts to promote OneCare   | VL                | AB             | Complete | 100%                | Goal has been achieved Q1-Q3. Communications teams from HSAs statewide recently gathered to facilitate collaboration to continue to meet this goal. A tracking dashboard is regularly updated and shared to monitor progress toward the goal. |
| Data and Analytics  | Deliver actionable insights to network in support of better outcomes   | Deliver and implement an ACO data strategic plan  | Board endorsed ACO data strategic plan by Qtr2  | SB                | JM             | Complete | 100%                | This goal was achieved in Q2, 2022.   |



## OneCare Vermont

**PY 21 Medicaid Settlement:** seeking approval of the Medicaid settlement distribution and quality reinvestment per the terms of the VMNG agreement with DVHA and the OneCare program settlement policy. See attached settlement table.

**OneCare Vermont**  
Performance Year 2021 Settlement - Medicaid  
10/6/2022

| HSA           | Participant   | Traditional                |                                    |                                    |                    | Expanded                           |                    | Total Shared Savings Payment | Traditional Elsewhere Recon | Expanded Elsewhere Recon | Traditional MEG Class Recon | Expanded MEG Class Recon | Total Settlement |
|---------------|---|----------------------------|------------------------------------|------------------------------------|--------------------|------------------------------------|--------------------|------------------------------|-----------------------------|--------------------------|-----------------------------|--------------------------|------------------|
|               |   | Accountability Pool Refund | Accountability Pool Shared Savings | Risk Bearing Entity Shared Savings | Quality Adjustment | Risk Bearing Entity Shared Savings |                    |                              |                             |                          |                             |                          |                  |
| Bennington    | Angela Wingate, MD                                  | \$1,674                    | \$1,674                            |                                    |                    |                                    | \$3,348            |                              |                             |                          |                             | \$3,348                  |                  |
| Bennington    | Avery Wood MD LLC                                   | \$2,106                    | \$2,106                            |                                    |                    |                                    | \$4,212            |                              |                             |                          |                             | \$4,212                  |                  |
| Bennington    | Eric S. Seyferth, MD                                | \$90                       | \$90                               |                                    |                    |                                    | \$180              |                              |                             |                          |                             | \$180                    |                  |
| Bennington    | Green Mountain Pediatrics, PC                       | \$4,878                    | \$4,878                            |                                    |                    |                                    | \$9,756            |                              |                             |                          |                             | \$9,756                  |                  |
| Bennington    | Primary Care Health Partners - Vermont LLP          | \$6,930                    | \$6,930                            |                                    |                    |                                    | \$13,860           |                              |                             |                          |                             | \$13,860                 |                  |
| Bennington    | Shaftsbury Medical Associates, Inc.                 | \$8,604                    | \$8,604                            |                                    |                    |                                    | \$17,208           |                              |                             |                          |                             | \$17,208                 |                  |
| Bennington    | Southwestern Vermont Medical Center, Inc.           | \$75,852                   | \$75,852                           | \$217,037                          | (\$49,787)         | \$35,238                           | \$354,192          | \$56,690                     | (\$56,138)                  | \$141,980                | \$7,486                     | \$504,209                |                  |
| Berlin        | Central Vermont Medical Center Inc                  | \$99,558                   | \$99,558                           | \$276,070                          | (\$63,329)         | \$45,874                           | \$457,731          | (\$485,808)                  | \$156,060                   | \$188,712                | \$9,950                     | \$326,645                |                  |
| Berlin        | Green Mountain Wellness Solutions, Inc.             | \$1,728                    | \$1,728                            |                                    |                    |                                    | \$3,456            |                              |                             |                          |                             | \$3,456                  |                  |
| Berlin        | Northeast Washington County Community Health I      | \$11,538                   | \$11,538                           |                                    |                    |                                    | \$23,076           |                              |                             |                          |                             | \$23,076                 |                  |
| Brattleboro   | Brattleboro Memorial Hospital, Inc.                 | \$34,920                   | \$34,920                           | \$182,605                          | (\$41,888)         | \$27,400                           | \$237,957          | (\$15,958)                   | \$83,734                    | \$65,615                 | \$3,460                     | \$374,808                |                  |
| Brattleboro   | Primary Care Health Partners - Vermont LLP          | \$28,386                   | \$28,386                           |                                    |                    |                                    | \$56,772           |                              |                             |                          |                             | \$56,772                 |                  |
| Burlington    | Champlain Center for Natural Medicine               | \$3,960                    | \$3,960                            |                                    |                    |                                    | \$7,920            |                              |                             |                          |                             | \$7,920                  |                  |
| Burlington    | Christopher J. Hebert, PC                           | \$486                      | \$486                              |                                    |                    |                                    | \$972              |                              |                             |                          |                             | \$972                    |                  |
| Burlington    | Community Health Centers of Burlington Inc.         | \$107,640                  | \$107,640                          |                                    |                    |                                    | \$215,280          |                              |                             |                          |                             | \$215,280                |                  |
| Burlington    | Essex Pediatrics, PC                                | \$31,284                   | \$31,284                           |                                    |                    |                                    | \$62,568           |                              |                             |                          |                             | \$62,568                 |                  |
| Burlington    | Gene Moore MD, PLLC                                 | \$792                      | \$792                              |                                    |                    |                                    | \$1,584            |                              |                             |                          |                             | \$1,584                  |                  |
| Burlington    | Green Mountain Internal Medicine PLC                | \$702                      | \$702                              |                                    |                    |                                    | \$1,404            |                              |                             |                          |                             | \$1,404                  |                  |
| Burlington    | JMS, PLC  | \$3,762                    | \$3,762                            |                                    |                    |                                    | \$7,524            |                              |                             |                          |                             | \$7,524                  |                  |
| Burlington    | Lakeside Pediatrics, PLLC                           | \$12,726                   | \$12,726                           |                                    |                    |                                    | \$25,452           |                              |                             |                          |                             | \$25,452                 |                  |
| Burlington    | Mountain View Natural Medicine                      | \$6,174                    | \$6,174                            |                                    |                    |                                    | \$12,348           |                              |                             |                          |                             | \$12,348                 |                  |
| Burlington    | Pediatric Medicine PLC                              | \$15,426                   | \$15,426                           |                                    |                    |                                    | \$30,852           |                              |                             |                          |                             | \$30,852                 |                  |
| Burlington    | Primary Care Health Partners - Vermont LLP          | \$39,438                   | \$39,438                           |                                    |                    |                                    | \$78,876           |                              |                             |                          |                             | \$78,876                 |                  |
| Burlington    | Richmond Family Medicine PLLC                       | \$5,688                    | \$5,688                            |                                    |                    |                                    | \$11,376           |                              |                             |                          |                             | \$11,376                 |                  |
| Burlington    | Richmond Pediatrics and Adolescent Medicine LLC     | \$5,076                    | \$5,076                            |                                    |                    |                                    | \$10,152           |                              |                             |                          |                             | \$10,152                 |                  |
| Burlington    | Thomas Chittenden Health Center, PLC                | \$14,004                   | \$14,004                           |                                    |                    |                                    | \$28,008           |                              |                             |                          |                             | \$28,008                 |                  |
| Burlington    | University of Vermont Medical Center Inc.           | \$127,710                  | \$127,710                          | \$725,404                          | (\$166,403)        | \$93,530                           | \$907,951          | \$1,455,962                  | \$577,318                   | \$872,561                | \$46,006                    | \$3,859,798              |                  |
| Burlington    | University of Vermont Nursing and Health Sciences   | \$1,602                    | \$1,602                            |                                    |                    |                                    | \$3,204            |                              |                             |                          |                             | \$3,204                  |                  |
| Lebanon       | Dartmouth-Hitchcock Clinic                          | \$540                      | \$540                              |                                    |                    |                                    | \$1,080            |                              |                             |                          |                             | \$1,080                  |                  |
| Lebanon       | Mary Hitchcock Memorial Hospital                    | \$28,494                   | \$28,494                           | \$85,739                           | (\$19,668)         | \$20,965                           | \$144,023          |                              |                             |                          |                             | \$144,023                |                  |
| Lebanon       | Upper Valley Pediatrics, PLLC                       | \$13,104                   | \$13,104                           |                                    |                    |                                    | \$26,208           |                              |                             |                          |                             | \$26,208                 |                  |
| Lebanon       | White River Family Practice, PC                     | \$7,146                    | \$7,146                            |                                    |                    |                                    | \$14,292           |                              |                             |                          |                             | \$14,292                 |                  |
| Middlebury    | Five Town Health Alliance, Inc                      | \$10,620                   | \$10,620                           |                                    |                    |                                    | \$21,240           |                              |                             |                          |                             | \$21,240                 |                  |
| Middlebury    | Green Mountain Primary Care                         | \$702                      | \$702                              |                                    |                    |                                    | \$1,404            |                              |                             |                          |                             | \$1,404                  |                  |
| Middlebury    | Middlebury Family Health                            | \$4,824                    | \$4,824                            |                                    |                    |                                    | \$9,648            |                              |                             |                          |                             | \$9,648                  |                  |
| Middlebury    | Natural Family Health, P.C.                         | \$5,544                    | \$5,544                            |                                    |                    |                                    | \$11,088           |                              |                             |                          |                             | \$11,088                 |                  |
| Middlebury    | Porter Hospital, Inc.                               | \$45,648                   | \$45,648                           | \$158,255                          | (\$36,303)         | \$19,356                           | \$232,604          | \$171,623                    | (\$129,674)                 | \$91,496                 | \$4,824                     | \$370,874                |                  |
| Morrisville   | Copley Hospital, Inc.                               | \$0                        | \$0                                | \$145,245                          | (\$33,318)         | \$32,216                           | \$144,143          | (\$468,446)                  | (\$62,109)                  | \$83,125                 | \$4,383                     | (\$298,904)              |                  |
| Morrisville   | Lamoille Health Partners, Inc.                      | \$58,608                   | \$58,608                           |                                    |                    |                                    | \$117,216          |                              |                             |                          |                             | \$117,216                |                  |
| Morrisville   | Tamarack Family Medicine                            | \$3,294                    | \$3,294                            |                                    |                    |                                    | \$6,588            |                              |                             |                          |                             | \$6,588                  |                  |
| Newport       | North Country Hospital and Health Center Inc.       | \$79,812                   | \$79,812                           | \$215,954                          | (\$49,538)         | \$28,702                           | \$354,742          | (\$287,253)                  | (\$30,635)                  | \$166,775                | \$8,793                     | \$212,422                |                  |
| Randolph      | Gifford Health Care, Inc.                           | \$53,910                   | \$53,910                           |                                    |                    |                                    | \$107,820          |                              |                             |                          |                             | \$107,820                |                  |
| Randolph      | Gifford Medical Center                              | \$0                        | \$0                                | \$149,715                          | (\$34,344)         | \$13,521                           | \$128,892          | (\$77,441)                   | \$47,991                    | \$56,983                 | \$3,004                     | \$159,429                |                  |
| Randolph      | Resonant Medicine Inc                               | \$828                      | \$828                              |                                    |                    |                                    | \$1,656            |                              |                             |                          |                             | \$1,656                  |                  |
| Randolph      | South Royalton Health Center PC                     | \$8,100                    | \$8,100                            |                                    |                    |                                    | \$16,200           |                              |                             |                          |                             | \$16,200                 |                  |
| Rutland       | Community Health Centers of the Rutland Region, I   | \$139,662                  | \$139,662                          |                                    |                    |                                    | \$279,324          |                              |                             |                          |                             | \$279,324                |                  |
| Rutland       | The Rutland Hospital Inc. D/B/A Rutland Regional IV | \$0                        | \$0                                | \$257,885                          | (\$59,157)         | \$47,433                           | \$246,161          | (\$171,255)                  | (\$405,833)                 | \$301,502                | \$15,897                    | (\$13,528)               |                  |
| Springfield   | Springfield Hospital Inc.                           | \$0                        | \$0                                | \$141,633                          | (\$32,490)         | \$26,755                           | \$135,898          | \$164,739                    | \$117,773                   | \$48,862                 | \$2,576                     | \$469,848                |                  |
| Springfield   | Springfield Medical Care Systems, Inc.              | \$76,554                   | \$76,554                           |                                    |                    |                                    | \$153,108          |                              |                             |                          |                             | \$153,108                |                  |
| St. Albans    | Cold Hollow Family Practice, P.C.                   | \$5,508                    | \$5,508                            |                                    |                    |                                    | \$11,016           |                              |                             |                          |                             | \$11,016                 |                  |
| St. Albans    | Michael J. Corrigan, MD PC                          | \$2,988                    | \$2,988                            |                                    |                    |                                    | \$5,976            |                              |                             |                          |                             | \$5,976                  |                  |
| St. Albans    | Northwestern Medical Center Inc                     | \$80,532                   | \$80,532                           | \$279,062                          | (\$64,015)         | \$35,072                           | \$411,183          | (\$259,089)                  | (\$89,246)                  | \$181,398                | \$9,564                     | \$253,811                |                  |
| St. Albans    | Primary Care Health Partners - Vermont LLP          | \$14,328                   | \$14,328                           |                                    |                    |                                    | \$28,656           |                              |                             |                          |                             | \$28,656                 |                  |
| St. Albans    | The Richford Health Center, Inc.                    | \$29,358                   | \$29,358                           |                                    |                    |                                    | \$58,716           |                              |                             |                          |                             | \$58,716                 |                  |
| St. Johnsbury | Northeastern Vermont Regional Hospital, Inc.        | \$59,400                   | \$59,400                           | \$206,140                          | (\$47,287)         | \$28,982                           | \$306,635          | (\$154,256)                  | (\$98,556)                  | \$137,877                | \$7,270                     | \$198,970                |                  |
| St. Johnsbury | Northern Counties Health Care, Inc.                 | \$54,396                   | \$54,396                           |                                    |                    |                                    | \$108,792          |                              |                             |                          |                             | \$108,792                |                  |
| Windsor       | Windsor Hospital Corporation                        | \$25,722                   | \$25,722                           | \$83,153                           | (\$19,075)         | \$8,771                            | \$124,293          | \$70,491                     | (\$110,686)                 | \$29,401                 | \$1,550                     | \$115,049                |                  |
| <b>Total</b>  | <b>Total</b>  | <b>\$1,462,356</b>         | <b>\$1,462,356</b>                 | <b>\$3,123,897</b>                 | <b>(\$716,602)</b> | <b>\$463,814</b>                   | <b>\$5,795,821</b> | <b>(\$0)</b>                 | <b>\$0</b>                  | <b>\$2,366,285</b>       | <b>\$124,764</b>            | <b>\$8,286,870</b>       |                  |

