

**From:** Mishaan, Jessica  
**Sent:** Friday, June 10, 2016 8:20 AM  
**To:** emansfield@vtdigger.org  
**Subject:** Public Records Request -- OneCare

Erin,

Attached please find records in response to your request.

Thank you,

Jessica

**Jessica Mishaan** | Paralegal  
Office of the Governor  
109 State Street  
Montpelier, VT 05609-0101  
802.828.3333

**From:** Morgan True [<mailto:mtrue@vtdigger.org>]  
**Sent:** Monday, September 14, 2015 10:43 AM  
**To:** London, Sarah; Johnson, Justin  
**Cc:** Anne Galloway  
**Subject:** PRR re: communications with OneCare

Hello Sarah and Justin,

Pursuant to Vermont's Public Records Act, I am requesting communications between certain state officials and OneCare Vermont, specifically:

→ Communications between former Chief of Staff Elizabeth Miller and OneCare Vermont Accountable Care Organization, LLC, from 4/1/14 to present.

→ Chief of Health Care Reform Lawrence Miller and/or Director of Health Care Reform Robin Lunge and OneCare Vermont Accountable Care Organization, LLC, from 4/1/14 to present.

Because this request is in the public interest, I request that you waive any fees for filling it. If fees are assessed, please notify me before proceeding. If, after that conversation, fees are charged, please provide a detailed receipt explaining the purpose of each fee charged.

If some of this material will take longer to provide than other portions, please provide any segments of the requested information as soon as it is available. If this information is available in electronic format, please provide it in that manner. If any or all of the information can be provided by email, please do so.

Please let me know if you have any questions about this request. I would appreciate receiving those questions by 9/14/15 via email. I trust you will respond to my request for the records within the timeframe set out in the Public Records Act.

Should you deny access to any of the records I am requesting, please provide me with a list of those records ("Vaughn index") indicating the specific exemption that applies to each record or portion of the record being withheld. If a record has a portion that is exempt from disclosure, the law [1 VSA 318 (e)] requires that only the exempt portion be redacted, and that a copy of the rest of the document be released, together with a notation of the specific exemption that applies to the portion withheld. In that event, please also indicate the name and title of the person responsible for the denial and, as the law requires, please inform me of the appeal procedures available to me, and the name of the person to whom appeal may be made.

Thank you for your assistance.

Sincerely,

Morgan True

--

Morgan True  
Reporter [VTDigger.org](http://VTDigger.org)  
(802) 595-1364

**From:** London, Sarah  
**Sent:** Thursday, September 17, 2015 6:16 PM  
**To:** Morgan True  
**Subject:** Your OneCare request

Morgan, here's what we have on your OneCare PRA request. We redacted some non-public contact info and conf call info pursuant to 1 VSA 317(c)(7).

If you feel any info has been wrongfully withheld you can appeal to Darren Springer.

Thanks,  
Sarah

## Mishaan, Jessica

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**From:** Lunge, Robin  
**Sent:** Wednesday, April 08, 2015 3:14 PM  
**To:** 'John Evans'; A.Dinneen@nvrh.org; Adam Buckley (adam.buckley@uvmhealth.org); Putnam, Amy; 'Bea Grause (Bea@vahhs.org)'; Bruce Bullock MD (bruce.bullock@mvhealthworks.com); Don George (Georged@bcbsvt.com); Paul Harrington (pharrington@vtmd.org); Ron Keen (rkeenvt@gmail.com); Todd Moore (todd.moore@onecarevt.org); Tristan Toleno  
**Subject:** RE: HIT Fund

\ I'm continuing to work on getting, at minimum, an extension in the sunset. Tristan and I discussed and I know he is also talking with his colleagues.

