

## Kester, Thomas

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**From:** Pallotta, Howard  
**Sent:** Thursday, September 08, 2016 10:13 AM  
**To:** Kester, Thomas  
**Subject:** FW: BCBS Reconciliation

**From:** Boyd, Tom  
**Sent:** Wednesday, August 24, 2016 10:05 PM  
**To:** Pallotta, Howard <Howard.Pallotta@vermont.gov>  
**Subject:** Fwd: BCBS Reconciliation

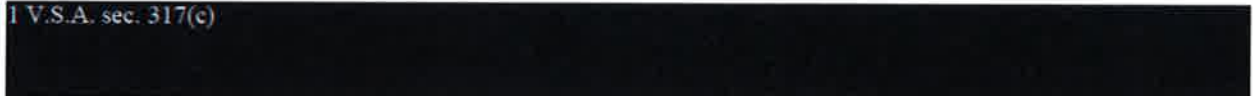
Per our discussion. FYI

Sent from my iPad

Begin forwarded message:

**From:** "Miller, Lawrence" <[Lawrence.Miller@vermont.gov](mailto:Lawrence.Miller@vermont.gov)>  
**Date:** August 24, 2016 at 8:40:59 AM EDT  
**To:** "Boyd, Tom" <[Tom.Boyd@vermont.gov](mailto:Tom.Boyd@vermont.gov)>, "Hathaway, Carrie" <[Carrie.Hathaway@vermont.gov](mailto:Carrie.Hathaway@vermont.gov)>  
**Cc:** "Clark, Sarah" <[Sarah.Clark@vermont.gov](mailto:Sarah.Clark@vermont.gov)>, "Byrne, Emily" <[Emily.Byrne@vermont.gov](mailto:Emily.Byrne@vermont.gov)>, "Costantino, Steven" <[Steven.Costantino@vermont.gov](mailto:Steven.Costantino@vermont.gov)>, "Collins, Lori" <[Lori.Collins@vermont.gov](mailto:Lori.Collins@vermont.gov)>  
**Subject:** RE: BCBS Reconciliation

1 V.S.A. sec. 317(c)



Lawrence Miller  
Senior Advisor, Chief of Health Care Reform  
Office of the Governor, State of Vermont  
Mobile: (802) 989-0569  
[lawrence.miller@vermont.gov](mailto:lawrence.miller@vermont.gov)

**From:** Boyd, Tom  
**Sent:** Tuesday, August 23, 2016 7:32 AM  
**To:** Hathaway, Carrie <[Carrie.Hathaway@vermont.gov](mailto:Carrie.Hathaway@vermont.gov)>  
**Cc:** Miller, Lawrence <[Lawrence.Miller@vermont.gov](mailto:Lawrence.Miller@vermont.gov)>; Clark, Sarah <[Sarah.Clark@vermont.gov](mailto:Sarah.Clark@vermont.gov)>; Byrne,

Emily <[Emily.Byrne@vermont.gov](mailto:Emily.Byrne@vermont.gov)>; Costantino, Steven <[Steven.Costantino@vermont.gov](mailto:Steven.Costantino@vermont.gov)>; Collins, Lori <[Lori.Collins@vermont.gov](mailto:Lori.Collins@vermont.gov)>

**Subject:** Re: BCBS Reconciliation

Good question but I don't know the answer

Sent from my iPhone

On Aug 23, 2016, at 7:30 AM, Hathaway, Carrie <[Carrie.Hathaway@vermont.gov](mailto:Carrie.Hathaway@vermont.gov)> wrote:

1 V.S.A. sec. 317(c)(15)

**From:** Boyd, Tom

**Sent:** Tuesday, August 09, 2016 9:08 AM

**To:** Miller, Lawrence <[Lawrence.Miller@vermont.gov](mailto:Lawrence.Miller@vermont.gov)>; Clark, Sarah <[Sarah.Clark@vermont.gov](mailto:Sarah.Clark@vermont.gov)>; Hathaway, Carrie <[Carrie.Hathaway@vermont.gov](mailto:Carrie.Hathaway@vermont.gov)>;

Byrne, Emily <[Emily.Byrne@vermont.gov](mailto:Emily.Byrne@vermont.gov)>; Costantino, Steven

<[Steven.Costantino@vermont.gov](mailto:Steven.Costantino@vermont.gov)>; Collins, Lori <[Lori.Collins@vermont.gov](mailto:Lori.Collins@vermont.gov)>

**Subject:** Re: BCBS Reconciliation

1 V.S.A. sec. 317(c)(15)

Tom Boyd  
Deputy Commissioner for Health Reform  
Department of Vermont Health Access  
312 Hurricane Lane, Suite 201  
Williston, VT 05495  
802.578.4359  
[tom.boyd@vermont.gov](mailto:tom.boyd@vermont.gov)

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**From:** Miller, Lawrence

**Sent:** Tuesday, August 9, 2016 8:43 AM

**To:** Klein, Stephen

**Cc:** Clark, Sarah; Boyd, Tom; Hathaway, Carrie; Byrne, Emily; Benham, Catherine

**Subject:** Re: BCBS Reconciliation


1 V.S.A. sec. 317(c)(15)

Lawrence Miller  
Senior Advisor; Chief of Health Care Reform  
Office of the Governor; State of Vermont  
Mobile: (802) 989-0569  
[lawrence.miller@vermont.gov](mailto:lawrence.miller@vermont.gov)

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**From:** Stephen Klein <[SKLEIN@leg.state.vt.us](mailto:SKLEIN@leg.state.vt.us)>  
**Sent:** Tuesday, August 9, 2016 8:38:37 AM  
**To:** Miller, Lawrence  
**Cc:** Clark, Sarah; Boyd, Tom; Hathaway, Carrie; Byrne, Emily; Benham, Catherine  
**Subject:** RE: BCBS Reconciliation

1 V.S.A. sec. 317(c)(15)



Sent from my Verizon Wireless 4G LTE smartphone

----- Original message -----

**From:** "Miller, Lawrence" <[Lawrence.Miller@vermont.gov](mailto:Lawrence.Miller@vermont.gov)>  
**Date:** 08/09/2016 08:21 (GMT-05:00)  
**To:** Stephen Klein <[SKLEIN@leg.state.vt.us](mailto:SKLEIN@leg.state.vt.us)>  
**Cc:** "Clark, Sarah" <[Sarah.Clark@vermont.gov](mailto:Sarah.Clark@vermont.gov)>, "Boyd, Tom" <[Tom.Boyd@vermont.gov](mailto:Tom.Boyd@vermont.gov)>, "Hathaway, Carrie" <[Carrie.Hathaway@vermont.gov](mailto:Carrie.Hathaway@vermont.gov)>, "Byrne, Emily" <[Emily.Byrne@vermont.gov](mailto:Emily.Byrne@vermont.gov)>  
**Subject:** BCBS Reconciliation

Hi Stephen,

1 V.S.A. sec. 317(c)(15)



Lawrence Miller  
Senior Advisor; Chief of Health Care Reform  
Office of the Governor; State of Vermont  
Mobile: (802) 989-0569  
[lawrence.miller@vermont.gov](mailto:lawrence.miller@vermont.gov)

**Kester, Thomas**

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**From:** Pallotta, Howard  
**Sent:** Thursday, September 08, 2016 10:10 AM  
**To:** Kester, Thomas  
**Subject:** FW: BCBSVT

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

**From:** Boyd, Tom  
**Sent:** Tuesday, March 15, 2016 9:12 AM  
**To:** Poirier, Luann <Luann.Poirier@vermont.gov>  
**Cc:** Pallotta, Howard <Howard.Pallotta@vermont.gov>; Gekas, Cassandra <Cassandra.Gekas@vermont.gov>  
**Subject:** RE: BCBSVT

Luann - could you please set up 30 minutes for the three of us to discuss BCBSVT

Thank you

Tom Boyd

Deputy Commissioner for Health Reform

Department of Vermont Health Access

312 Hurricane Lane, Suite 201

Williston, VT 05495

802.578.4359

tom.boyd@vermont.gov

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**From:** Pallotta, Howard  
**Sent:** Tuesday, March 15, 2016 8:50 AM  
**To:** Gekas, Cassandra; Boyd, Tom  
**Subject:** RE: BCBSVT

Cass  
Can you provide some short examples?  
Howard

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

**From:** Gekas, Cassandra  
**Sent:** Tuesday, March 15, 2016 6:28 AM  
**To:** Boyd, Tom; Pallotta, Howard

Subject: RE: BCBSVT

[REDACTED] 1 V.S.A. sec. 317(c)(15)

I have not had a

chance to do that yet. Tom, any chance your admin could set up a meeting for the three of us?