| Participant   | TIN       | Medicaid (DVHA VBIF Pool) |                              |                               |                                  |                 | Medicare & Commercial (OCV VBIF Pool) |                              |                               |                                  |                                    |                                 | Total Combined Incentive |             |             |
|---|-----------|---------------------------|------------------------------|-------------------------------|----------------------------------|-----------------|---------------------------------------|------------------------------|-------------------------------|----------------------------------|------------------------------------|---------------------------------|--------------------------|-------------|-------------|
|   |           | Mid-Year Attribution      | Target Incentive (70% Share) | Stretch Incentive (10% Share) | HSA Target Incentive (20% Share) | Total Incentive | Mid-Year Attribution                  | Target Incentive (70% Share) | Stretch Incentive (10% Share) | HSA Target Incentive (20% Share) | Total Incentive (Before \$100 Min) | \$100 Minimum (After \$100 Min) |                          |             |             |
| 105 Chester Road Operations LLC                                     | 371787889 | -                         | \$0.00                       | \$0.00                        | \$30.11                          | \$30.11         | -                                     | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00                          | \$0.00                   | \$0.00      | \$30.11     |
| 1248 Hospital Drive Operations LLC                                  | 364813989 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00                          | \$0.00                   | \$0.00      | \$0.00      |
| 2 Blackberry Lane Operations LLC                                    | 371787899 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00                          | \$0.00                   | \$0.00      | \$0.00      |
| 300 Pearl Street Operations LLC                                     | 383975338 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00                          | \$0.00                   | \$0.00      | \$0.00      |
| 46 Nichols Street Operations LLC                                    | 263157432 | -                         | \$0.00                       | \$0.00                        | \$103.72                         | \$103.72        | -                                     | \$0.00                       | \$0.00                        | \$50.92                          | \$50.92                            | \$100.00                        | \$100.00                 | \$100.00    | \$203.72    |
| 9 Haywood Avenue Operations LLC                                     | 260797562 | -                         | \$0.00                       | \$0.00                        | \$83.33                          | \$83.33         | -                                     | \$0.00                       | \$0.00                        | \$96.58                          | \$96.58                            | \$100.00                        | \$100.00                 | \$100.00    | \$183.33    |
| 98 Hospitality Drive Operations LLC                                 | 364814147 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00                          | \$0.00                   | \$0.00      | \$0.00      |
| 98 Starr Farm Road Operating Company LLC                            | 831482410 | -                         | \$0.00                       | \$0.00                        | \$81.46                          | \$81.46         | -                                     | \$0.00                       | \$0.00                        | \$85.73                          | \$85.73                            | \$100.00                        | \$100.00                 | \$100.00    | \$181.46    |
| ACTD LLC  | 472161109 | -                         | \$0.00                       | \$0.00                        | \$292.13                         | \$292.13        | -                                     | \$0.00                       | \$0.00                        | \$387.81                         | \$387.81                           | \$387.81                        | \$387.81                 | \$387.81    | \$675.89    |
| Addison County Home Health and Hospice, Inc.                        | 237032401 | -                         | \$0.00                       | \$0.00                        | \$187.71                         | \$187.71        | -                                     | \$0.00                       | \$0.00                        | \$259.78                         | \$259.78                           | \$259.78                        | \$259.78                 | \$259.78    | \$444.78    |
| Angela Wingate, MD  | 208008944 | 93                        | \$212.74                     | \$49.37                       | \$0.00                           | \$262.10        | 261                                   | \$430.65                     | \$123.91                      | \$0.00                           | \$554.56                           | \$554.56                        | \$548.77                 | \$548.77    | \$810.88    |
| Arthritis & Rheumatology Center, PLC                                | 043382040 | -                         | \$0.00                       | \$0.00                        | \$1.25                           | \$1.25          | -                                     | \$0.00                       | \$0.00                        | \$3.26                           | \$3.26                             | \$100.00                        | \$100.00                 | \$100.00    | \$101.25    |
| Avery Wood MD LLC   | 770710130 | 116                       | \$265.35                     | \$61.58                       | \$0.00                           | \$326.93        | 252                                   | \$327.53                     | \$86.26                       | \$0.00                           | \$413.78                           | \$413.78                        | \$409.46                 | \$409.46    | \$736.39    |
| Barre Gardens Nursing and Rehab                                     | 474476606 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$82.78                          | \$82.78                            | \$100.00                        | \$100.00                 | \$100.00    | \$100.00    |
| Bayada Home Health Care, Inc.                                       | 231943113 | -                         | \$0.00                       | \$0.00                        | \$232.83                         | \$232.83        | -                                     | \$0.00                       | \$0.00                        | \$568.86                         | \$568.86                           | \$568.86                        | \$568.86                 | \$568.86    | \$795.74    |
| Betsy Perez Urology, PLLC   | 820820742 | -                         | \$0.00                       | \$0.00                        | \$9.14                           | \$9.14          | -                                     | \$0.00                       | \$0.00                        | \$4.71                           | \$4.71                             | \$100.00                        | \$100.00                 | \$100.00    | \$109.14    |
| Birchwood Operations LLC  | 822276658 | -                         | \$0.00                       | \$0.00                        | \$12.87                          | \$12.87         | -                                     | \$0.00                       | \$0.00                        | \$142.42                         | \$142.42                           | \$142.42                        | \$142.42                 | \$142.42    | \$153.80    |
| Brattleboro Crossings LLC   | 208861683 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$150.46                         | \$150.46                           | \$150.46                        | \$148.89                 | \$148.89    | \$148.89    |
| Brattleboro Memorial Hospital, Inc.                                 | 030107300 | 1,210                     | \$5,535.75                   | \$642.29                      | \$541.61                         | \$6,719.65      | 3,244                                 | \$5,352.60                   | \$294.04                      | \$1,210.70                       | \$6,857.34                         | \$6,857.34                      | \$6,785.73               | \$6,785.73  | \$13,505.39 |
| Brattleboro Mutual Aid Association Inc.                             | 030179415 | -                         | \$0.00                       | \$0.00                        | \$16.93                          | \$16.93         | -                                     | \$0.00                       | \$0.00                        | \$34.94                          | \$34.94                            | \$100.00                        | \$100.00                 | \$100.00    | \$116.93    |
| Brattleboro Retreat   | 030107360 | -                         | \$0.00                       | \$0.00                        | \$2,583.37                       | \$2,583.37      | -                                     | \$0.00                       | \$0.00                        | \$339.30                         | \$339.30                           | \$339.30                        | \$335.76                 | \$335.76    | \$2,919.13  |
| BTE Gastroenterology LLC  | 853886517 | -                         | \$0.00                       | \$0.00                        | \$7.60                           | \$7.60          | -                                     | \$0.00                       | \$0.00                        | \$151.32                         | \$151.32                           | \$151.32                        | \$149.74                 | \$149.74    | \$157.34    |
| Cedar Hill Health Care Corporation                                  | 030314654 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$18.28                          | \$18.28                            | \$100.00                        | \$100.00                 | \$100.00    | \$100.00    |
| Central Vermont Home Health and Hospice, Inc.                       | 030186089 | -                         | \$0.00                       | \$0.00                        | \$187.73                         | \$187.73        | -                                     | \$0.00                       | \$0.00                        | \$752.03                         | \$752.03                           | \$752.03                        | \$744.18                 | \$744.18    | \$931.91    |
| Central Vermont Medical Center Inc                                  | 222547186 | 6,322                     | \$28,923.15                  | \$3,355.85                    | \$3,047.32                       | \$35,326.32     | 16,607                                | \$27,401.55                  | \$5,684.57                    | \$9,522.74                       | \$42,608.86                        | \$42,608.86                     | \$42,163.97              | \$42,163.97 | \$77,490.29 |
| Champlain Center for Natural Medicine                               | 030326672 | 285                       | \$651.94                     | \$151.28                      | \$0.00                           | \$803.22        | 334                                   | \$551.10                     | \$114.33                      | \$0.00                           | \$665.43                           | \$665.43                        | \$658.48                 | \$658.48    | \$1,461.70  |
| Champlain Community Services, Inc.                                  | 036015899 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00                          | \$0.00                   | \$0.00      | \$0.00      |
| Choice Physical Therapy LLC   | 030352362 | -                         | \$0.00                       | \$0.00                        | \$6.00                           | \$6.00          | -                                     | \$0.00                       | \$0.00                        | \$17.97                          | \$17.97                            | \$100.00                        | \$100.00                 | \$100.00    | \$106.00    |
| Choice Physical Therapy of St Albans LLC                            | 760713040 | -                         | \$0.00                       | \$0.00                        | \$25.55                          | \$25.55         | -                                     | \$0.00                       | \$0.00                        | \$25.16                          | \$25.16                            | \$100.00                        | \$100.00                 | \$100.00    | \$125.55    |
| Christopher J. Hebert, PC   | 202855529 | 26                        | \$59.48                      | \$13.80                       | \$0.00                           | \$73.28         | 639                                   | \$862.13                     | \$79.76                       | \$0.00                           | \$941.88                           | \$941.88                        | \$932.05                 | \$932.05    | \$1,005.32  |
| Clara Martin Center Inc   | 030220733 | -                         | \$0.00                       | \$0.00                        | \$1,419.38                       | \$1,419.38      | -                                     | \$0.00                       | \$0.00                        | \$0.38                           | \$0.38                             | \$100.00                        | \$100.00                 | \$100.00    | \$1,519.38  |
| CLR OPCO LLC  | 861407970 | -                         | \$0.00                       | \$0.00                        | \$22.29                          | \$22.29         | -                                     | \$0.00                       | \$0.00                        | \$437.23                         | \$437.23                           | \$432.66                        | \$432.66                 | \$432.66    | \$454.96    |
| Cold Hollow Family Practice, P.C.                                   | 202049253 | 323                       | \$1,477.73                   | \$171.46                      | \$0.00                           | \$1,649.18      | 469                                   | \$773.85                     | \$62.98                       | \$0.00                           | \$836.83                           | \$836.83                        | \$828.10                 | \$828.10    | \$2,477.28  |
| Community Health Centers of Burlington Inc.                         | 237182584 | 7,143                     | \$32,679.23                  | \$7,583.31                    | \$0.00                           | \$40,262.54     | 8,279                                 | \$9,868.65                   | \$0.00                        | \$0.00                           | \$9,868.65                         | \$9,868.65                      | \$9,765.61               | \$9,765.61  | \$50,028.14 |
| Community Health Centers of the Rutland Region, Inc.                | 221179701 | 9,414                     | \$43,069.05                  | \$7,098.14                    | \$0.00                           | \$50,167.19     | 11,756                                | \$16,006.65                  | \$1,808.37                    | \$0.00                           | \$17,815.02                        | \$17,815.02                     | \$17,629.00              | \$17,629.00 | \$67,796.20 |
| Copley Hospital, Inc.   | 030179423 | -                         | \$0.00                       | \$0.00                        | \$2,052.54                       | \$2,052.54      | -                                     | \$0.00                       | \$0.00                        | \$1,917.87                       | \$1,917.87                         | \$1,917.87                      | \$1,897.84               | \$1,897.84  | \$3,950.38  |
| Counseling Service of Addison County Inc.                           | 030212396 | -                         | \$0.00                       | \$0.00                        | \$2,261.38                       | \$2,261.38      | -                                     | \$0.00                       | \$0.00                        | \$34.61                          | \$34.61                            | \$100.00                        | \$100.00                 | \$100.00    | \$2,361.38  |
| Dartmouth-Hitchcock Clinic  | 222519596 | 1,920                     | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | 1,131                                 | \$933.08                     | \$387.14                      | \$0.00                           | \$1,320.22                         | \$1,320.22                      | \$1,306.43               | \$1,306.43  | \$1,306.43  |
| DH Specialty Services, LLC  | 460876427 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00                          | \$0.00                   | \$0.00      | \$0.00      |
| Eric Asnis MD   | 107548903 | -                         | \$0.00                       | \$0.00                        | \$6.39                           | \$6.39          | -                                     | \$0.00                       | \$0.00                        | \$116.05                         | \$116.05                           | \$116.05                        | \$114.84                 | \$114.84    | \$121.23    |
| Eric S. Seyferth, MD  | 030320620 | 6                         | \$13.73                      | \$3.18                        | \$0.00                           | \$16.91         | 391                                   | \$645.15                     | \$163.28                      | \$0.00                           | \$808.43                           | \$808.43                        | \$799.99                 | \$799.99    | \$816.90    |
| Essex Pediatrics, PC  | 043378105 | 1,832                     | \$8,381.40                   | \$972.46                      | \$0.00                           | \$9,353.86      | 1,747                                 | \$2,882.55                   | \$598.00                      | \$0.00                           | \$3,480.55                         | \$3,480.55                      | \$3,444.21               | \$3,444.21  | \$12,798.07 |
| Evergreen Family Health Partners, LLP                               | 030371968 | 826                       | \$1,889.48                   | \$0.00                        | \$0.00                           | \$1,889.48      | 2,549                                 | \$2,102.93                   | \$872.52                      | \$0.00                           | \$2,975.45                         | \$2,975.45                      | \$2,944.38               | \$2,944.38  | \$4,833.85  |
| Eye Vermont LLC   | 823828457 | -                         | \$0.00                       | \$0.00                        | \$15.69                          | \$15.69         | -                                     | \$0.00                       | \$0.00                        | \$5.03                           | \$5.03                             | \$100.00                        | \$100.00                 | \$100.00    | \$115.69    |
| Families First in Southern Vermont, Inc.                            | 030353100 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00                          | \$0.00                   | \$0.00      | \$0.00      |
| Fiddlehead Ledge LLC  | 871933399 | 152                       | \$347.70                     | \$0.00                        | \$0.00                           | \$347.70        | 307                                   | \$458.70                     | \$19.85                       | \$0.00                           | \$478.55                           | \$478.55                        | \$473.56                 | \$473.56    | \$821.26    |
| Five Ninety Six Sheldon Road Operations LLC                         | 263157551 | -                         | \$0.00                       | \$0.00                        | \$29.70                          | \$29.70         | -                                     | \$0.00                       | \$0.00                        | \$146.39                         | \$146.39                           | \$146.39                        | \$144.86                 | \$144.86    | \$174.56    |
| Five Town Health Alliance, Inc                                      | 263010066 | 694                       | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | 765                                   | \$557.70                     | \$0.00                        | \$0.00                           | \$557.70                           | \$557.70                        | \$551.88                 | \$551.88    | \$551.88    |
| Franklin County Home Health Agency, Inc.                            | 237076401 | -                         | \$0.00                       | \$0.00                        | \$186.58                         | \$186.58        | -                                     | \$0.00                       | \$0.00                        | \$241.59                         | \$241.59                           | \$241.59                        | \$239.07                 | \$239.07    | \$425.65    |
| Franklin County Rehab Center, LLC                                   | 412052069 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$138.16                         | \$138.16                           | \$138.16                        | \$136.71                 | \$136.71    | \$136.71    |
| Gene Moore MD, PLLC   | 030370094 | 40                        | \$183.00                     | \$21.23                       | \$0.00                           | \$204.23        | 542                                   | \$714.45                     | \$0.00                        | \$0.00                           | \$714.45                           | \$714.45                        | \$706.99                 | \$706.99    | \$911.22    |
| Gifford Health Care, Inc.   | 460938716 | 3,428                     | \$15,683.10                  | \$3,639.31                    | \$0.00                           | \$19,322.41     | -                                     | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00                          | \$0.00                   | \$0.00      | \$19,322.41 |
| Gifford Medical Center  | 030179418 | -                         | \$0.00                       | \$0.00                        | \$4,168.96                       | \$4,168.96      | -                                     | \$0.00                       | \$0.00                        | \$191.37                         | \$191.37                           | \$191.37                        | \$189.37                 | \$189.37    | \$4,358.34  |
| Green Mountain Internal Medicine PLC                                | 822114072 | 42                        | \$96.08                      | \$22.29                       | \$0.00                           | \$118.37        | 336                                   | \$554.40                     | \$115.01                      | \$0.00                           | \$669.41                           | \$669.41                        | \$662.42                 | \$662.42    | \$780.79    |
| Green Mountain Nursing and Rehabilitation Center LLC                | 472305322 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$32.57                          | \$32.57                            | \$100.00                        | \$100.00                 | \$100.00    | \$100.00    |
| Green Mountain Pediatrics, PC                                       | 030362683 | 284                       | \$1,299.30                   | \$150.75                      | \$0.00                           | \$1,450.05      | 96                                    | \$158.40                     | \$65.72                       | \$0.00                           | \$224.12                           | \$224.12                        | \$221.78                 | \$221.78    | \$1,671.83  |
| Haig Physical Medicine  | 821621394 | -                         | \$0.00                       | \$0.00                        | \$5.43                           | \$5.43          | -                                     | \$0.00                       | \$0.00                        | \$7.35                           | \$7.35                             | \$100.00                        | \$100.00                 | \$100.00    | \$105.43    |
| Health Care and Rehabilitation Services of Southeastern Vermont Inc | 237017624 | -                         | \$0.00                       | \$0.00                        | \$2,871.17                       | \$2,871.17      | -                                     | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00                          | \$0.00                   | \$0.00      | \$2,871.17  |
| Helen Porter Nursing Home, Inc.                                     | 030306549 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$129.48                         | \$129.48                           | \$129.48                        | \$128.12                 | \$128.12    | \$128.12    |
| HowardCenter, Inc.  | 030179433 | -                         | \$0.00                       | \$0.00                        | \$12,859.05                      | \$12,859.05     | -                                     | \$0.00                       | \$0.00                        | \$77.00                          | \$77.00                            | \$100.00                        | \$100.00                 | \$100.00    | \$12,959.05 |
| JMS, PLC  | 812424807 | 298                       | \$1,363.35                   | \$316.37                      | \$0.00                           | \$1,679.72      | 441                                   | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00                          | \$0.00                   | \$0.00      | \$1,679.72  |
| Lake Champlain Gynecologic Oncology, PC                             | 030460176 | -                         | \$0.00                       | \$0.00                        | \$2.10                           | \$2.10          | -                                     | \$0.00                       | \$0.00                        | \$0.81                           | \$0.81                             | \$100.00                        | \$100.00                 | \$100.00    | \$102.10    |
| Lakeside Pediatrics, PLLC   | 522287027 | 716                       | \$3,275.70                   | \$380.07                      | \$0.00                           | \$3,655.77      | 934                                   | \$1,541.10                   | \$319.71                      | \$0.00                           | \$1,860.81                         | \$1,860.81                      | \$1,841.38               | \$1,841.38  | \$5,497.15  |