Robin J. Lunge  
Director of Health Care Reform,  
Agency of Administration  
(802) 505 0626

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**From:** John Evans [<mailto:jevans@vitl.net>]  
**Sent:** Wednesday, April 08, 2015 12:57 PM  
**To:** A.Dinneen@nvrh.org; Adam Buckley (adam.buckley@uvmhealth.org); Putnam, Amy; 'Bea Grause (Bea@vahhs.org)'; Bruce Bullock MD (bruce.bullock@mvhealthworks.com); Don George (Georged@bcbsvt.com); John Evans; Lunge, Robin; Paul Harrington (pharrington@vtmd.org); Ron Keen (rkeenvt@gmail.com); Todd Moore (todd.moore@onecarevt.org); Tristan Toleno  
**Subject:** HIT Fund

The discussions regarding the HIT Fund in the legislature have shifted into the media as of late, so I want the board to be informed regarding why I'm taking issue with postponing this until next legislative session.

Attached is a timeline that identifies the issue:

- FY17 planning and budgeting will be performed by DVHA in the October – December 2015 timeframe – the potential loss of the HIT Fund could impact their allocation of any remaining balance of those funds as well as the use of the last year of funds
- The nature of HIT requires long-term planning for projects that usually encompass more than one fiscal year – committing to projects and lining up resources is compromised when the visibility for funding is shorter than the project
- Key stakeholders want to be sure that VITL can deliver before making a commitment:
  - Clients want to be sure that investing resources to on-board their staff to an HIT service (such as VITLAccess) is worthwhile and that other services are sustainable (VITLDirect and VITLNotify)
  - Contractors want to be sure that VITL as a counterparty to a multiyear contract is likely to be viable. Our dependence on SOV funding means this decision focuses on the legislature's actions re the HIT Fund (we all know it is not a guarantee, but it is an indication)
  - Other funders such as banks and grantors (Federal and non-governmental) also want to have some visibility on viability and funding
- Making major capital technology investments will be stalled as it would be irresponsible to do so in the absence of funding availability

- We have worked very hard to hire and retain a high quality staff – if VITL's financial viability is in question, we may begin to lose them

Should the legislature choose not to address the HIT Fund this session (representing more than 50% of our current revenue), then management and the board will need to engage on developing a 'Plan B' for generating revenue in the event this source of funds were to end in mid-2017.

Please let me know if you have additional questions on the HIT Fund issue.

Thanks,

John



**John K. Evans, MHA, FACHE**

President & CEO

Vermont Information Technology Leaders, Inc.

1 Mill St., Suite 249, Burlington VT 05401

W: 802-839-1935 | C: [REDACTED]

[jevans@vitl.net](mailto:jevans@vitl.net) | [www.vitl.net](http://www.vitl.net)



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**Mishaan, Jessica**

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**From:** Moore, Todd B. <Todd.Moore@uvmhealth.org>  
**Sent:** Wednesday, December 17, 2014 9:22 AM  
**To:** 'Anya Wallack'; Melamed, Marisa; Lunge, Robin; Miller, Elizabeth; Miller, Lawrence  
**Cc:** Nease, Floyd; Hall, Janie L.  
**Subject:** RE: OneCare business plan briefing with Gov staff

That is currently scheduled as a call but I can be in Montpelier for that hour quite easily if others are available for an in person.

Todd

-----Original Message-----

**From:** Anya Wallack [<mailto:anya@arrowheadha.com>]  
**Sent:** Wednesday, December 17, 2014 9:18 AM  
**To:** Melamed, Marisa; Lunge, Robin; Moore, Todd B.; Miller, Elizabeth; Miller, Lawrence  
**Cc:** Nease, Floyd; Hall, Janie L.  
**Subject:** Re: OneCare business plan briefing with Gov staff

I can make it work

Anya Rader Wallack, Ph.D.  
President  
Arrowhead Health Analytics  
Fall River, MA 02720  
(617) 694-0424  
[anya@arrowheadha.com](mailto:anya@arrowheadha.com)

On 12/17/14, 9:13 AM, "Melamed, Marisa" <[Marisa.Melamed@state.vt.us](mailto:Marisa.Melamed@state.vt.us)> wrote:

>We had Todd scheduled to meet with Lawrence tomorrow anyway, 11:30-12:30.

>Might that work for everyone else?