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

From: Boyd, Tom

Sent: Monday, March 14, 2016 7:57 PM

To: Gekas, Cassandra; Pallotta, Howard

Subject: BCBSVT

[REDACTED] 1 V.S.A. sec. 317(c)(15)

Sent from my iPad

**Kester, Thomas**

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**From:** Pallotta, Howard  
**Sent:** Thursday, September 08, 2016 10:10 AM  
**To:** Kester, Thomas  
**Subject:** FW: BCBSVT

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

**From:** Boyd, Tom  
**Sent:** Monday, March 14, 2016 7:57 PM  
**To:** Gekas, Cassandra <Cassandra.Gekas@vermont.gov>; Pallotta, Howard <Howard.Pallotta@vermont.gov>  
**Subject:** BCBSVT

1 V.S.A. sec. 317(c)(15)



Sent from my iPad

**Kester, Thomas**

---

**From:** Pallotta, Howard  
**Sent:** Thursday, September 08, 2016 10:11 AM  
**To:** Kester, Thomas  
**Subject:** FW: Letter - Retroactive Termination Process  
**Attachments:** S. Costantino 03.15.16 ltr.pdf

**From:** Boyd, Tom  
**Sent:** Tuesday, March 15, 2016 9:10 PM  
**To:** Gekas, Cassandra <Cassandra.Gekas@vermont.gov>; Pallotta, Howard <Howard.Pallotta@vermont.gov>  
**Subject:** FW: Letter - Retroactive Termination Process

FYI

Tom Boyd

Deputy Commissioner for Health Reform

Department of Vermont Health Access

312 Hurricane Lane, Suite 201

Williston, VT 05495

802.578.4359

[tom.boyd@vermont.gov](mailto:tom.boyd@vermont.gov)

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**From:** Suzan Bailey [V.S.A. sec. 317(c)(25)] on behalf of Ruth Greene [V.S.A. sec. 317(c)(25)]  
**Sent:** Tuesday, March 15, 2016 10:45 AM  
**To:** Costantino, Steven  
**Cc:** Ruth Greene; Don George; Dawn Schneiderman; Collins, Lori; Miller, Lawrence; Boyd, Tom  
**Subject:** Letter - Retroactive Termination Process

Good Morning,

On behalf of Ruth Greene, attached you will find an electronic copy of a letter, with printed copy to be received via regular mail.

Thank you and have a wonderful day - Suzan B.

RUTH GREENE | VP, TREASURER & CFO  
BLUE CROSS AND BLUE SHIELD OF VERMONT | P.O. Box 186 | MONTPELIER, VT 05601  
[V.S.A. sec. 317(c)(25)]



**BlueCross BlueShield  
of Vermont**

The Independent System of the Blue Cross and Blue Shield Association

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**BlueCross BlueShield  
of Vermont**

*An Independent Licensee of the Blue Cross and Blue Shield Association*

March 15, 2016


Dear Steven:

1 V.S.A. sec. 317(c)(15)



Sincerely,

1 V.S.A. sec. 317(c)(25)



Ruth Greene  
Vice President and CFO

Cc: Lawrence Miller  
Senior Advisor, Chief of Health Care Reform, Officer of the Governor

Tom Boyd, Deputy Commissioner of Payment Reform  
Department of Vermont Health Access

Lori Collins, Deputy Commissioner, Policy, Fiscal & Support Services Division  
Department of Vermont Health Access

Don George, President and CEO  
BCBSVT

Dawn Schneiderman, Directory Audit & Risk Management  
BCBSVT

**Kester, Thomas**

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**From:** Pallotta, Howard  
**Sent:** Thursday, September 08, 2016 10:11 AM  
**To:** Kester, Thomas  
**Subject:** FW: Updated rules

**From:** Boyd, Tom  
**Sent:** Friday, March 25, 2016 1:20 PM  
**To:** Pallotta, Howard <Howard.Pallotta@vermont.gov>; Hathaway, Carrie <Carrie.Hathaway@vermont.gov>  
**Subject:** FW: Updated rules

**From:** Miller, Lawrence  
**Sent:** Friday, March 25, 2016 11:57 AM  
**To:** Gekas, Cassandra; Boyd, Tom  
**Subject:** Updated rules

1 V.S.A. sec. 317(c)(15)



Lawrence Miller  
Senior Advisor, Chief of Health Care Reform  
Office of the Governor, State of Vermont  
Mobile: (802) 989-0569  
[lawrence.miller@vermont.gov](mailto:lawrence.miller@vermont.gov)

**Kester, Thomas**

---

**From:** Pallotta, Howard  
**Sent:** Thursday, September 08, 2016 10:11 AM  
**To:** Kester, Thomas  
**Subject:** FW: VHC / BCBSVT OPS Face-to-Face Meeting  
**Attachments:** Transaction Examples for VHC 3.25.16 v2.docx

**From:** Boyd, Tom  
**Sent:** Friday, March 25, 2016 9:16 PM  
**To:** Pallotta, Howard <Howard.Pallotta@vermont.gov>  
**Subject:** FW: VHC / BCBSVT OPS Face-to-Face Meeting

1 V.S.A. sec. 317(c)(15)

Tom Boyd

Deputy Commissioner for Health Reform

Department of Vermont Health Access

312 Hurricane Lane, Suite 201

Williston, VT 05495

802.578.4359

[tom.boyd@vermont.gov](mailto:tom.boyd@vermont.gov)

---

**From:** Ruth Greene 1 V.S.A. sec. 317(c)(25)  
**Sent:** Friday, March 25, 2016 4:45 PM  
**To:** Boyd, Tom  
**Subject:** FW: VHC / BCBSVT OPS Face-to-Face Meeting

1 V.S.A. sec. 317(c)(15)

Have a great weekend.