| Participant   | TIN       | Medicaid (DVHA VBIF Pool) |                              |                               |                                  |                 | Medicare & Commercial (OCV VBIF Pool) |                              |                               |                                  |                                    |               | Total Combined Incentive |                                   |
|---|-----------|---------------------------|------------------------------|-------------------------------|----------------------------------|-----------------|---------------------------------------|------------------------------|-------------------------------|----------------------------------|------------------------------------|---------------|--------------------------|-----------------------------------|
|   |           | Mid-Year Attribution      | Target Incentive (70% Share) | Stretch Incentive (10% Share) | HSA Target Incentive (20% Share) | Total Incentive | Mid-Year Attribution                  | Target Incentive (70% Share) | Stretch Incentive (10% Share) | HSA Target Incentive (20% Share) | Total Incentive (Before \$100 Min) | \$100 Minimum |                          | Total Incentive (After \$100 Min) |
| Lamoille County Mental Health Services, Inc.  | 030219658 | -                         | \$0.00                       | \$0.00                        | \$1,407.01                       | \$1,407.01      | -                                     | \$0.00                       | \$0.00                        | \$0.61                           | \$0.61                             | \$100.00      | \$100.00                 | \$1,507.01                        |
| Lamoille Health Partners, Inc.  | 043358048 | 3,321                     | \$12,036.83                  | \$1,762.86                    | \$0.00                           | \$13,799.68     | 2,148                                 | \$3,544.20                   | \$735.26                      | \$0.00                           | \$4,279.46                         | \$4,279.46    | \$4,234.78               | \$18,034.46                       |
| Lamoille Home Health Agency, Inc.   | 030224616 | -                         | \$0.00                       | \$0.00                        | \$109.83                         | \$109.83        | -                                     | \$0.00                       | \$0.00                        | \$12.53                          | \$12.53                            | \$100.00      | \$100.00                 | \$209.83                          |
| Lincoln Street, Inc.  | 030280863 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00        | \$0.00                   | \$0.00                            |
| Mary Ann Yeatts-Peterson MD LLC   | 204630243 | -                         | \$0.00                       | \$0.00                        | \$4.85                           | \$4.85          | -                                     | \$0.00                       | \$0.00                        | \$7.96                           | \$7.96                             | \$100.00      | \$100.00                 | \$104.85                          |
| Mary Hitchcock Memorial Hospital  | 020222140 | -                         | \$0.00                       | \$0.00                        | \$879.90                         | \$879.90        | -                                     | \$0.00                       | \$0.00                        | \$414.33                         | \$414.33                           | \$414.33      | \$410.00                 | \$1,289.90                        |
| Mary Stanley MD PC  | 262141855 | -                         | \$0.00                       | \$0.00                        | \$6.50                           | \$6.50          | -                                     | \$0.00                       | \$0.00                        | \$20.49                          | \$20.49                            | \$100.00      | \$100.00                 | \$106.50                          |
| Matrix Health Systems P.C.  | 043377885 | -                         | \$0.00                       | \$0.00                        | \$126.14                         | \$126.14        | -                                     | \$0.00                       | \$0.00                        | \$62.93                          | \$62.93                            | \$100.00      | \$100.00                 | \$226.14                          |
| Middlebury Family Health  | 030360044 | 355                       | \$1,624.13                   | \$188.44                      | \$0.00                           | \$1,812.57      | 1,454                                 | \$2,399.10                   | \$673.30                      | \$0.00                           | \$3,072.40                         | \$3,072.40    | \$3,040.32               | \$4,852.89                        |
| Mountain View Natural Medicine  | 272962887 | 436                       | \$997.35                     | \$0.00                        | \$0.00                           | \$997.35        | 572                                   | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00        | \$0.00                   | \$997.35                          |
| Natural Family Health, P.C.   | 223935501 | 333                       | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | 145                                   | \$119.63                     | \$49.63                       | \$0.00                           | \$169.26                           | \$169.26      | \$167.49                 | \$167.49                          |
| NFI Vermont, Inc.   | 030304434 | -                         | \$0.00                       | \$0.00                        | \$2,103.73                       | \$2,103.73      | -                                     | \$0.00                       | \$0.00                        | \$65.31                          | \$65.31                            | \$100.00      | \$100.00                 | \$2,203.73                        |
| North Country Hospital and Health Center Inc.   | 030185556 | 4,991                     | \$22,833.83                  | \$2,649.33                    | \$5,951.30                       | \$31,434.46     | 1,569                                 | \$2,588.85                   | \$88.31                       | \$1,203.65                       | \$3,880.82                         | \$3,880.82    | \$3,840.29               | \$35,274.75                       |
| Northeast Kingdom Hematology Oncology PLLC  | 472166894 | -                         | \$0.00                       | \$0.00                        | \$5.04                           | \$5.04          | -                                     | \$0.00                       | \$0.00                        | \$2.26                           | \$2.26                             | \$100.00      | \$100.00                 | \$105.04                          |
| Northeast Kingdom Human Services, Inc.  | 030212039 | -                         | \$0.00                       | \$0.00                        | \$2,652.46                       | \$2,652.46      | -                                     | \$0.00                       | \$0.00                        | \$6.97                           | \$6.97                             | \$100.00      | \$100.00                 | \$2,752.46                        |
| Northeast Washington County Community Health Inc                                      | 030240129 | 777                       | \$3,554.78                   | \$412.45                      | \$0.00                           | \$3,967.22      | 1,662                                 | \$2,742.30                   | \$257.07                      | \$0.00                           | \$2,999.37                         | \$2,999.37    | \$2,968.05               | \$6,935.27                        |
| Northeastern Vermont Regional Hospital, Inc.  | 036013761 | 3,613                     | \$8,264.74                   | \$1,917.86                    | \$1,589.06                       | \$11,771.65     | 831                                   | \$898.43                     | \$284.45                      | \$738.78                         | \$1,921.65                         | \$1,921.65    | \$1,901.59               | \$13,673.24                       |
| Northern Counties Health Care, Inc.   | 510199559 | 3,506                     | \$16,039.95                  | \$1,861.06                    | \$0.00                           | \$17,901.01     | 1,834                                 | \$1,513.05                   | \$627.78                      | \$0.00                           | \$2,140.83                         | \$2,140.83    | \$2,118.47               | \$20,019.48                       |
| Northwestern Counseling & Support Services Inc  | 030210542 | -                         | \$0.00                       | \$0.00                        | \$4,040.69                       | \$4,040.69      | -                                     | \$0.00                       | \$0.00                        | \$26.26                          | \$26.26                            | \$100.00      | \$100.00                 | \$4,140.69                        |
| Northwestern Medical Center Inc   | 030269896 | -                         | \$0.00                       | \$0.00                        | \$2,330.90                       | \$2,330.90      | -                                     | \$0.00                       | \$0.00                        | \$2,036.95                       | \$2,036.95                         | \$2,036.95    | \$2,015.68               | \$4,346.58                        |
| Orleans Essex VNA & Hospice Inc   | 237418021 | -                         | \$0.00                       | \$0.00                        | \$519.50                         | \$519.50        | -                                     | \$0.00                       | \$0.00                        | \$47.21                          | \$47.21                            | \$100.00      | \$100.00                 | \$619.50                          |
| PCHP: Brattleboro Primary Care  | 030362521 | 1,863                     | \$8,523.23                   | \$988.92                      | \$0.00                           | \$9,512.14      | 263                                   | \$433.95                     | \$90.02                       | \$0.00                           | \$523.97                           | \$523.97      | \$518.50                 | \$10,030.65                       |
| PCHP: Brattleboro Primary Care - Adult  | 030362521 | 282                       | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | 425                                   | \$350.63                     | \$0.00                        | \$0.00                           | \$350.63                           | \$350.63      | \$346.96                 | \$346.96                          |
| PCHP: Monarch Maples Pediatrics   | 030362521 | 3,964                     | \$18,135.30                  | \$2,104.18                    | \$0.00                           | \$20,239.48     | 578                                   | \$953.70                     | \$395.70                      | \$0.00                           | \$1,349.40                         | \$1,349.40    | \$1,335.31               | \$21,574.78                       |
| PCHP: Mt Anthony Primary Care   | 030362521 | 444                       | \$1,015.65                   | \$0.00                        | \$0.00                           | \$1,015.65      | 755                                   | \$1,245.75                   | \$145.82                      | \$0.00                           | \$1,391.57                         | \$1,391.57    | \$1,377.04               | \$2,392.69                        |
| PCHP: St. Albans Primary Care   | 030362521 | 924                       | \$2,113.65                   | \$0.00                        | \$0.00                           | \$2,113.65      | 1,763                                 | \$2,908.95                   | \$686.65                      | \$0.00                           | \$3,595.60                         | \$3,595.60    | \$3,558.06               | \$5,671.71                        |
| PCHP: Timber Lane Pediatrics  | 030362521 | 2,410                     | \$11,025.75                  | \$1,279.28                    | \$0.00                           | \$12,305.03     | 1,693                                 | \$2,793.45                   | \$579.51                      | \$0.00                           | \$3,372.96                         | \$3,372.96    | \$3,337.74               | \$15,642.77                       |
| Pediatric Medicine PLC  | 030230997 | 898                       | \$4,108.35                   | \$476.68                      | \$0.00                           | \$4,585.03      | 1,696                                 | \$2,798.40                   | \$580.54                      | \$0.00                           | \$3,378.94                         | \$3,378.94    | \$3,343.66               | \$7,928.69                        |
| Planned Parenthood of Northern New England  | 030222941 | -                         | \$0.00                       | \$0.00                        | \$264.67                         | \$264.67        | -                                     | \$0.00                       | \$0.00                        | \$87.91                          | \$87.91                            | \$100.00      | \$100.00                 | \$364.67                          |