>

>Marisa Melamed

>o: 802.828.2316

>c: [REDACTED]

>

>  
>  
>-----Original Message-----  
>From: Lunge, Robin  
>Sent: Tuesday, December 16, 2014 6:16 PM  
>To: 'Moore, Todd B.'  
>Cc: [anya@arrowheadha.com](mailto:anya@arrowheadha.com); Nease, Floyd; Melamed, Marisa  
>Subject: RE: OneCare business plan briefing with Gov staff  
>  
>Thanks for your understanding!  
>  
>Robin J. Lunge  
>Director of Health Care Reform,  
>Agency of Administration  
>(802) 505 0626  
>  
>Visit Governor Shumlin's Online Resources:  
>Website | Facebook | Twitter | YouTube  
>  
>  
>-----Original Message-----  
>From: Moore, Todd B. [<mailto:Todd.Moore@uvmhealth.org>]  
>Sent: Tuesday, December 16, 2014 6:10 PM  
>To: Lunge, Robin  
>Cc: [anya@arrowheadha.com](mailto:anya@arrowheadha.com); Nease, Floyd; Moore, Todd B.; Melamed, Marisa  
>Subject: Re: OneCare business plan briefing with Gov staff  
>  
>Got it - will look forward to seeing you all on a rescheduled date.  
>  
>Thanks,  
>  
>Todd  
>  
>Sent from my iPhone  
>  
>On Dec 16, 2014, at 5:38 PM, "Lunge, Robin"  
><[Robin.Lunge@state.vt.us](mailto:Robin.Lunge@state.vt.us)<<mailto:Robin.Lunge@state.vt.us>>> wrote:  
>  
>My apologies but Lawrence and Liz need to reschedule because of a  
>meeting with the governor. Marisa will reach out in am to find a new  
>time for us to connect.  
>  
>  
>OneCare business plan briefing with Gov staff  
>Scheduled: Wednesday, Dec 17, 2014 from 10:00 AM to 11:30 AM  
>Location: Pavilion, 5th floor, 109 State St, Montpelier; ADM - HCR Conf  
>Table  
>Invitees: Anya Rader Wallack  
>([anya@arrowheadha.com](mailto:anya@arrowheadha.com)<<mailto:anya@arrowheadha.com>>), Nease, Floyd,  
>'Todd.Moore@vtmednet.org'<<mailto:Todd.Moore@vtmednet.org>>', Melamed,  
>Marisa, Miller, Lawrence, Miller, Elizabeth  
>

>

>Sent from my iPhone

>

>

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**Mishaan, Jessica**

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**Subject:** RE: OneCare business plan briefing with Gov staff

Thanks for your understanding!

Robin J. Lunge  
Director of Health Care Reform,  
Agency of Administration  
(802) 505 0626

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Sent from my iPhone

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Invitees: Anya Rader Wallack ([anya@arrowheadha.com](mailto:anya@arrowheadha.com)<<mailto:anya@arrowheadha.com>>), Nease, Floyd, 'Todd.Moore@vtmednet.org'<<mailto:Todd.Moore@vtmednet.org>>', Melamed, Marisa, Miller, Lawrence, Miller, Elizabeth

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Sent from my iPhone

## Mishaan, Jessica

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**From:** Lunge, Robin  
**Sent:** Monday, November 24, 2014 4:12 PM  
**To:** 'Moore, Todd B.'  
**Cc:** 'Bracey, Sharon'; 'O'Donnell, Meg'; 'Hindes, Churchill'; Nease, Floyd; Melamed, Marisa; 'Hall, Janie L.'  
**Subject:** RE: OneCare/State of VT - Follow-up regarding Medicare

Great! I actually have time Wednesday morning, but I suspect that is because I am the only one who won't be driving somewhere for the holiday.... Are you all in or will you be off?

I can also ask Harriet to be in touch to find a time next week.

Robin J. Lunge  
Director of Health Care Reform,  
Agency of Administration  
(802) 505 0626

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-----Original Message-----

**From:** Moore, Todd B. [<mailto:Todd.Moore@uvmhealth.org>]  
**Sent:** Monday, November 24, 2014 3:44 PM  
**To:** Lunge, Robin  
**Cc:** Bracey, Sharon; O'Donnell, Meg; Hindes, Churchill; Nease, Floyd; Melamed, Marisa; Moore, Todd B.; Hall, Janie L.  
**Subject:** Re: OneCare/State of VT - Follow-up regarding Medicare

I would support a reschedule as a conference call.