Ruth

---

**From:** Pamela Getsie  
**Sent:** Friday, March 25, 2016 4:36 PM  
**To:** Suzan Bailey 1 V.S.A. sec. 317(c)(25); Ruth Greene 1 V.S.A. sec. 317(c)(25); Dawn Schneiderman 1 V.S.A. sec. 317(c)(25); Max Tardie <1 V.S.A. sec. 317(c)(25)>; Seth Abbene 1 V.S.A. sec. 317(c)(25); Cassandra Gekas (Cassandra.gekas@state.vt.us) <Cassandra.gekas@state.vt.us>; Cynthia Olson (Cynthia.olson@state.vt.us)

<[Cynthia.olson@state.vt.us](mailto:Cynthia.olson@state.vt.us)>; Boyd, Tom <[Tom.Boyd@state.vt.us](mailto:Tom.Boyd@state.vt.us)>; [Carrie.Hathaway@vermont.gov](mailto:Carrie.Hathaway@vermont.gov)

**Subject:** RE: VHC / BCBSVT OPS Face-to-Face Meeting

Hi Everyone,

1 V.S.A. sec. 317(c)(15)

Thanks,  
Pam

Pamela Getsie  
Director, Enrollment Services  
Blue Cross and Blue Shield of Vermont  
P.O. Box 186 • Montpelier, VT 05601-0186

1 V.S.A. sec. 317(c)(25)



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

**From:** Suzan Bailey

**Sent:** Thursday, March 24, 2016 9:51 AM

**To:** Suzan Bailey; Ruth Greene; Dawn Schneiderman; Pamela Getsie; Max Tardie; Seth Abbene; Cassandra Gekas ([Cassandra.gekas@state.vt.us](mailto:Cassandra.gekas@state.vt.us)); Cynthia Olson ([Cynthia.olson@state.vt.us](mailto:Cynthia.olson@state.vt.us)); Boyd, Tom; [Carrie.Hathaway@vermont.gov](mailto:Carrie.Hathaway@vermont.gov)

**Subject:** VHC / BCBSVT OPS Face-to-Face Meeting

**When:** Friday, April 08, 2016 3:30 PM-4:30 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** Mtg Rm 130S

BCBSVT Offices

445 Industrial Lane

Berlin, VT

Upon arrival please ask for Suzan Bailey at the front desk

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**Kester, Thomas**

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**From:** Boyd, Tom  
**Sent:** Monday, August 29, 2016 8:47 AM  
**To:** Strumolo, Adaline; Collins, Lori; Totaro, Athanasia; Sheehan, Sean; Schilling, Lisa  
**Subject:** RE: BD/BS Recon

Talking with Ruth at 12:30

**From:** Strumolo, Adaline  
**Sent:** Monday, August 29, 2016 8:43 AM  
**To:** Collins, Lori <Lori.Collins@vermont.gov>; Totaro, Athanasia <Athanasia.Totaro@vermont.gov>; Sheehan, Sean <Sean.Sheehan@vermont.gov>; Schilling, Lisa <Lisa.Schilling@vermont.gov>; Boyd, Tom <Tom.Boyd@vermont.gov>  
**Subject:** RE: BD/BS Recon  
**Importance:** High

Hi Tom, Just checking back on this so we can have the team look at the figures. Have you gotten the file from Ruth? Thanks, Addie

**From:** Strumolo, Adaline  
**Sent:** Wednesday, August 24, 2016 4:27 PM  
**To:** Collins, Lori <Lori.Collins@vermont.gov>; Totaro, Athanasia <Athanasia.Totaro@vermont.gov>; Sheehan, Sean <Sean.Sheehan@vermont.gov>; Schilling, Lisa <Lisa.Schilling@vermont.gov>; Boyd, Tom <Tom.Boyd@vermont.gov>  
**Subject:** RE: BD/BS Recon

Hi Tom,

Let us know when you hear back from Ruth on the list so we can line up the right staff to look at this.

Thanks,  
Addie

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

**From:** Collins, Lori  
**Sent:** Thursday, August 18, 2016 1:15 PM  
**To:** Collins, Lori; Totaro, Athanasia; Sheehan, Sean; Schilling, Lisa; Boyd, Tom; Strumolo, Adaline  
**Subject:** BD/BS Recon  
**When:** Monday, August 22, 2016 3:30 PM-4:00 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Lori's office/1 V.S.A. sec. 317(c)(25) Lori to host

**Kester, Thomas**

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**From:** Boyd, Tom  
**Sent:** Wednesday, August 31, 2016 8:41 AM  
**To:** Collins, Lori; Strumolo, Adaline  
**Subject:** RE: BC/BS

1 V.S.A. sec. 317(c)(15)



**From:** Collins, Lori  
**Sent:** Wednesday, August 31, 2016 7:51 AM  
**To:** Strumolo, Adaline <Adaline.Strumolo@vermont.gov>  
**Cc:** Boyd, Tom <Tom.Boyd@vermont.gov>  
**Subject:** Re: BC/BS

1 V.S.A. sec. 317(c)(15)



Sent from my iPhone

On Aug 31, 2016, at 6:49 AM, Strumolo, Adaline <[Adaline.Strumolo@vermont.gov](mailto:Adaline.Strumolo@vermont.gov)> wrote:

1 V.S.A. sec. 317(c)(15)



**From:** Boyd, Tom  
**Sent:** Tuesday, August 30, 2016 1:48 PM  
**To:** Collins, Lori <[Lori.Collins@vermont.gov](mailto:Lori.Collins@vermont.gov)>  
**Cc:** Strumolo, Adaline <[Adaline.Strumolo@vermont.gov](mailto:Adaline.Strumolo@vermont.gov)>  
**Subject:** RE: BC/BS

Lori,

1 V.S.A. sec. 317(c)(15)




Sound right?

**From:** Collins, Lori  
**Sent:** Tuesday, August 30, 2016 1:07 PM  
**To:** Boyd, Tom <[Tom.Boyd@vermont.gov](mailto:Tom.Boyd@vermont.gov)>



Cc: Strumolo, Adaline <[Adaline.Strumolo@vermont.gov](mailto:Adaline.Strumolo@vermont.gov)>  
Subject: BC/BS

1 V.S.A. sec. 317(c)(15)



Lori

Lori Collins  
Deputy Commissioner  
Department of Vermont Health Access  
WSOC  
Waterbury, VT 05676  
Tel: 802-241-0246  
Email: Please Note My Email Change as of July 27,  
**2015: Lori.Collins@Vermont.gov**

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**Kester, Thomas**

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**From:** Boyd, Tom  
**Sent:** Wednesday, August 31, 2016 8:44 AM  
**To:** Collins, Lori; Strumolo, Adaline  
**Subject:** Reconciliation email

See my email to Ruth regarding next steps

**From:** Boyd, Tom  
**Sent:** Tuesday, August 30, 2016 9:39 PM  
**To:** Ruth Greene <greener@bcbsvt.com>  
**Subject:** Re:

1 V.S.A. sec. 317(c)(15)



I can have someone find some times that work with our team and you give me a contact on your end as to who to work with in setting the meeting up.

Thanks Ruth

Tom

Tom Boyd  
Deputy Commissioner for Health Reform  
Department of Vermont Health Access  
312 Hurricane Lane, Suite 201  
Williston, VT 05495  
802.578.4359  
[tom.boyd@vermont.gov](mailto:tom.boyd@vermont.gov)

---

**From:** Ruth Greene 1 V.S.A. sec. 317(c)(25)  
**Sent:** Tuesday, August 30, 2016 2:39:16 PM  
**To:** Boyd, Tom  
**Subject:**

Hi Tom,

Can you give me an idea what needs to happen on your end to move things forward and what your expected timelines would be?