| Porter Hospital, Inc.   | 030181058 | 2,840                     | \$6,496.50                   | \$1,507.53                    | \$2,248.53                       | \$10,252.56     | 4,093                                 | \$6,337.65                   | \$1,378.10                    | \$2,880.50                       | \$10,596.25                        | \$10,596.25   | \$10,485.61              | \$20,738.17                       |
| Radiology Associates of Bennington, Inc.  | 030226493 | -                         | \$0.00                       | \$0.00                        | \$83.28                          | \$83.28         | -                                     | \$0.00                       | \$0.00                        | \$54.86                          | \$54.86                            | \$100.00      | \$100.00                 | \$183.28                          |
| Rainbow Pediatrics  | 030360043 | 909                       | \$4,158.68                   | \$482.52                      | \$0.00                           | \$4,641.19      | 228                                   | \$376.20                     | \$78.04                       | \$0.00                           | \$454.24                           | \$454.24      | \$449.50                 | \$5,090.69                        |
| Richmond Family Medicine PLLC   | 274640788 | 357                       | \$1,633.28                   | \$379.01                      | \$0.00                           | \$2,012.28      | 1,840                                 | \$3,036.00                   | \$629.83                      | \$0.00                           | \$3,665.83                         | \$3,665.83    | \$3,627.55               | \$5,639.84                        |
| Richmond Pediatrics and Adolescent Medicine LLC                                       | 841643434 | 284                       | \$649.65                     | \$0.00                        | \$0.00                           | \$649.65        | 409                                   | \$337.43                     | \$0.00                        | \$0.00                           | \$337.43                           | \$337.43      | \$333.90                 | \$983.55                          |
| Rutland Crossings, LLC dba The Pines at Rutland Center for Nursing and Rehabilitation | 208861847 | -                         | \$0.00                       | \$0.00                        | \$76.69                          | \$76.69         | -                                     | \$0.00                       | \$0.00                        | \$151.35                         | \$151.35                           | \$151.35      | \$149.77                 | \$226.46                          |
| Rutland Mental Health Services, Inc.  | 030210725 | -                         | \$0.00                       | \$0.00                        | \$2,390.05                       | \$2,390.05      | -                                     | \$0.00                       | \$0.00                        | \$2.35                           | \$2.35                             | \$100.00      | \$100.00                 | \$2,490.05                        |
| Shaftsbury Medical Associates, Inc.   | 030233355 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00        | \$0.00                   | \$0.00                            |
| South Royalton Health Center PC   | 510525887 | 505                       | \$2,310.38                   | \$268.06                      | \$0.00                           | \$2,578.44      | 155                                   | \$255.75                     | \$53.06                       | \$0.00                           | \$308.81                           | \$308.81      | \$305.58                 | \$2,884.02                        |
| Southwestern Vermont Medical Center, Inc.   | 222563241 | 4,765                     | \$15,035.74                  | \$1,569.64                    | \$3,530.70                       | \$20,136.08     | 6,512                                 | \$10,744.80                  | \$1,532.82                    | \$3,434.57                       | \$15,712.19                        | \$15,712.19   | \$15,548.13              | \$35,684.21                       |
| Springfield Hospital Inc.   | 030179437 | -                         | \$0.00                       | \$0.00                        | \$1,237.54                       | \$1,237.54      | -                                     | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00        | \$0.00                   | \$1,237.54                        |
| Springfield Medical Care Systems, Inc.  | 030284813 | 4,881                     | \$11,165.29                  | \$2,590.94                    | \$0.00                           | \$13,756.23     | 1,834                                 | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00        | \$0.00                   | \$13,756.23                       |
| Tamarack Family Medicine  | 834481787 | 735                       | \$1,681.31                   | \$0.00                        | \$0.00                           | \$1,681.31      | 237                                   | \$391.05                     | \$81.13                       | \$0.00                           | \$472.18                           | \$472.18      | \$467.24                 | \$2,148.56                        |
| The Manor Inc   | 030357952 | -                         | \$0.00                       | \$0.00                        | \$34.18                          | \$34.18         | -                                     | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00        | \$0.00                   | \$34.18                           |
| The RehabGYM Inc.   | 030514375 | -                         | \$0.00                       | \$0.00                        | \$50.98                          | \$50.98         | -                                     | \$0.00                       | \$0.00                        | \$71.28                          | \$71.28                            | \$100.00      | \$100.00                 | \$150.98                          |
| The Richford Health Center, Inc.  | 030215982 | 1,665                     | \$3,808.69                   | \$883.82                      | \$0.00                           | \$4,692.50      | 5,816                                 | \$7,965.38                   | \$676.73                      | \$0.00                           | \$8,642.10                         | \$8,642.10    | \$8,551.87               | \$13,244.37                       |
| The Rutland Hospital Inc. D/B/A Rutland Regional Medical Center                       | 030183483 | -                         | \$0.00                       | \$0.00                        | \$8,827.60                       | \$8,827.60      | -                                     | \$0.00                       | \$0.00                        | \$3,387.14                       | \$3,387.14                         | \$3,387.14    | \$3,351.77               | \$12,179.37                       |
| The University of Vermont Health Network - Home Health & Hospice, Inc.                | 030179603 | -                         | \$0.00                       | \$0.00                        | \$399.99                         | \$399.99        | -                                     | \$0.00                       | \$0.00                        | \$478.52                         | \$478.52                           | \$478.52      | \$473.52                 | \$873.51                          |
| The Villa Rehab Center LLC  | 475425608 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$44.25                          | \$44.25                            | \$100.00      | \$100.00                 | \$100.00                          |
| Thirty Five Bel-Aire Drive SNF Operations LLC   | 260797624 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00        | \$0.00                   | \$0.00                            |
| Thomas Chittenden Health Center, PLC  | 043374871 | 887                       | \$2,029.01                   | \$470.84                      | \$0.00                           | \$2,499.85      | 3,693                                 | \$4,360.13                   | \$719.17                      | \$0.00                           | \$5,079.30                         | \$5,079.30    | \$5,026.26               | \$7,526.11                        |
| Union House Nursing Home Inc  | 030289722 | -                         | \$0.00                       | \$0.00                        | \$109.23                         | \$109.23        | -                                     | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00        | \$0.00                   | \$109.23                          |
| United Counseling Service of Bennington County Inc                                    | 030199213 | -                         | \$0.00                       | \$0.00                        | \$1,751.59                       | \$1,751.59      | -                                     | \$0.00                       | \$0.00                        | \$8.20                           | \$8.20                             | \$100.00      | \$100.00                 | \$1,851.59                        |
| University of Vermont Medical Center Inc.   | 030219309 | 7,537                     | \$34,481.78                  | \$4,000.80                    | \$15,937.84                      | \$54,420.41     | 22,541                                | \$37,192.65                  | \$4,476.94                    | \$16,176.99                      | \$57,846.58                        | \$57,846.58   | \$57,242.57              | \$111,662.98                      |
| University of Vermont Nursing and Health Sciences Practice Group, Inc.                | 464121630 | 108                       | \$494.10                     | \$57.33                       | \$0.00                           | \$551.43        | 642                                   | \$727.65                     | \$0.00                        | \$0.00                           | \$727.65                           | \$727.65      | \$720.05                 | \$1,271.48                        |
| Upper Valley Pediatrics, PLLC   | 474111350 | 748                       | \$3,422.10                   | \$794.11                      | \$0.00                           | \$4,216.21      | 91                                    | \$150.15                     | \$31.15                       | \$0.00                           | \$181.30                           | \$181.30      | \$179.41                 | \$4,395.61                        |
| Upper Valley Services Inc.  | 030305008 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00                             | \$0.00        | \$0.00                   | \$0.00                            |
| VASTA Physical Therapy Inc  | 463985143 | -                         | \$0.00                       | \$0.00                        | \$17.67                          | \$17.67         | -                                     | \$0.00                       | \$0.00                        | \$32.80                          | \$32.80                            | \$100.00      | \$100.00                 | \$117.67                          |
| VASTA PT Waterbury LLC  | 853185318 | -                         | \$0.00                       | \$0.00                        | \$5.22                           | \$5.22          | -                                     | \$0.00                       | \$0.00                        | \$55.84                          | \$55.84                            | \$100.00      | \$100.00                 | \$105.22                          |
| Vermont Gynecology, PC  | 273331382 | -                         | \$0.00                       | \$0.00                        | \$52.81                          | \$52.81         | -                                     | \$0.00                       | \$0.00                        | \$122.04                         | \$122.04                           | \$122.04      | \$120.77                 | \$173.58                          |
| Vermont Sports Medicine Center  | 061231501 | -                         | \$0.00                       | \$0.00                        | \$87.69                          | \$87.69         | -                                     | \$0.00                       | \$0.00                        | \$13.88                          | \$13.88                            | \$100.00      | \$100.00                 | \$187.69                          |
| Vernon Advent Christian Home, Inc.  | 030190658 | -                         | \$0.00                       | \$0.00                        | \$0.00                           | \$0.00          | -                                     | \$0.00                       | \$0.00                        | \$27.80                          | \$27.80                            | \$100.00      | \$100.00                 | \$100.00                          |
| Visiting Nurse Association and Hospice of Vermont and New Hampshire, Inc.             | 036006494 | -                         | \$0.00                       | \$0.00                        | \$19.04                          | \$19.04         | -                                     | \$0.00                       | \$0.00                        | \$235.48                         | \$235.48                           | \$235.48      | \$233.02                 | \$252.06                          |
| VNA & Hospice of the Southwest Region, Inc.   | 030185024 | -                         | \$0.00                       | \$0.00                        | \$739.49                         | \$739.49        | -                                     | \$0.00                       | \$0.00                        | \$218.39                         | \$218.39                           | \$218.39      | \$216.11                 | \$955.60                          |