Sent from my iPhone

On Nov 24, 2014, at 2:09 PM, "Lunge, Robin" <[Robin.Lunge@state.vt.us](mailto:Robin.Lunge@state.vt.us)<<mailto:Robin.Lunge@state.vt.us>>> wrote:

Hi all – I just got pulled into a meeting with the Governor at 10:45am to 11:45am tomorrow in Montpelier, so I can't make it up to see you at 11am. Should we try to do a phone call? I'd prefer in person, but since we've had to reschedule twice, I'm concerned that it's taking so long to get together.... What is your preference?

Robin J. Lunge  
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Agency of Administration  
(802) 505 0626

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Twitter<<https://twitter.com/>> | YouTube<<http://www.youtube.com/user/VTGovernor>>

-----Original Appointment-----

From: Bracey, Sharon [<mailto:Sharon.Bracey@vtmednet.org>]

Sent: Tuesday, November 04, 2014 11:05 AM

To: Bracey, Sharon; O'Donnell, Meg; Moore, Todd B.; Hindes, Churchill; Lunge, Robin; Nease, Floyd; Melamed, Marisa

Subject: OneCare/State of VT - Follow-up regarding Medicare

When: Tuesday, November 25, 2014 11:00 AM-12:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: OneCare Offices, 356 Mountain View Drive, Suite 301, Colchester - "Mountainside" conference room.

From Montpelier area: Take I-89 North to exit 16. Get off on exit 16 and stay in the middle lane. At the light take a right, but veer left as you will be making a left turn at the next light. (You'll see Hampton Inn on your right) At that next light take a left and go up the hill, Shaw's Supermarket will be on your right. Come up the hill and go around the bend. We're the second driveway on the right. After you make that right, our building is on the left. (You'll see a sign that says 356 Mountain View Drive) KPMG and USDA are in big letters on the top of the building. Come up the elevator to the third floor. The Mountainside conference room is straight ahead right off the elevator.

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Twitter<<https://twitter.com/>> | YouTube<<http://www.youtube.com/user/VTGovernor>>

-----Original Appointment-----

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**To:** Bracey, Sharon; O'Donnell, Meg; Moore, Todd B.; Hindes, Churchill; Lunge, Robin; Nease, Floyd; Melamed, Marisa  
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**Sent:** Monday, November 24, 2014 2:09 PM  
**To:** 'Bracey, Sharon'; 'Meg O'Donnell'; 'Hindes, Churchill (Churchill.Hindes@vtmednet.org)'; Lunge, Robin; Nease, Floyd; Melamed, Marisa  
**Cc:** 'todd.moore@vtmednet.org'  
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**Mishaan, Jessica**

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**From:** Hall, Janie L. <Janie.Hall@onecarevt.org>  
**Sent:** Tuesday, July 15, 2014 9:01 AM  
**To:** 'Amber.M.Bissonnette@hitchcock.org'; Wallack, Anya; 'anya@arrowheadha.com'; Berman, Abraham J.; Cook, Randy; 'Frank.G.McDougall@hitchcock.org'; Suter, Kara; 'katharine.london@umassmed.edu'; Poirier, Luann; 'Lynn.M.Guillette@hitchcock.org'; Melamed, Marisa; Larson, Mark; 'Martha@vahhs.org'; 'MauroJ@bcbsvt.com'; Costa, Michael; 'Michael.Grenier@umassmed.edu'; 'michael@vahhs.org'; Moore, Todd B.; O'Donnell, Meg; Riley-Hayes, Laurie J.; Lunge, Robin; Safer, Tawnya; Gregorek, Sarah; 'sjkappel@gmail.com'; 'sjkappel@policyintegrity.com'; 'vahha@comcast.net'; Vincent, Rick J.  
**Subject:** \*TODAY'S MEETING IS CANCELLED - Work Group 1: Provider Reimbursement/BIR Costs Baseline - Meeting #7

Please Note – Today's Work Group 1: Provider Reimbursement/BIR Costs Baseline - Meeting #7 is cancelled. The next meeting is scheduled on August 5<sup>th</sup>.