Thanks, Ruth

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**Kester, Thomas**

---

**From:** Boyd, Tom  
**Sent:** Thursday, September 01, 2016 8:17 AM  
**To:** Collins, Lori  
**Cc:** Strumolo, Adaline  
**Subject:** Re: RE:

Ok by me

Sent from my iPhone

On Aug 31, 2016, at 8:15 PM, Collins, Lori <[Lori.Collins@vermont.gov](mailto:Lori.Collins@vermont.gov)> wrote:


1 V.S.A. sec. 317(c)(15)



Sent from my iPhone

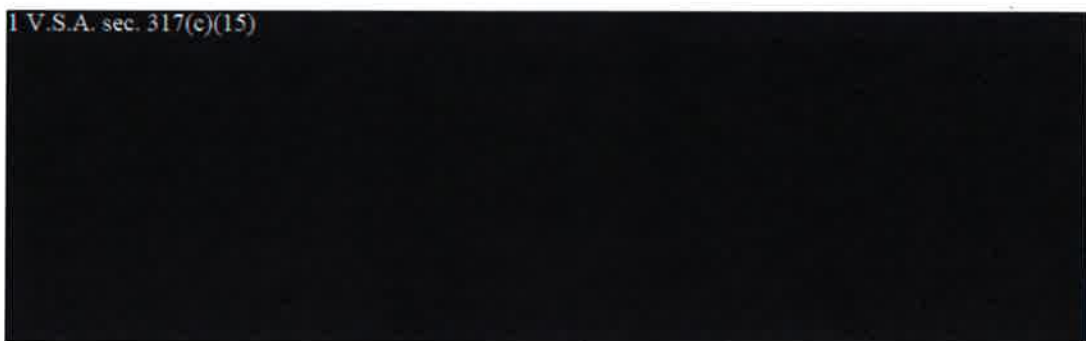
On Aug 31, 2016, at 5:15 PM, Strumolo, Adaline <[Adaline.Strumolo@vermont.gov](mailto:Adaline.Strumolo@vermont.gov)> wrote:

1 V.S.A. sec. 317(c)(15)



**From:** Boyd, Tom  
**Sent:** Wednesday, August 31, 2016 1:30 PM  
**To:** Strumolo, Adaline <[Adaline.Strumolo@vermont.gov](mailto:Adaline.Strumolo@vermont.gov)>  
**Cc:** Collins, Lori <[Lori.Collins@vermont.gov](mailto:Lori.Collins@vermont.gov)>  
**Subject:** FW:

1 V.S.A. sec. 317(c)(15)



Happy to discuss details of meeting etc etc or if I can provide you with anything happy to discuss.

Tom

**From:** Ruth Greene [<mailto:greener@bcbsvt.com>]  
**Sent:** Wednesday, August 31, 2016 1:01 PM  
**To:** Boyd, Tom <[Tom.Boyd@vermont.gov](mailto:Tom.Boyd@vermont.gov)>

**Cc:** Pauline Carrier [REDACTED]

**Subject:** FW:

Hi Tom,

Please work with Pauline Carrier here at BCBSVT who can assist with dates and times once you have some identified. I have copied her on this note so you have her details. [REDACTED]

Thanks, Ruth

**From:** Boyd, Tom [<mailto:Tom.Boyd@vermont.gov>]

**Sent:** Tuesday, August 30, 2016 9:39 PM

**To:** Ruth Greene [REDACTED]

**Subject:** Re:

[REDACTED]

I can have someone find some times that work with our team and you give me a contact on your end as to who to work with in setting the meeting up.

Thanks Ruth

Tom

Tom Boyd  
Deputy Commissioner for Health Reform  
Department of Vermont Health Access  
312 Hurricane Lane, Suite 201  
Williston, VT 05495  
802.578.4359  
[tom.boyd@vermont.gov](mailto:tom.boyd@vermont.gov)

---

**From:** Ruth Greene [REDACTED]

**Sent:** Tuesday, August 30, 2016 2:39:16 PM

**To:** Boyd, Tom

**Subject:**

Hi Tom,

Can you give me an idea what needs to happen on your end to move things forward and what your expected timelines would be?

Thanks, Ruth

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## Kester, Thomas

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**From:** Boyd, Tom  
**Sent:** Tuesday, September 06, 2016 3:36 PM  
**To:** Strumolo, Adaline; Collins, Lori  
**Subject:** FW: Meeting with Ruth Greene

1 V.S.A. sec. 317(c)(15)

Happy to discuss.....

Tom

**From:** Pauline Carrier 1 V.S.A. sec. 317(c)(25)  
**Sent:** Friday, September 02, 2016 9:56 AM  
**To:** Boyd, Tom <Tom.Boyd@vermont.gov>  
**Subject:** RE: Meeting with Ruth Greene

Good Morning Tom,

I am following up on your conversation with Ruth earlier this week. I was wondering if you have had a chance to put together a list of dates and times that will work for you. I would be glad to assist in scheduling a meeting. Let me know if there is anything you need.

Thank you,

*Pauline Carrier*

Executive Assistant  
Blue Cross and Blue Shield of Vermont  
P.O. Box 186 • Montpelier, VT 05601-0186



**From:** Ruth Greene  
**Sent:** Wednesday, August 31, 2016 1:01 PM  
**To:** Boyd, Tom <[Tom.Boyd@vermont.gov](mailto:Tom.Boyd@vermont.gov)>  
**Cc:** Pauline Carrier 1 V.S.A. sec. 317(c)(25)  
**Subject:** FW:

Hi Tom,

Please work with Pauline Carrier here at BCBSVT who can assist with dates and times once you have some identified. I have copied her on this note so you have her details. 1 V.S.A. sec. 317(c)(15)

Thanks, Ruth

**From:** Boyd, Tom [<mailto:Tom.Boyd@vermont.gov>]  
**Sent:** Tuesday, August 30, 2016 9:39 PM  
**To:** Ruth Greene **1 V.S.A. sec. 317(c)(25)**  
**Subject:** Re:

**1 V.S.A. sec. 317(c)(15)**



I can have someone find some times that work with our team and you give me a contact on your end as to who to work with in setting the meeting up.

Thanks Ruth

Tom

Tom Boyd  
Deputy Commissioner for Health Reform  
Department of Vermont Health Access  
312 Hurricane Lane, Suite 201  
Williston, VT 05495  
802.578.4359  
[tom.boyd@vermont.gov](mailto:tom.boyd@vermont.gov)

---

**From:** Ruth Greene **1 V.S.A. sec. 317(c)(25)**  
**Sent:** Tuesday, August 30, 2016 2:39:16 PM  
**To:** Boyd, Tom  
**Subject:**

Hi Tom,

**1 V.S.A. sec. 317(c)(15)**



Can you give me an idea what needs to happen on your end to move things forward and what your expected timelines would be?

Thanks, Ruth



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**From:** Strumolo, Adaline  
**Sent:** Friday, September 02, 2016 4:02 PM  
**To:** Collins, Lori  
**Cc:** Boyd, Tom  
**Subject:** RE: RE:

1 U.S.A. sec. 317(c)(15)

Happy to discuss details of meeting etc etc or if I can provide you with anything happy to discuss.

Tom

**From:** Ruth Greene [V.S.A. sec. 317(c)(25)]  
**Sent:** Wednesday, August 31, 2016 1:01 PM  
**To:** Boyd, Tom <[Tom.Boyd@vermont.gov](mailto:Tom.Boyd@vermont.gov)>  
**Cc:** Pauline Carrier [V.S.A. sec. 317(c)(25)]  
**Subject:** FW:

Hi Tom,

Please work with Pauline Carrier here at BCBSVT who can assist with dates and times once you have some identified. I have copied her on this note so you have her details. [V.S.A. sec. 317(c)(15)]

Thanks, Ruth

**From:** Boyd, Tom [<mailto:Tom.Boyd@vermont.gov>]  
**Sent:** Tuesday, August 30, 2016 9:39 PM  
**To:** Ruth Greene [V.S.A. sec. 317(c)(25)]  
**Subject:** Re:

[V.S.A. sec. 317(c)(15)]



I can have someone find some times that work with our team and you give me a contact on your end as to who to work with in setting the meeting up.

Thanks Ruth

Tom

Tom Boyd  
Deputy Commissioner for Health Reform  
Department of Vermont Health Access  
312 Hurricane Lane, Suite 201  
Williston, VT 05495

802.578.4359  
[tom.boyd@vermont.gov](mailto:tom.boyd@vermont.gov)

**From:** Ruth Greene [ V.S.A. sec. 317(c)(25) ]  
**Sent:** Tuesday, August 30, 2016 2:39:16 PM  
**To:** Boyd, Tom  
**Subject:**

Hi Tom,

[ V.S.A. sec. 317(c)(15) ]

Can you give me an idea what needs to happen on your end to move things forward and what your expected timelines would be?