OneCare Vermont  
 PY2022 January - June VBIF Incentive Distribution  
 Medicaid, Medicare, Commercial  
 10/4/2022

| Participant                                    | TIN       | Medicaid (DVHA VBIF Pool) |                              |                               |                                  |                     | Medicare & Commercial (OCV VBIF Pool) |                              |                               |                                  |                                    |                     | Total Combined Incentive |                                   |
|--|-----------|---------------------------|------------------------------|-------------------------------|----------------------------------|---------------------|---------------------------------------|------------------------------|-------------------------------|----------------------------------|------------------------------------|---------------------|--------------------------|-----------------------------------|
|  |           | Mid-Year Attribution      | Target Incentive (70% Share) | Stretch Incentive (10% Share) | HSA Target Incentive (20% Share) | Total Incentive     | Mid-Year Attribution                  | Target Incentive (70% Share) | Stretch Incentive (10% Share) | HSA Target Incentive (20% Share) | Total Incentive (Before \$100 Min) | \$100 Minimum       |                          | Total Incentive (After \$100 Min) |
| Washington County Mental Health Services, Inc. | 030215872 | -                         | \$0.00                       | \$0.00                        | \$6,112.04                       | \$6,112.04          | -                                     | \$0.00                       | \$0.00                        | \$70.29                          | \$70.29                            | \$100.00            | \$100.00                 | \$6,212.04                        |
| White River Family Practice, PC                | 300270600 | 412                       | \$1,884.90                   | \$218.70                      | \$0.00                           | \$2,103.60          | 1,450                                 | \$1,914.00                   | \$496.33                      | \$0.00                           | \$2,410.33                         | \$2,410.33          | \$2,385.17               | \$4,488.77                        |
| William J. Sarchino                            | 141701471 | -                         | \$0.00                       | \$0.00                        | \$0.21                           | \$0.21              | -                                     | \$0.00                       | \$0.00                        | \$3.17                           | \$3.17                             | \$100.00            | \$100.00                 | \$100.21                          |
| Windsor Hospital Corporation                   | 030183721 | 1,561                     | \$3,570.79                   | \$0.00                        | \$944.74                         | \$4,515.53          | 2,568                                 | \$2,654.85                   | \$0.00                        | \$414.51                         | \$3,069.36                         | \$3,069.36          | \$3,037.31               | \$7,552.84                        |
| <b>Grand Total</b>                             |           | <b>91,481</b>             | <b>\$348,502.91</b>          | <b>\$51,497.09</b>            | <b>\$100,000.00</b>              | <b>\$500,000.00</b> | <b>120,577</b>                        | <b>\$173,857.20</b>          | <b>\$26,142.80</b>            | <b>\$50,000.00</b>               | <b>\$250,000.00</b>                | <b>\$252,596.76</b> | <b>\$250,000.00</b>      | <b>\$750,000.00</b>               |
| % Pool Paid                                    |           |                           | 70%                          | 10%                           | 20%                              |                     |                                       | 70%                          | 10%                           | 20%                              |                                    |                     |                          |                                   |

|                                      |  |
|--------------------------------------|--|
| <b>Procedure Number &amp; Title:</b> | OneCare Value Based Incentive Fund Calculation |
| <b>Responsible Department/s:</b>     | Payment Reform                                 |
| <b>Author:</b>                       | Derek Raynes, Director, Payment Reform         |
| <b>Date Implemented:</b>             | January 1, 2022                                |
| <b>Date Reviewed/Revised:</b>        |  |
| <b>Next Review Date:</b>             |  |

**Purpose:** To describe the process for calculating distribution of the 2022 Value Based Incentive Fund (VBIF).

**Procedure:** Program Year 2022 VBIF program payments will be calculated and distributed for the Vermont Medicaid ACO program (“DVHA VBIF”) and Medicare, BCBSVT, and MVP ACO Programs (“OneCare VBIF”) as described herein, with quality outcomes being measured at the TIN level. Payments for the DVHA VBIF program will be issued at the group NPI level by DVHA, and payments for the OneCare VBIF program will be issued at the TIN level by OneCare Vermont. Calculations for the DVHA VBIF and OneCare VBIF programs will be completed separately throughout.