Thank you,



**Janie Hall**

Corporate Assistant to Todd Moore,  
Sr.V.P, Accountable Care and Revenue Strategy, Fletcher Allen Health Care  
CEO, OneCare Vermont

Dr. Norman Ward  
Executive Medical Director, Accountable Care, Fletcher Allen Health Care and OneCare Vermont

Fletcher Allen Health Care / OneCare Vermont  
356 Mountain View Drive, Suite 301  
Colchester, VT 05446  
Phone: (802) 847-8205  
Fax: (802) 847-6214

**Mishaan, Jessica**

---

**From:** Hall, Janie L. <Janie.Hall@onecarevt.org>  
**Sent:** Monday, June 16, 2014 5:27 PM  
**To:** 'Amber.M.Bissonnette@hitchcock.org'; Wallack, Anya; 'anya@arrowheadha.com'; Berman, Abraham J.; Cook, Randy; 'Frank.G.McDougall@hitchcock.org'; Suter, Kara; 'katharine.london@umassmed.edu'; Poirier, Luann; 'Lynn.M.Guillette@hitchcock.org'; Melamed, Marisa; Larson, Mark; 'Martha@vahhs.org'; 'MauroJ@bcbsvt.com'; Costa, Michael; 'Michael.Grenier@umassmed.edu'; 'michael@vahhs.org'; Moore, Todd B.; O'Donnell, Meg; Riley-Hayes, Laurie J.; Lunge, Robin; Safer, Tawnya; Gregorek, Sarah; 'sjkappel@gmail.com'; 'sjkappel@policyintegrity.com'; 'vahha@comcast.net'; Vincent, Rick J.  
**Subject:** CANCELLED - Work Group 1: Provider Reimbursement/BIR Costs Baseline - Meeting #7 - June 17th - 10:30 a.m. - 12:00 noon

\* Please Note - We are cancelling tomorrow's meeting, and will be rescheduling that meeting and the one currently scheduled for July 1<sup>st</sup> due to some individual conflicts. We would like to have one in mid-July and one early August. As these meetings will be very difficult to schedule because of vacations, etc., could you please let me know what times you (or your leader) could be made available with the dates below. I appreciate your flexibility.

P.S. If you're not able to attend in-person, there will be a conference line available. - Janie

1<sup>st</sup> Meeting –

July 10<sup>th</sup> –

July 14<sup>th</sup> –

July 15<sup>th</sup> –

July 17<sup>th</sup> –

July 18<sup>th</sup> –

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2<sup>nd</sup> Meeting –

August 1<sup>st</sup> –

August 4<sup>th</sup> – 8 – 9:30 a.m.

August 5<sup>th</sup> –

August 6<sup>th</sup> – 8-9:30 a.m.

August 7<sup>th</sup> –



*Janie Hall*

Corporate Assistant to Todd Moore,  
Sr.V.P, Accountable Care and Revenue Strategy, Fletcher Allen Health Care  
CEO, OneCare Vermont

Dr. Norman Ward  
Executive Medical Director, Accountable Care, Fletcher Allen Health Care and OneCare Vermont

Fletcher Allen Health Care / OneCare Vermont  
356 Mountain View Drive, Suite 301  
Colchester, VT 05446  
Phone: (802) 847-8205  
Fax: (802) 847-6214