Thanks, Ruth

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**Kester, Thomas**

---

**From:** Dawn Schneiderman [V.S.A. sec. 317(c)(25)]  
**Sent:** Friday, August 26, 2016 8:42 AM  
**To:** Ruth Greene; Olson, Cynthia; Max Tardie; Hathaway, Carrie; Schilling, Lisa; Walker, David; Strumolo, Adaline  
**Cc:** Seth Abbene; Melanie Slocum  
**Subject:** RE: VHC / BCBSVT OPS Meeting

Hi all –

Here are topics we'd like to discuss:

[V.S.A. sec. 317(c)(15)]



- Other

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

**From:** Pauline Carrier  
**Sent:** Wednesday, August 10, 2016 3:18 PM  
**To:** Pauline Carrier; Dawn Schneiderman; Pamela Getsie; Ruth Greene; Cassandra Gekas (Cassandra.gekas@state.vt.us); Cynthia Olson (Cynthia.olson@state.vt.us); Max Tardie; Hathaway, Carrie; Schilling, Lisa; Walker, David; Adaline.Strumolo@vermont.gov; Gekas, Cassandra  
**Cc:** Seth Abbene; Melanie Slocum  
**Subject:** VHC / BCBSVT OPS Meeting  
**When:** Friday, August 26, 2016 1:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** BCBSVT Executive Conference Room & Via Telephone

BCBSVT Executive Conference Room will host this call Conference Number:

1 V.S.A. sec. 317(c)(9)



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**Kester, Thomas**

---

**From:** Strumolo, Adaline  
**Sent:** Tuesday, August 23, 2016 7:51 PM  
**To:** Olson, Cynthia  
**Subject:** financial recon  
**Attachments:** 2268\_001.pdf

Here is the BCBSVT letter. Let me know what you think and I'll also find out what Tom hears from Ruth. Then we can regroup with [REDACTED] Thanks!

**Adaline R. Strumolo**  
Department of Vermont Health Access  
(802) 503-7482



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**BlueCross BlueShield  
of Vermont**

*an Independent Licensee of the Blue Cross and Blue Shield Association*

August 10, 2016

Steven Costantino, Commissioner  
Department of Vermont Health Access  
280 State Drive, NOB 1 South  
Waterbury, VT 05671-1010

1 V.S.A. sec. 317(c)(15)






1 V.S.A. sec. 317(c)(15)



Sincerely,

1 V.S.A. sec. 317(c)(25)



Ruth Greene

V.P. Treasurer & Chief Financial Officer

Cc: Lawrence Miller, Senior Advisor, Chief of Health Care Reform, Officer of the Governor  
109 State Street, 5<sup>th</sup> Floor  
Montpellier, Vermont 05609

Lori Collins, Deputy Commissioner, Policy, Fiscal & Support Services Division  
Department of Vermont Health Access  
280 State Drive, NOB 1 South  
Waterbury, VT 05671-1010

Tom Boyd, Deputy Commissioner of Payment Reform  
Department of Vermont Health Access  
280 State Drive, NOB 1 South  
Waterbury, Vermont 05671-1010

Don George, BCBSVT, President and CEO

Dawn Schneiderman, BCBSVT Director, Audit & Risk Management

**Kester, Thomas**

---

**From:** Miller, Lawrence  
**Sent:** Tuesday, August 09, 2016 8:44 AM  
**To:** Klein, Stephen  
**Cc:** Clark, Sarah; Boyd, Tom; Hathaway, Carrie; Byrne, Emily; Benham, Catherine  
**Subject:** Re: BCBS Reconciliation

1 V.S.A. sec. 317(c)(15)



Lawrence Miller  
Senior Advisor; Chief of Health Care Reform  
Office of the Governor; State of Vermont  
Mobile: (802) 989-0569  
lawrence.miller@vermont.gov

---

**From:** Stephen Klein <SKLEIN@leg.state.vt.us>  
**Sent:** Tuesday, August 9, 2016 8:38:37 AM  
**To:** Miller, Lawrence  
**Cc:** Clark, Sarah; Boyd, Tom; Hathaway, Carrie; Byrne, Emily; Benham, Catherine  
**Subject:** RE: BCBS Reconciliation

1 V.S.A. sec. 317(c)(15)



Sent from my Verizon Wireless 4G LTE smartphone

----- Original message -----

**From:** "Miller, Lawrence" <Lawrence.Miller@vermont.gov>  
**Date:** 08/09/2016 08:21 (GMT-05:00)  
**To:** Stephen Klein <SKLEIN@leg.state.vt.us>  
**Cc:** "Clark, Sarah" <Sarah.Clark@vermont.gov>, "Boyd, Tom" <Tom.Boyd@vermont.gov>, "Hathaway, Carrie" <Carrie.Hathaway@vermont.gov>, "Byrne, Emily" <Emily.Byrne@vermont.gov>  
**Subject:** BCBS Reconciliation

Hi Stephen,

1 V.S.A. sec. 317(c)(15)



Lawrence Miller  
Senior Advisor; Chief of Health Care Reform  
Office of the Governor; State of Vermont  
Mobile: (802) 989-0569  
lawrence.miller@vermont.gov

**Kester, Thomas**

---

**From:** Ruth Greene [V.S.A. sec. 317(c)(25)]  
**Sent:** Friday, July 29, 2016 4:38 PM  
**To:** Boyd, Tom  
**Subject:** RE: Following up

Thanks Tom. Makes sense.

Outside Scope of Request

Have a great week off.

**From:** Boyd, Tom [mailto:Tom.Boyd@vermont.gov]  
**Sent:** Friday, July 29, 2016 4:33 PM  
**To:** Ruth Greene [V.S.A. sec. 317(c)(25)]  
**Subject:** Following up

V.S.A. sec. 317(c)(15)

Have a great weekend

Outside Scope of Request

Tom

Tom Boyd  
Deputy Commissioner for Health Reform  
Department of Vermont Health Access  
312 Hurricane Lane, Suite 201  
Williston, VT 05495  
802.578.4359  
[tom.boyd@vermont.gov](mailto:tom.boyd@vermont.gov)

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sender immediately by return e-mail and delete the original message and any copy of it from your computer system. Thank you.

---

**Kester, Thomas**

---

**From:** Boyd, Tom  
**Sent:** Friday, July 29, 2016 4:33 PM  
**To:** Ruth Greene  
**Subject:** Following up

1 V.S.A. sec. 317(c)(15)



Have a great weekend

Outside Scope of Request



Tom

Tom Boyd  
Deputy Commissioner for Health Reform  
Department of Vermont Health Access  
312 Hurricane Lane, Suite 201  
Williston, VT 05495  
802.578.4359  
tom.boyd@vermont.gov

**Kester, Thomas**

---

**From:** Ruth Greene [V.S.A. sec. 317(c)(25)]  
**Sent:** Wednesday, July 27, 2016 6:10 PM  
**To:** Boyd, Tom  
**Subject:** update

Hi Tom,

I left you a vmail, but I know it's late and I have to run out. I wanted to get you an update and talk about meeting soon.

[V.S.A. sec. 317(c)(15)]

I could meet tomorrow or Friday afternoon at 4 or after. Or we could meet early next week. What are good times for you?

Thanks, Ruth

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**Kester, Thomas**

---

**From:** Ruth Greene [V.S.A. sec. 317(c)(25)]  
**Sent:** Wednesday, August 10, 2016 4:34 PM  
**To:** Boyd, Tom  
**Subject:** 2015 VHC Financial Reconciliation  
**Attachments:** Steven Costantino Dept of Health Access.pdf; 2015 VHC reconciliation summary 8-10-16 dist.docx

Hi Tom,

This letter is on its way.

I attach the reconciliation analysis again as well for your benefit.