#### **VBIF Calculation:**

1. Director, Payment Reform to verify contract terms for the Program Year 2022 DVHA VBIF and OneCare VBIF pools to be distributed to OneCare network providers in two installments. For 2022, the DVHA VBIF pool is contractually prescribed as \$2M and the OneCare VBIF pool is established as \$1M.
2. Prior to payment calculations, a prospective fixed PMPY incentive rate will be developed for distributing funds to Primary Care Participants for meeting the established target threshold for one or more of the four VBIF quality measures. The rate will be modeled based on Primary Care Participant performance during the first two quarters of Program Year 2022.
  - a. The prospective fixed PMPY incentive rate will be developed by modeling low-, average-, and high-case scenarios defined by the number of eligible attributed lives qualifying for a target threshold incentive during the first two quarters of Program Year 2022. In each case, the number of incentive-eligible lives will be divided into the VBIF pool amount available for target threshold incentives (defined as seventy percent (70%) of the total VBIF pool) for Program Year 2022 to arrive at a range of potential PMPY incentive rates to be paid for target threshold achievement. From this range, a final PMPY rate will be selected with the intent of aligning total incentive amounts paid for target and stretch threshold incentives with the policy (e.g. 70% for target threshold incentives and 10% for stretch threshold incentives).
3. Approximately 20%-33% of the total Program Year 2022 DVHA and OneCare VBIF pools will be distributed in the first VBIF installment to be made in or about September 2022 based on quality results from the second quarter of 2022, as follows:
  - a. For Primary Care Participants meeting the target threshold for at least one of the four VBIF quality measures, payment will be distributed based on multiplying the pro-rated Q2 PMPY rate (developed in (2) above) by each target threshold incentive-eligible TIN’s mid-year attribution for the corresponding Payer Programs (e.g. Medicaid Traditional attribution for DVHA VBIF, and Medicare, BCBSVT, and MVP attribution for OneCare VBIF).
  - b. For Primary Care Participants meeting the stretch threshold for at least one of the four VBIF quality measures, payments will be calculated based on an imputed incentive amount calculated at the time of payment; the number of incentive-eligible lives will be divided into the remaining VBIF pool available for Primary Care Participants (up to 80% of the available

VBIF pool) after reducing by the amount paid for target threshold incentives (calculated in (3a) above). Once the stretch threshold incentive rate is calculated, payment will be distributed to each stretch threshold incentive-eligible TIN by multiplying the stretch incentive rate by the TIN's mid-year attribution for the corresponding Payer Programs.

- c. For Preferred Providers and Collaborators in Health Service Areas (HSAs) meeting the target threshold for at least one of the four VBIF quality measures, twenty percent (20%) of the available pool for Q2 will be apportioned based on each incentive-eligible TIN's relative proportion of spend within their respective HSA.
  - d. For the OneCare VBIF program, all payments of at least \$0.01 will be rounded up to \$100 before dispersal.
4. The remainder of the total Program Year 2022 DVHA and OneCare VBIF pools will be distributed in the second VBIF installment to be made in or about May 2023 based on quality results from the fourth quarter of 2022. All calculation steps will remain the same as for the first VBIF installment.

**Essex Pediatrics**  
**2022 Bi-Annual Mental Health Update**

**Mental Health Wait List**

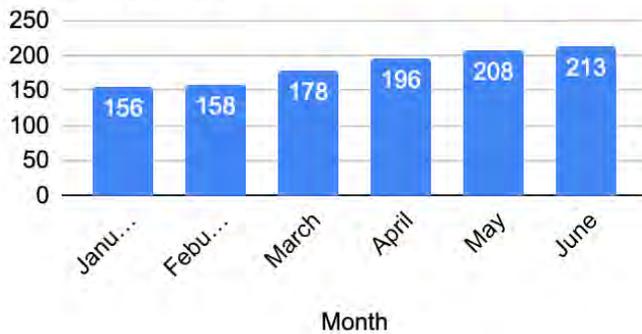
Between January and May 2022, 188 patients were moved off the mental health wait list. Some patients were referred to our therapists, some were picked up by community therapists, and some were not in need of therapy at the point they were next on the referral list.

The turnaround time for wait list referrals is hard to pinpoint. We have triaged the wait list to be three different referral levels. Level red, level yellow and level green. Most red level referrals are referred to an Essex Pediatrics clinician within two months. For yellow and green level referrals, the wait time is longer (around 10 months). Younger children require a lot more coordination and parent meetings in comparison to a teenage client. The clinicians inform the mental health coordinator what they have availability for.

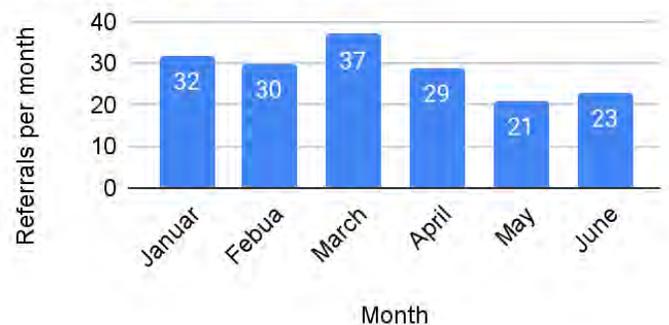
Essex Pediatrics has a wait list for family therapy requests, and parent coaching requests.

- ❖ Parent coaching is a four-to-six-week individual session with one of our therapists to discuss behavioral interventions parents can use to support their children. Referral subjects include raising a child with a mental illness, defiant behaviors, managing tantrums, bedtime routine development, etc.
- ❖ When a patient is referred to the mental health wait list by their primary care provider they are asked if they would like a list of community clinicians to try contacting. The list has about 50 clinician names. This list was updated in June of 2022. The mental health coordinator encourages patients to get on as many wait lists in the community that they can.
- ❖ Every patient on the waitlist has been offered group therapy, care coordination and other support that the mental health coordinator or social worker feels is appropriate.
- ❖ Patients on the waitlist receive a check in once a month to let them know they are still on the list. This provides them with an opportunity to give the mental health coordinator updates on symptoms and for the coordinator to offer additional resources. The families we serve are very thankful for our check-in calls, text messages or emails.

**Total Wait List**



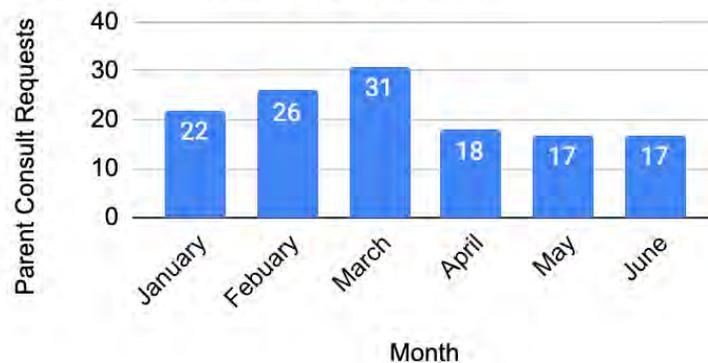
**Referrals per month**



## Parent Consult Clinics

- ❖ A parent consult clinic is a one time meeting with one of our Essex Pediatrics clinicians for a parent to discuss behaviors they are seeing from their child and seeking support on how to manage those behaviors. The clinician meets with the parents and provides resources, behavioral techniques, and interventions to try.
- ❖ Our family home support worker is offered as an addition to the parent consult clinics.
- ❖ Our family home support worker can travel to a patient's house and support the parents in implementing the recommendations from the parent consult clinic.
- ❖ Our family home worker identifies and addresses any and all needs a family may have including educational, social, housing, food and clothing.
- ❖ A month after their scheduled parent consult clinic, parents receive an email offering additional support and outlining the groups that we have to offer at Essex Pediatrics.
- ❖ In the past 6 months there have been a total of 131 parent consult requests at Essex's Pediatrics.

Parent Consult Requests



## Collaborative Care Program

- ❖ Essex Pediatrics is consulting with Dr Strokoff, MD for our collaborative care program. The collaborative care program is a care management program for patients receiving behavioral health treatment.
- ❖ Our behavioral health care manager, or mental health coordinator meets weekly with Dr Strokoff to discuss our collaborative care registry.
- ❖ As of July 1 2022, there are 52 patients in the program. If we decide to include medicaid patients in this program, the program could expand up to 83 patients.

## Therapy Groups

- ❖ Current Groups, see attached handout!
- ❖ In February we had 12 pre-teens in the anxiety and depression group.
- ❖ In April we had 11 pre-teens in the anxiety and depression group.
- ❖ In the current anxiety and depression teen group we have 7 participants.
- ❖ In January we had 7 teens in the anxiety and depression group.



OneCare Vermont

OneCare Vermont Accountable Care Organization  
Board of Managers Resolution Appointing Board Manager to the  
Audit Committee  
October 20, 2022

**BE IT RESOLVED** by the Board of Managers (the “Board”) of OneCare Vermont Accountable Care Organization, LLC (“OneCare”) as follows:

The Board, having reviewed and discussed the recommendations of the Nominating Committee and the qualifications of the candidate, hereby elects to seat FQHC Manager Michael Costa to the Audit Committee.



September 30, 2022

Dear Green Mountain Care Board and Health Care Advocate Policy Team:

With this letter we submit the OneCare Vermont (OCV) fiscal year 2023 budget for the Board's approval. Our total proposed budget is \$1.449B, a 7.2% increase (\$97 million) from FY 2022. Changes from our FY 2022 approved budget to our FY 2023 proposed budget include:

- More than doubled the amount of risk taken from \$16.2M to \$36.5M;
- Maintained approximately 296K total attributed lives;
- Decreased our operating budget by 1.6% from \$15.4 M in 2022 to \$15.2 M in 2023.

OneCare Vermont is an organization of health care providers. We exist to bring doctors, hospitals and other providers together to improve health and to evolve and create predictable payments that reward good health outcomes for Vermonters.

Further, we are committed to helping the Vermont health care system transition to value-based care. We do this by negotiating value-based care contracts for providers; providing actionable data to guide local decision-making; investing in population health to ensure high quality care; and expanding innovative value-based payments that foster better outcomes.

Our 2023 budget brings value to Vermont's health care providers through:

- Progressive steps to increase accountability of the provider network to improve quality and outcomes, while reducing administrative burden.
- Investing nearly \$30 million directly to health care providers to support their population health improvements in an ongoing fragile economic environment. These payments promote improved quality and care coordination.
- Promoting innovations in primary care payment models that increase resources for advanced value-based primary care.
- Doubling the amount of risk/rewards providers are taking, signaling a deepening commitment to value-based care.
- Maintaining an admin rate of 1.1% of our total cost of care, lower than the national ACO average of 2%<sup>1</sup>(MedPac, 2018), and achieving economies of scale.