**Mishaan, Jessica**

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**From:** Moore, Todd B. <Todd.Moore@vtmednet.org>  
**Sent:** Friday, May 16, 2014 8:48 AM  
**To:** 'Amber.M.Bissonnette@hitchcock.org'; Wallack, Anya; 'anya@arrowheadha.com'; Berman, Abraham J.; Cook, Randy; 'Frank.G.McDougall@hitchcock.org'; Hall, Janie L.; Suter, Kara; 'katharine.london@umassmed.edu'; Poirier, Luann; 'Lynn.M.Guillette@hitchcock.org'; Melamed, Marisa; Larson, Mark; 'Martha@vahhs.org'; 'MauroJ@bcbsvt.com'; Costa, Michael; 'Michael.Grenier@umassmed.edu'; 'michael@vahhs.org'; O'Donnell, Meg; Riley-Hayes, Laurie J.; Safer, Tawnya; Gregorek, Sarah; 'sjkappel@gmail.com'; 'sjkappel@policyintegrity.com'; 'vahha@comcast.net'; Vincent, Rick J.; Lunge, Robin; Gobeille, Al  
**Subject:** RE: Work Group 1: Provider Reimbursement/BIR Costs Baseline - Meeting #5  
**Attachments:** Vermont-VPHCR WG1 MTG5 051614.doc

Hello all – Please see the attached agenda for our meeting this morning at 11:00.

Thanks,

Todd

-----Original Appointment-----

**From:** Hall, Janie L. **On Behalf Of** Moore, Todd B.

**Sent:** Tuesday, May 06, 2014 4:36 PM

**To:** Moore, Todd B.; 'Amber.M.Bissonnette@hitchcock.org'; 'anya.wallack@state.vt.us'; 'anya@arrowheadha.com'; Berman, Abraham J.; Cook, Randy; 'Frank.G.McDougall@hitchcock.org'; Hall, Janie L.; 'kara.suter@state.vt.us'; 'katharine.london@umassmed.edu'; 'luann.poirier@state.vt.us'; 'Lynn.M.Guillette@hitchcock.org'; 'marisa.melamed@state.vt.us'; 'Mark.Larson@state.vt.us'; 'Martha@vahhs.org'; 'MauroJ@bcbsvt.com'; 'Michael.Costa@state.vt.us'; 'Michael.Grenier@umassmed.edu'; 'michael@vahhs.org'; O'Donnell, Meg; Riley-Hayes, Laurie J.; Safer, Tawnya; 'Sarah.Gregorek@state.vt.us'; 'sjkappel@gmail.com'; 'sjkappel@policyintegrity.com'; 'vahha@comcast.net'; Vincent, Rick J.

**Cc:** Gobeille, Al

**Subject:** Work Group 1: Provider Reimbursement/BIR Costs Baseline - Meeting #5

**When:** Friday, May 16, 2014 11:00 AM-12:30 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** 356 Mountainside View Drive, Suite 301, Colchester - Mountainside Conference Room - (Directions Below)

\*PLEASE NOTE- If you are not able to attend in person, see conference call in number below.

Dial-in# [REDACTED]

(HOST # - [REDACTED] - Mike Del Trecco will be the Host)

**Directions to our office:**

- I-89 N, Exit 16.
- Get off exit 16 and stay in the middle lane. At the light take a right, but veer left as you will be making a left turn at the next light. (You'll see Hampton Inn on your right) At that next light take a left and go up the hill, Shaw's will be on your right. Go up and around the bend.
- Take second driveway on the right. After you make that right, 356 Mountain View Drive is on the left (KPMG and USDA are in big letters on the top of the building).
- Enter front door, take elevator to 3<sup>rd</sup> floor.
- Mountainside conference room will be straight ahead off the elevator.



# **State-VPHCR Collaborative Work Effort**

## **Work Group 1: Meeting 5**

**May 16, 2014**

### **Agenda**

- 1) Review Role of this Work Group /Meeting (10 Minutes)
- 2) Update or Follow-Up (if any) on Ongoing Discussion Topics (20 Minutes)
  - a. Baseline 2012 Provider Reimbursement/Expenditures
  - b. Self-Pay and Out-of-Pocket Issues
  - c. Provider Billing and Insurance Related (BIR) Administrative Costs and Savings
  - d. Provider Reimbursement Metrics and Assumptions Comparing 2012 and 2017
- 3) Feature Discussion of the Day: Trend Rates (50 Minutes)
  - a. Trending Baseline Provider Expenditures from 2012 to 2017
  - b. Trending GMC Provider Expenditures 2017+
- 4) Wrap-Up and Next Steps (10 Minutes)