[V.S.A. sec. 317(c)(15)]

[V.S.A. sec. 317(c)(15)]

Thanks,  
Ruth

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**Kester, Thomas**

---

**From:** Boyd, Tom  
**Sent:** Tuesday, August 30, 2016 9:39 PM  
**To:** Ruth Greene  
**Subject:** Re:

1 V.S.A. sec. 317(c)(15)



I can have someone find some times that work with our team and you give me a contact on your end as to who to work with in setting the meeting up.

Thanks Ruth

Tom


Tom Boyd  
Deputy Commissioner for Health Reform  
Department of Vermont Health Access  
312 Hurricane Lane, Suite 201  
Williston, VT 05495  
802.578.4359  
tom.boyd@vermont.gov

---

**From:** Ruth Greene 1 V.S.A. sec. 317(c)(25)  
**Sent:** Tuesday, August 30, 2016 2:39:16 PM  
**To:** Boyd, Tom  
**Subject:**

Hi Tom,

1 V.S.A. sec. 317(c)(15)



Thanks, Ruth

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**Kester, Thomas**

---

**From:** Miller, Lawrence  
**Sent:** Wednesday, August 24, 2016 8:41 AM  
**To:** Boyd, Tom; Hathaway, Carrie  
**Cc:** Clark, Sarah; Byrne, Emily; Costantino, Steven; Collins, Lori  
**Subject:** RE: BCBS Reconciliation

1 V.S.A. sec. 317(c)(15)

Lawrence Miller  
Senior Advisor, Chief of Health Care Reform  
Office of the Governor, State of Vermont  
Mobile: (802) 989-0569  
[lawrence.miller@vermont.gov](mailto:lawrence.miller@vermont.gov)

**From:** Boyd, Tom  
**Sent:** Tuesday, August 23, 2016 7:32 AM  
**To:** Hathaway, Carrie <[Carrie.Hathaway@vermont.gov](mailto:Carrie.Hathaway@vermont.gov)>  
**Cc:** Miller, Lawrence <[Lawrence.Miller@vermont.gov](mailto:Lawrence.Miller@vermont.gov)>; Clark, Sarah <[Sarah.Clark@vermont.gov](mailto:Sarah.Clark@vermont.gov)>; Byrne, Emily <[Emily.Byrne@vermont.gov](mailto:Emily.Byrne@vermont.gov)>; Costantino, Steven <[Steven.Costantino@vermont.gov](mailto:Steven.Costantino@vermont.gov)>; Collins, Lori <[Lori.Collins@vermont.gov](mailto:Lori.Collins@vermont.gov)>  
**Subject:** Re: BCBS Reconciliation

Good question but I don't know the answer

Sent from my iPhone


On Aug 23, 2016, at 7:30 AM, Hathaway, Carrie <[Carrie.Hathaway@vermont.gov](mailto:Carrie.Hathaway@vermont.gov)> wrote:

1 V.S.A. sec. 317(c)(15)

**From:** Boyd, Tom  
**Sent:** Tuesday, August 09, 2016 9:08 AM  
**To:** Miller, Lawrence <[Lawrence.Miller@vermont.gov](mailto:Lawrence.Miller@vermont.gov)>; Clark, Sarah <[Sarah.Clark@vermont.gov](mailto:Sarah.Clark@vermont.gov)>; Hathaway, Carrie <[Carrie.Hathaway@vermont.gov](mailto:Carrie.Hathaway@vermont.gov)>; Byrne, Emily <[Emily.Byrne@vermont.gov](mailto:Emily.Byrne@vermont.gov)>; Costantino, Steven <[Steven.Costantino@vermont.gov](mailto:Steven.Costantino@vermont.gov)>; Collins, Lori <[Lori.Collins@vermont.gov](mailto:Lori.Collins@vermont.gov)>  
**Subject:** Re: BCBS Reconciliation

1 V.S.A. sec. 317(c)(15)

1 V.S.A. sec. 317(c)(15)



Tom Boyd  
Deputy Commissioner for Health Reform  
Department of Vermont Health Access  
312 Hurricane Lane, Suite 201  
Williston, VT 05495  
802.578.4359  
[tom.boyd@vermont.gov](mailto:tom.boyd@vermont.gov)

---

**From:** Miller, Lawrence  
**Sent:** Tuesday, August 9, 2016 8:43 AM  
**To:** Klein, Stephen  
**Cc:** Clark, Sarah; Boyd, Tom; Hathaway, Carrie; Byrne, Emily; Benham, Catherine  
**Subject:** Re: BCBS Reconciliation

1 V.S.A. sec. 317(c)(15)



--  
Lawrence Miller  
Senior Advisor; Chief of Health Care Reform  
Office of the Governor; State of Vermont  
Mobile: (802) 989-0569  
[lawrence.miller@vermont.gov](mailto:lawrence.miller@vermont.gov)

---

**From:** Stephen Klein <[SKLEIN@leg.state.vt.us](mailto:SKLEIN@leg.state.vt.us)>  
**Sent:** Tuesday, August 9, 2016 8:38:37 AM  
**To:** Miller, Lawrence  
**Cc:** Clark, Sarah; Boyd, Tom; Hathaway, Carrie; Byrne, Emily; Benham, Catherine  
**Subject:** RE: BCBS Reconciliation

1 V.S.A. sec. 317(c)(15)



Sent from my Verizon Wireless 4G LTE smartphone

----- Original message -----

From: "Miller, Lawrence" <[Lawrence.Miller@vermont.gov](mailto:Lawrence.Miller@vermont.gov)>  
Date: 08/09/2016 08:21 (GMT-05:00)  
To: Stephen Klein <[SKLEIN@leg.state.vt.us](mailto:SKLEIN@leg.state.vt.us)>  
Cc: "Clark, Sarah" <[Sarah.Clark@vermont.gov](mailto:Sarah.Clark@vermont.gov)>, "Boyd, Tom" <[Tom.Boyd@vermont.gov](mailto:Tom.Boyd@vermont.gov)>, "Hathaway, Carrie" <[Carrie.Hathaway@vermont.gov](mailto:Carrie.Hathaway@vermont.gov)>, "Byrne, Emily" <[Emily.Byrne@vermont.gov](mailto:Emily.Byrne@vermont.gov)>  
Subject: BCBS Reconciliation

Hi Stephen,

1 V.S.A. sec. 317(c)(15)



--  
Lawrence Miller  
Senior Advisor; Chief of Health Care Reform  
Office of the Governor; State of Vermont  
Mobile: (802) 989-0569  
[lawrence.miller@vermont.gov](mailto:lawrence.miller@vermont.gov)

**Kester, Thomas**

---

**From:** Ruth Greene 1 V.S.A. sec. 317(c)(25)  
**Sent:** Wednesday, August 10, 2016 4:39 PM  
**To:** Costantino, Steven  
**Cc:** Miller, Lawrence; Collins, Lori; Boyd, Tom; Don George; Dawn Schneiderman  
**Subject:** BCBSVT 2015 VHC Financial Reconciliation  
**Attachments:** Steven Costantino Dept of Health Access.pdf

Please see letter attached.