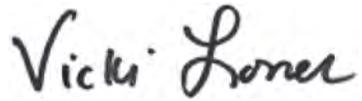
Sustaining a stable revenue source as we recover from the pandemic, while continuing the critically important transition to value-based payment and delivery system transformation is central to our budget. Our budget finds a balance between continued investment in reform and the cost for participating hospitals experiencing economic hardship.

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<sup>1</sup> MedPac. (2018). Medicare accountable care organization models: Recent performance and long-term issues Retrieved from [https://www.medpac.gov/wp-content/uploads/import\\_data/scrape\\_files/docs/default-source/reports/jun18\\_ch8\\_medpacreport\\_sec.pdf](https://www.medpac.gov/wp-content/uploads/import_data/scrape_files/docs/default-source/reports/jun18_ch8_medpacreport_sec.pdf)

Working together with over 5,000 committed providers we will continue to take steady steps toward equitable health care system that fosters better outcomes for all.

Respectfully,

A handwritten signature in black ink that reads "Vicki Loner". The signature is written in a cursive, flowing style.

Vicki Loner, RN,C, MHCDS  
CEO



# OneCare Vermont

## 2023 Budget: Fast Facts

# \$1.5B

### Total accountability for health care in 2023

OneCare's accountability for the cost and quality of Vermont's healthcare is increasing 7.2% (\$97 million) from FY22.



### OneCare is committed to continuing the VT health care system transition to value-based care

OneCare does this by negotiating value-based care contracts for providers; providing actionable data to guide local decision-making; investing in population health to ensure high quality care; and expanding innovative value-based payments that foster better outcomes.

### The 2023 budget strikes a careful balance between advancing health care reform and continued recovery from the COVID-19 pandemic.

### Highlights for 2023 include:

More than double the amount of risk taken from \$16.2M to \$36.5M

Maintained approximately -296,000 total attributed lives

Decreased our operating budget by 1.6% from \$15.4M in 2022 to \$15.2M in 2023

### 2023 budget brings value to Vermont's health care providers



#### Gradually Increasing Provider Accountability

OneCare is taking deliberate and measured steps to increase provider accountability by managing risk and focusing on effective population health management.

#### CPR Participation Has Tripled Since its Inception in 2018

The CPR program has grown from 6 practice sites (3 TINs) in 2018 to 18 practice sites (13 TINs) in 2022.



#### OneCare maintained an administrative budget at half the average cost of national ACOs

Maintaining an admin rate of 1.1% of our total cost of care, lower than the national ACO average of 2% (MedPac, 2018\*), and achieving economies of scale.

#### -\$30M invested directly to health care providers supporting population health initiatives

Investing nearly \$30 million directly to health care providers to support their population health improvements in an ongoing fragile economic environment. These payments promote improved quality and care coordination.



\* MedPac. (2018). Medicare accountable care organization models: Recent performance and long-term issues Retrieved from [https://www.medpac.gov/wp-content/uploads/import\\_data/scrape\\_files/docs/default-source/reportsa/jun18\\_ch8\\_medpacreport\\_sec.pdf](https://www.medpac.gov/wp-content/uploads/import_data/scrape_files/docs/default-source/reportsa/jun18_ch8_medpacreport_sec.pdf)

# 2021 Quality Performance

Medicare, VMNG, BCBSVT QHP, BCBSVT Large Group And MVP QHP  
Quality Measure Results

## Vermont Medicare ACO Initiative

Quality Measures Results  
Performance Year: 2021

| Measure  | Status | Benchmarks |       |       |       |       |       |       | Rate  | Num | Den | Bonus Points | Quality Points |      |
|--|--------|------------|-------|-------|-------|-------|-------|-------|-------|-----|-----|--------------|----------------|------|
|  |        | 30th       | 40th  | 50th  | 60th  | 70th  | 80th  | 90th  |       |     |     |              |                |      |
| <b>Patient/Caregiver Experience</b>                            |        |            |       |       |       |       |       |       |       |     |     |              |                |      |
| CAHPS: Getting Timely Care, Appointments, and Information      | R      | 81.22      | 82.46 | 83.38 | 84.01 | 85.34 | 86.60 | 88.10 | 82.95 | N/A | 167 | N/A          | 2.00           |      |
| CAHPS: How Well Your Providers Communicate                     | R      | 91.42      | 92.69 | 93.28 | 93.79 | 94.08 | 94.57 | 94.97 | 94.25 | N/A | 179 | N/A          | 2.00           |      |
| CAHPS: Patients' Rating of Provider                            | R      | 89.87      | 90.97 | 91.97 | 92.35 | 92.78 | 93.32 | 93.67 | 92.17 | N/A | 177 | N/A          | 2.00           |      |
| CAHPS: Access to Specialists                                   | R      | -          | -     | -     | -     | -     | -     | -     | 69.40 | N/A | 167 | N/A          | 2.00           |      |
| CAHPS: Health Promotion and Education                          | R      | 55.59      | 57.23 | 59.00 | 60.35 | 61.72 | 63.17 | 64.73 | 64.24 | N/A | 245 | N/A          | 2.00           |      |
| CAHPS: Shared Decision Making                                  | R      | 56.93      | 58.60 | 60.17 | 61.09 | 62.96 | 63.62 | 65.35 | 60.24 | N/A | 176 | N/A          | 2.00           |      |
| CAHPS: Health Status/Functional Status                         | R      | -          | -     | -     | -     | -     | -     | -     | 81.38 | N/A | 247 | N/A          | 2.00           |      |
| CAHPS: Stewardship of Patient Resources                        | R      | 21.85      | 23.65 | 24.56 | 26.11 | 27.47 | 28.69 | 30.73 | 24.78 | N/A | 235 | N/A          | 2.00           |      |
| CAHPS: Courteous and Helpful Office Staff                      | R      | 91.31      | 92.27 | 92.70 | 93.02 | 93.73 | 94.25 | 94.58 | 94.59 | N/A | 180 | N/A          | 2.00           |      |
| CAHPS: Care Coordination                                       | R      | 83.56      | 85.16 | 85.77 | 86.28 | 87.08 | 87.37 | 88.05 | 87.93 | N/A | 241 | N/A          | 2.00           |      |
| <b>Care Coordination/Patient Safety</b>                        |        |            |       |       |       |       |       |       |       |     |     |              |                |      |
| Risk-Standardized, All Condition Readmission                   | R      | -          | -     | -     | -     | -     | -     | -     | 13.63 | N/A | N/A | N/A          | 2.00           |      |
| All Cause Unplanned Admissions for Patients with MCC           | R      | -          | -     | -     | -     | -     | -     | -     | 31.61 | N/A | N/A | N/A          | 2.00           |      |
| <b>Preventive Health</b>                                       |        |            |       |       |       |       |       |       |       |     |     |              |                |      |
| Influenza Immunization   | R      | 30.00      | 40.00 | 50.00 | 60.00 | 70.00 | 80.00 | 90.00 | 80.38 | 336 | 418 | N/A          | 2.00           |      |
| Tobacco Use: Screening and Cessation Intervention              | R      | 30.00      | 40.00 | 50.00 | 60.00 | 70.00 | 80.00 | 90.00 | 80.77 | 21  | 26  | N/A          | 2.00           |      |
| Screening for Clinical Depression and Follow-Up Plan           | R      | -          | -     | -     | -     | -     | -     | -     | 64.67 | 205 | 317 | N/A          | 2.00           |      |
| Colorectal Cancer Screening                                    | R      | 30.00      | 40.00 | 50.00 | 60.00 | 70.00 | 80.00 | 90.00 | 76.81 | 212 | 276 | N/A          | 2.00           |      |
| <b>At-Risk Population</b>                                      |        |            |       |       |       |       |       |       |       |     |     |              |                |      |
| Diabetes Mellitus: Hemoglobin A1c Poor Control (>9%)           | R      | 70.00      | 60.00 | 50.00 | 40.00 | 30.00 | 20.00 | 10.00 | 9.98  | 55  | 551 | N/A          | 2.00           |      |
| Hypertension (HTN): Controlling High Blood Pressure            | R      | 30.00      | 40.00 | 50.00 | 60.00 | 70.00 | 80.00 | 90.00 | 71.48 | 411 | 575 | N/A          | 2.00           |      |
| Follow-up after discharge from the ED for Mental Health or AOD | R      | -          | -     | -     | -     | -     | -     | -     | -     | -   | -   | -            | N/A            | 2.00 |
| Follow-up after ED visit for AOD within 30 Days                |        | 25.16      | 40    | 159   | -     | -     | -     | -     | -     |     |     |              |                |      |
| Follow-up after ED visit for AOD within 7 Days                 |        | 15.09      | 24    | 159   | -     | -     | -     | -     | -     |     |     |              |                |      |
| Follow-up after ED visit for Mental Health within 30 Days      |        | 54.95      | 100   | 182   | -     | -     | -     | -     | -     |     |     |              |                |      |
| Follow-up after ED visit for Mental Health within 7 Days       | 35.16  | 64         | 182   | -     | -     | -     | -     | -     | -     | -   | -   | -            | -              |      |
| Initiation and Engagement of AOD Treatment                     | R      | -          | -     | -     | -     | -     | -     | -     | -     | -   | -   | -            | N/A            | 2.00 |
| Initiation of AOD Treatment                                    |        | 28.52      | 312   | 1,094 | -     | -     | -     | -     | -     |     |     |              |                |      |
| Engagement of AOD Treatment                                    | 4.30   | 47         | 1,094 | -     | -     | -     | -     | -     | -     | -   | -   | -            | -              |      |

**Footnotes:**

- P - Payment Measure, R - Reporting Measure, N/A - Not Applicable
- Diabetes Mellitus: Hemoglobin A1c Poor Control (>9%), Risk-Standardized All Condition Readmission, and All-Cause Unplanned Admissions for Patients with MCC are inverse measures, lower rate indicates better performance.

Points Earned: 40.00  
 Total Possible Points: 40.00  
 Final Score: 100.00%

NOTICE: All data and reports produced by OneCare VT are for the sole use of OneCare and its ACO Participants, Preferred Providers and Collaborators ("Network") for the purposes of ACO Activities only. This is confidential information that cannot be copied or shared outside of OneCare or its Network or for purposes other than promoting OneCare's ACO Activities without written consent from OneCare. All uses of and access to OneCare's data are subject to the confidentiality, data use and privacy obligations in the recipients' binding contracts and Business Associate Agreements with OneCare.