Ruth K. Greene  
VP, Treasurer and CFO  
Blue Cross and Blue Shield of Vermont  
P.O. Box 186 • Montpelier, VT 05601-0186

1 V.S.A. sec. 317(c)(25)



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**BlueCross BlueShield  
of Vermont**

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August 10, 2016

Steven Costantino, Commissioner  
Department of Vermont Health Access  
280 State Drive, NOB 1 South  
Waterbury, VT 05671-1010

To Steven Costantino,

1 V.S.A. sec. 317(c)(15)



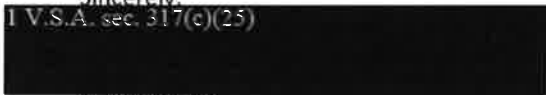


1 V.S.A. sec. 317(c)(15)



Sincerely,

1 V.S.A. sec. 317(c)(25)



Ruth Greene

V.P. Treasurer & Chief Financial Officer

Cc: Lawrence Miller, Senior Advisor, Chief of Health Care Reform, Officer of the Governor  
109 State Street, 5<sup>th</sup> Floor  
Montpellier, Vermont 05609

Lori Collins, Deputy Commissioner, Policy, Fiscal & Support Services Division  
Department of Vermont Health Access  
280 State Drive, NOB 1 South  
Waterbury, VT 05671-1010

Tom Boyd, Deputy Commissioner of Payment Reform  
Department of Vermont Health Access  
280 State Drive, NOB 1 South  
Waterbury, Vermont 05671-1010

Don George, BCBSVT, President and CEO

Dawn Schneiderman, BCBSVT Director, Audit & Risk Management

## Kester, Thomas

---

**From:** Boyd, Tom  
**Sent:** Monday, August 29, 2016 8:47 AM  
**To:** Strumolo, Adaline; Collins, Lori; Totaro, Athanasia; Sheehan, Sean; Schilling, Lisa  
**Subject:** RE: BD/BS Recon

Talking with Ruth at 12:30

**From:** Strumolo, Adaline  
**Sent:** Monday, August 29, 2016 8:43 AM  
**To:** Collins, Lori <Lori.Collins@vermont.gov>; Totaro, Athanasia <Athanasia.Totaro@vermont.gov>; Sheehan, Sean <Sean.Sheehan@vermont.gov>; Schilling, Lisa <Lisa.Schilling@vermont.gov>; Boyd, Tom <Tom.Boyd@vermont.gov>  
**Subject:** RE: BD/BS Recon  
**Importance:** High

Hi Tom, Just checking back on this so we can have the team look at the figures. Have you gotten the file from Ruth? Thanks, Addie

**From:** Strumolo, Adaline  
**Sent:** Wednesday, August 24, 2016 4:27 PM  
**To:** Collins, Lori <Lori.Collins@vermont.gov>; Totaro, Athanasia <Athanasia.Totaro@vermont.gov>; Sheehan, Sean <Sean.Sheehan@vermont.gov>; Schilling, Lisa <Lisa.Schilling@vermont.gov>; Boyd, Tom <Tom.Boyd@vermont.gov>  
**Subject:** RE: BD/BS Recon

Hi Tom,

Let us know when you hear back from Ruth on the list so we can line up the right staff to look at this.

Thanks,  
Addie

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

**From:** Collins, Lori  
**Sent:** Thursday, August 18, 2016 1:15 PM  
**To:** Collins, Lori; Totaro, Athanasia; Sheehan, Sean; Schilling, Lisa; Boyd, Tom; Strumolo, Adaline  
**Subject:** BD/BS Recon  
**When:** Monday, August 22, 2016 3:30 PM-4:00 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Lori's office/1 V.S.A. sec. 317(c)(25) Lori to host

**Kester, Thomas**

---

**From:** Boyd, Tom  
**Sent:** Wednesday, August 31, 2016 8:41 AM  
**To:** Collins, Lori; Strumolo, Adaline  
**Subject:** RE: BC/BS

1 V.S.A. sec. 317(c)(15)



**From:** Collins, Lori  
**Sent:** Wednesday, August 31, 2016 7:51 AM  
**To:** Strumolo, Adaline <Adaline.Strumolo@vermont.gov>  
**Cc:** Boyd, Tom <Tom.Boyd@vermont.gov>  
**Subject:** Re: BC/BS

1 V.S.A. sec. 317(c)(15)



Sent from my iPhone

On Aug 31, 2016, at 6:49 AM, Strumolo, Adaline <[Adaline.Strumolo@vermont.gov](mailto:Adaline.Strumolo@vermont.gov)> wrote:


1 V.S.A. sec. 317(c)(15)



**From:** Boyd, Tom  
**Sent:** Tuesday, August 30, 2016 1:48 PM  
**To:** Collins, Lori <[Lori.Collins@vermont.gov](mailto:Lori.Collins@vermont.gov)>  
**Cc:** Strumolo, Adaline <[Adaline.Strumolo@vermont.gov](mailto:Adaline.Strumolo@vermont.gov)>  
**Subject:** RE: BC/BS

Lori,

1 V.S.A. sec. 317(c)(15)



Sound right?

**From:** Collins, Lori  
**Sent:** Tuesday, August 30, 2016 1:07 PM  
**To:** Boyd, Tom <[Tom.Boyd@vermont.gov](mailto:Tom.Boyd@vermont.gov)>

Cc: Strumolo, Adaline <[Adaline.Strumolo@vermont.gov](mailto:Adaline.Strumolo@vermont.gov)>

Subject: BC/BS

1 V.S.A. sec. 317(c)(15)



Lori

Lori Collins

Deputy Commissioner

Department of Vermont Health Access

WSOC

Waterbury, VT 05676

Tel: 802-241-0246

Email: *Please Note My Email Change as of July 27,*

**2015: [Lori.Collins@Vermont.gov](mailto:Lori.Collins@Vermont.gov)**

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**Kester, Thomas**

---

**From:** Boyd, Tom  
**Sent:** Wednesday, August 31, 2016 8:44 AM  
**To:** Collins, Lori; Strumolo, Adaline  
**Subject:** Reconciliation email

See my email to Ruth regarding next steps

**From:** Boyd, Tom  
**Sent:** Tuesday, August 30, 2016 9:39 PM  
**To:** Ruth Greene <greener@bcbsvt.com>  
**Subject:** Re:

1 V.S.A. sec. 317(c)(15)



I can have someone find some times that work with our team and you give me a contact on your end as to who to work with in setting the meeting up.

Thanks Ruth

Tom

Tom Boyd  
Deputy Commissioner for Health Reform  
Department of Vermont Health Access  
312 Hurricane Lane, Suite 201  
Williston, VT 05495  
802.578.4359  
[tom.boyd@vermont.gov](mailto:tom.boyd@vermont.gov)

---

**From:** Ruth Greene 1 V.S.A. sec. 317(c)(25)  
**Sent:** Tuesday, August 30, 2016 2:39:16 PM  
**To:** Boyd, Tom  
**Subject:**

Hi Tom,

Can you give me an idea what needs to happen on your end to move things forward and what your expected timelines would be?

Thanks, Ruth

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**Kester, Thomas**

---

**From:** Boyd, Tom  
**Sent:** Thursday, September 01, 2016 8:17 AM  
**To:** Collins, Lori  
**Cc:** Strumolo, Adaline  
**Subject:** Re: RE:

Ok by me

Sent from my iPhone

On Aug 31, 2016, at 8:15 PM, Collins, Lori <[Lori.Collins@vermont.gov](mailto:Lori.Collins@vermont.gov)> wrote:

1 V.S.A. sec. 317(c)(15)



Sent from my iPhone

On Aug 31, 2016, at 5:15 PM, Strumolo, Adaline <[Adaline.Strumolo@vermont.gov](mailto:Adaline.Strumolo@vermont.gov)> wrote:

1 V.S.A. sec. 317(c)(15)



**From:** Boyd, Tom  
**Sent:** Wednesday, August 31, 2016 1:30 PM  
**To:** Strumolo, Adaline <[Adaline.Strumolo@vermont.gov](mailto:Adaline.Strumolo@vermont.gov)>  
**Cc:** Collins, Lori <[Lori.Collins@vermont.gov](mailto:Lori.Collins@vermont.gov)>  
**Subject:** FW:

1 V.S.A. sec. 317(c)(15)



Happy to discuss details of meeting etc etc or if I can provide you with anything happy to discuss.