## Vermont Medicaid Next Generation

### Quality Measures Results

Performance Year: 2021

| Measure   | Status | Benchmarks |       |       |       | Rate  | Num   | Den    | Bonus Points | Quality Points |
|---|--------|------------|-------|-------|-------|-------|-------|--------|--------------|----------------|
|   |        | 25th       | 50th  | 75th  | 90th  |       |       |        |              |                |
| 30 Day Follow-Up after Discharge from the ED for AOD Dependence | P      | 10.75      | 21.31 | 26.22 | 32.60 | 32.89 | 199   | 605    | 0.00         | 2.00           |
| 30 Day Follow-Up after Discharge from the ED for Mental Health  | P      | 45.48      | 53.54 | 64.65 | 73.56 | 81.66 | 463   | 567    | 0.00         | 2.00           |
| Child and Adolescent Well-Visits (ages 12-17)                   | P      | 39.45      | 45.06 | 54.04 | 62.45 | 61.60 | 8,543 | 13,869 | 1.00         | 1.75           |
| All Cause Unplanned Admissions for Patients with MCC            | P      | -          | -     | -     | -     | 0.80  | 16    | 2,012  | 0.00         | 1.00           |
| Developmental Screening in the First 3 Years of Life            | P      | 27.10      | 35.60 | 57.40 | -     | 56.10 | 3,282 | 5,850  | -1.00        | 1.00           |
| Diabetes Mellitus: Hemoglobin A1c Poor Control (>9%)            | P      | 51.98      | 43.30 | 38.44 | 34.06 | 31.99 | 119   | 372    | 1.00         | 2.00           |
| Hypertension: Controlling High Blood Pressure                   | P      | 50.61      | 55.47 | 62.53 | 66.42 | 62.37 | 232   | 372    | 0.00         | 1.00           |
| Initiation of AOD Treatment                                     | P      | 40.96      | 44.85 | 48.85 | 54.13 | 36.71 | 739   | 2,013  | -1.00        | 0.00           |
| Engagement of AOD Treatment                                     | P      | 9.38       | 13.99 | 17.86 | 22.83 | 15.65 | 315   | 2,013  | -1.00        | 1.00           |
| Screening for Clinical Depression and Follow-Up Plan            | P      | -          | -     | -     | -     | 54.28 | 146   | 269    | 1.00         | 2.00           |
| Follow-Up after Hospitalization for Mental Illness (7 Day Rate) | R      | 30.87      | 38.99 | 47.75 | 57.81 | 50.92 | 277   | 544    | N/A          | N/A            |
| Tobacco Use Assessment and Tobacco Cessation Intervention       | R      | -          | -     | -     | -     | 92.46 | 319   | 345    | N/A          | N/A            |

**Footnotes:**

1. P - Payment Measure, R - Reporting Measure
2. Diabetes Mellitus: Hemoglobin A1c Poor Control (>9%) are inverse measures, lower rate indicates better performance.
3. Benchmarks for Developmental Screening in the First Three Years of Life are multi-state benchmarks.

**Points Earned:** 13.75

**Total Possible Points:** 20.00

**Final Score:** 68.75%

## BCBSVT QHP

### Quality Measures Results

Performance Year: 2021

| Measure   | Status | Benchmarks |        |        |        | Rate   | Num   | Den   | Bonus Points | Quality Points |
|---|--------|------------|--------|--------|--------|--------|-------|-------|--------------|----------------|
|   |        | 25th       | 50th   | 75th   | 90th   |        |       |       |              |                |
| 30 Day Follow-Up after Discharge from the ED for AOD Dependence | R      | 12.70      | 15.22  | 18.33  | 23.38  | N/A    | N/A   | N/A   | N/A          | N/A            |
| 30 Day Follow-Up after Discharge from the ED for Mental Health  | R      | 54.23      | 61.41  | 67.72  | 72.94  | N/A    | N/A   | N/A   | N/A          | N/A            |
| Child and Adolescent Well-Visits                                | R      | 45.29      | 52.59  | 61.22  | 69.03  | 68.82  | 1,580 | 2,296 | N/A          | N/A            |
| ACO All-Cause Readmissions                                      | R      | 0.6918     | 0.6023 | 0.5222 | 0.4131 | 0.5052 | 13    | 25.73 | N/A          | N/A            |
| Follow-Up after Hospitalization for Mental Illness (7 Day Rate) | R      | 33.71      | 41.09  | 50.00  | 57.89  | 60.00  | 15    | 25    | N/A          | N/A            |
| Diabetes Mellitus: Hemoglobin A1c Poor Control (>9%)            | R      | 50.36      | 39.42  | 31.85  | 28.22  | 20.44  | 84    | 411   | N/A          | N/A            |
| Hypertension: Controlling High Blood Pressure                   | R      | 50.85      | 57.79  | 65.45  | 72.06  | 62.29  | 256   | 411   | N/A          | N/A            |
| Initiation & Engagement of AOD Dependence Treatment (Composite) | R      | 19.91      | 23.63  | 26.37  | 30.58  | 19.85  | 81    | 408   | N/A          | N/A            |
| CAHPS Patient Experience: Care Coordination Composite Score     | R      | 81.02      | 83.27  | 85.55  | 87.16  | 89.93  | N/A   | 1,123 | N/A          | N/A            |
| Developmental Screening in the First Three Years of Life        | R      | -          | -      | -      | -      | 68.62  | 129   | 188   | N/A          | N/A            |
| Screening for Clinical Depression and Follow-Up Plan            | R      | -          | -      | -      | -      | 43.70  | 170   | 389   | N/A          | N/A            |

**Footnotes:**

1. P - Payment Measure, R - Reporting Measure
2. ACO All-Cause Reimissions rate reflects an observed to expected ratio. The numerator is the number of readmissions observed and the denominator is the number of readmissions that were expected based on risk of the population.
3. ACO All-Cause Readmissions and Diabetes Mellitus: Hemoglobin A1c Poor Control (>9%) are inverse measures, lower rate indicates better performance.

**Points Earned:** N/A

**Total Possible Points:** N/A

**Final Score:** N/A

## BCBSVT Primary Quality Measures Results Performance Year: 2021

| Measure   | Status | Benchmarks |        |        |        | Rate   | Num   | Den   | Bonus Points | Quality Points |
|---|--------|------------|--------|--------|--------|--------|-------|-------|--------------|----------------|
|   |        | 25th       | 50th   | 75th   | 90th   |        |       |       |              |                |
| 30 Day Follow-Up after Discharge from the ED for AOD Dependence | R      | 12.71      | 15.62  | 20.05  | 25.00  | 32.35  | 11    | 34    | N/A          | N/A            |
| 30 Day Follow-Up after Discharge from the ED for Mental Health  | R      | 54.17      | 61.53  | 68.52  | 75.99  | 90.00  | 45    | 50    | N/A          | N/A            |
| Child and Adolescent Well-Visits                                | R      | 45.44      | 53.25  | 60.83  | 70.28  | 70.95  | 6,287 | 8,861 | N/A          | N/A            |
| ACO All-Cause Readmissions                                      | R      | 0.6214     | 0.5734 | 0.5220 | 0.4694 | 0.4079 | 22    | 53.93 | N/A          | N/A            |
| Follow-Up after Hospitalization for Mental Illness (7 Day Rate) | R      | 42.91      | 49.43  | 56.43  | 63.93  | 71.95  | 59    | 82    | N/A          | N/A            |
| Diabetes Mellitus: Hemoglobin A1c Poor Control (>9%)            | R      | 45.14      | 35.13  | 29.39  | 25.30  | 17.52  | 72    | 411   | N/A          | N/A            |
| Hypertension: Controlling High Blood Pressure                   | R      | 40.88      | 54.62  | 62.53  | 68.37  | 65.45  | 269   | 411   | N/A          | N/A            |
| Initiation & Engagement of AOD Dependence Treatment (Composite) | R      | 22.34      | 24.86  | 27.75  | 30.73  | 25.83  | 78    | 302   | N/A          | N/A            |
| CAHPS Patient Experience: Rating of Personal Doctor             | R      | -          | -      | -      | -      | 93.24  | N/A   | 233   | N/A          | N/A            |
| Developmental Screening in the First Three Years of Life        | R      | -          | -      | -      | -      | 76.69  | 819   | 1,068 | N/A          | N/A            |
| Screening for Clinical Depression and Follow-Up Plan            | R      | -          | -      | -      | -      | 53.20  | 208   | 391   | N/A          | N/A            |

### Footnotes:

1. P - Payment Measure, R - Reporting Measure
2. ACO All-Cause Readmissions rate reflects an observed to expected ratio. The numerator is the number of readmissions observed and the denominator is the number of readmissions that were expected based on risk of the population.
3. ACO All-Cause Readmissions and Diabetes Mellitus: Hemoglobin A1c Poor Control (>9%) are inverse measures, lower rate indicates better performance.
4. CAHPS Patient Experience: Rating of Personal Doctor is a composite measure with variable numerators.

Points Earned: N/A

Total Possible Points: N/A

Final Score: N/A

## MVP QHP

### Quality Measures Results

Performance Year: 2021

| Measure   | Status | Benchmarks |        |        |        | Rate   | Num | Den   | Bonus Points | Quality Points |
|---|--------|------------|--------|--------|--------|--------|-----|-------|--------------|----------------|
|   |        | 25th       | 50th   | 75th   | 90th   |        |     |       |              |                |
| 30 Day Follow-Up after Discharge from the ED for AOD Dependence | P      | -          | -      | -      | -      | N/A    | 0   | 0     | N/A          | N/A            |
| 30 Day Follow-Up after Discharge from the ED for Mental Health  | P      | -          | 61.41  | 67.72  | 72.94  | 100.00 | 2   | 2     | N/A          | N/A            |
| Child and Adolescent Well-Visits                                | P      | -          | 52.59  | 61.22  | 69.03  | 70.34  | 868 | 1,234 | N/A          | 20.00          |
| ACO All-Cause Readmissions                                      | P      | -          | 0.6023 | 0.5222 | 0.4131 | 0.3888 | 6   | 15.43 | N/A          | 20.00          |
| Follow-Up after Hospitalization for Mental Illness (7 Day Rate) | P      | -          | 41.09  | 50.00  | 57.89  | 63.64  | 7   | 11    | N/A          | N/A            |
| Diabetes Mellitus: Hemoglobin A1c Poor Control (>9%)            | P      | -          | 39.42  | 31.85  | 28.22  | 16.33  | 16  | 98    | N/A          | 20.00          |
| Hypertension: Controlling High Blood Pressure                   | P      | -          | 57.79  | 65.45  | 72.06  | 61.07  | 251 | 411   | N/A          | 10.00          |
| Initiation & Engagement of AOD Dependence Treatment (Composite) | P      | -          | 23.63  | 26.37  | 30.58  | 26.52  | 70  | 264   | N/A          | 15.00          |
| CAHPS Patient Experience: Care Coordination Composite Score     | R      | -          | -      | -      | -      | N/A    | -   | -     | N/A          | N/A            |

#### Footnotes:

1. P - Payment Measure, R - Reporting Measure
2. ACO All-Cause Reimissions rate reflects an observed to expected ratio. The numerator is the number of readmissions observed and the denominator is the number of readmissions that were expected based on risk of the population.
3. ACO All-Cause Readmissions and Diabetes Mellitus: Hemoglobin A1c Poor Control (>9%) are inverse measures, lower rate indicates better performance.

**Points Earned:** 85

**Total Possible Points:** 100

**Final Score:** 85.00%



OneCare Vermont

OneCare Vermont Accountable Care Organization  
Board of Managers Resolution Appointing Board Manager  
October 20, 2022

**BE IT RESOLVED** by the Board of Managers (the “Board”) of OneCare Vermont Accountable Care Organization, LLC (“OneCare”) as follows:

The Board will now move into executive session in order to discuss subjects that are outside of the scope of the ACO’s public meetings. For this meeting those include: (1) subject that are or use trade secret information; and (2) status of ongoing contract negotiations.