Tom

**From:** Ruth Greene [<mailto:greener@bcbsvt.com>]  
**Sent:** Wednesday, August 31, 2016 1:01 PM  
**To:** Boyd, Tom <[Tom.Boyd@vermont.gov](mailto:Tom.Boyd@vermont.gov)>

**Cc:** Pauline Carrier [V.S.A. sec. 317(c)(25)]

**Subject:** FW:

Hi Tom,

Please work with Pauline Carrier here at BCBSVT who can assist with dates and times once you have some identified. I have copied her on this note so you have her details. [V.S.A. sec. 317(c)(15)]

Thanks, Ruth

**From:** Boyd, Tom [<mailto:Tom.Boyd@vermont.gov>]

**Sent:** Tuesday, August 30, 2016 9:39 PM

**To:** Ruth Greene [V.S.A. sec. 317(c)(25)]

**Subject:** Re:

[V.S.A. sec. 317(c)(15)]



I can have someone find some times that work with our team and you give me a contact on your end as to who to work with in setting the meeting up.

Thanks Ruth

Tom

Tom Boyd  
Deputy Commissioner for Health Reform  
Department of Vermont Health Access  
312 Hurricane Lane, Suite 201  
Williston, VT 05495  
802.578.4359  
[tom.boyd@vermont.gov](mailto:tom.boyd@vermont.gov)

---

**From:** Ruth Greene [V.S.A. sec. 317(c)(25)]

**Sent:** Tuesday, August 30, 2016 2:39:16 PM

**To:** Boyd, Tom

**Subject:**

Hi Tom,



Can you give me an idea what needs to happen on your end to move things forward and what your expected timelines would be?

Thanks, Ruth

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**Kester, Thomas**

---

**From:** Boyd, Tom  
**Sent:** Tuesday, September 06, 2016 3:36 PM  
**To:** Strumolo, Adaline; Collins, Lori  
**Subject:** FW: Meeting with Ruth Greene

1 V.S.A. sec. 317(c)(15)

Happy to discuss.....

Tom

**From:** Pauline Carrier 1 V.S.A. sec. 317(c)(25)  
**Sent:** Friday, September 02, 2016 9:56 AM  
**To:** Boyd, Tom <Tom.Boyd@vermont.gov>  
**Subject:** RE: Meeting with Ruth Greene

Good Morning Tom,

I am following up on your conversation with Ruth earlier this week. I was wondering if you have had a chance to put together a list of dates and times that will work for you. I would be glad to assist in scheduling a meeting. Let me know if there is anything you need.

Thank you,

*Pauline Carrier*

Executive Assistant  
Blue Cross and Blue Shield of Vermont  
P.O. Box 186 • Montpelier, VT 05601-0186



**From:** Ruth Greene  
**Sent:** Wednesday, August 31, 2016 1:01 PM  
**To:** Boyd, Tom <Tom.Boyd@vermont.gov>  
**Cc:** Pauline Carrier 1 V.S.A. sec. 317(c)(25)  
**Subject:** FW:

Hi Tom,

Please work with Pauline Carrier here at BCBSVT who can assist with dates and times once you have some identified. I have copied her on this note so you have her details. 1 V.S.A. sec. 317(c)(15)

Thanks, Ruth

**From:** Boyd, Tom [<mailto:Tom.Boyd@vermont.gov>]  
**Sent:** Tuesday, August 30, 2016 9:39 PM  
**To:** Ruth Greene [V.S.A. sec. 317(c)(25)]  
**Subject:** Re:

[V.S.A. sec. 317(c)(15)]



I can have someone find some times that work with our team and you give me a contact on your end as to who to work with in setting the meeting up.

Thanks Ruth

Tom


Tom Boyd  
Deputy Commissioner for Health Reform  
Department of Vermont Health Access  
312 Hurricane Lane, Suite 201  
Williston, VT 05495  
802.578.4359  
[tom.boyd@vermont.gov](mailto:tom.boyd@vermont.gov)

---

**From:** Ruth Greene [V.S.A. sec. 317(c)(25)]  
**Sent:** Tuesday, August 30, 2016 2:39:16 PM  
**To:** Boyd, Tom  
**Subject:**

Hi Tom,

[V.S.A. sec. 317(c)(15)]



Can you give me an idea what needs to happen on your end to move things forward and what your expected timelines would be?

Thanks, Ruth

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**From:** Strumolo, Adaline  
**Sent:** Friday, September 02, 2016 4:02 PM  
**To:** Collins, Lori  
**Cc:** Boyd, Tom  
**Subject:** RE: RE:

Happy to discuss details of meeting etc etc or if I can provide you with anything happy to discuss.

Tom

**From:** Ruth Greene [V.S.A. sec. 317(c)(25)]  
**Sent:** Wednesday, August 31, 2016 1:01 PM  
**To:** Boyd, Tom <[Tom.Boyd@vermont.gov](mailto:Tom.Boyd@vermont.gov)>  
**Cc:** Pauline Carrier [V.S.A. sec. 317(c)(25)]  
**Subject:** FW:

Hi Tom,

Please work with Pauline Carrier here at BCBSVT who can assist with dates and times once you have some identified. I have copied her on this note so you have her details. [V.S.A. sec. 317(c)(15)]

Thanks, Ruth

**From:** Boyd, Tom [<mailto:Tom.Boyd@vermont.gov>]  
**Sent:** Tuesday, August 30, 2016 9:39 PM  
**To:** Ruth Greene [V.S.A. sec. 317(c)(25)]  
**Subject:** Re:

[V.S.A. sec. 317(c)(15)]



I can have someone find some times that work with our team and you give me a contact on your end as to who to work with in setting the meeting up.

Thanks Ruth

Tom

Tom Boyd  
Deputy Commissioner for Health Reform  
Department of Vermont Health Access  
312 Hurricane Lane, Suite 201  
Williston, VT 05495

802.578.4359  
[tom.boyd@vermont.gov](mailto:tom.boyd@vermont.gov)

**From:** Ruth Greene **1 V.S.A. sec. 317(c)(25)**  
**Sent:** Tuesday, August 30, 2016 2:39:16 PM  
**To:** Boyd, Tom  
**Subject:**

Hi Tom,

**1 V.S.A. sec. 317(c)(15)**



Can you give me an idea what needs to happen on your end to move things forward and what your expected timelines would be?

Thanks, Ruth

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## **Kester, Thomas**

---

**From:** Dawn Schneiderman [V.S.A. sec. 317(c)(25)]  
**Sent:** Friday, August 26, 2016 8:42 AM  
**To:** Ruth Greene; Olson, Cynthia; Max Tardie; Hathaway, Carrie; Schilling, Lisa; Walker, David; Strumolo, Adaline  
**Cc:** Seth Abbene; Melanie Slocum  
**Subject:** RE: VHC / BCBSVT OPS Meeting

Hi all –

Here are topics we'd like to discuss:

[V.S.A. sec. 317(c)(15)]



- Other

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

**From:** Pauline Carrier  
**Sent:** Wednesday, August 10, 2016 3:18 PM  
**To:** Pauline Carrier; Dawn Schneiderman; Pamela Getsie; Ruth Greene; Cassandra Gekas (Cassandra.gekas@state.vt.us); Cynthia Olson (Cynthia.olson@state.vt.us); Max Tardie; Hathaway, Carrie; Schilling, Lisa; Walker, David; Adaline.Strumolo@vermont.gov; Gekas, Cassandra  
**Cc:** Seth Abbene; Melanie Slocum  
**Subject:** VHC / BCBSVT OPS Meeting  
**When:** Friday, August 26, 2016 1:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** BCBSVT Executive Conference Room & Via Telephone



BCBSVT Executive Conference Room will host this call Conference Number:

1 V.S.A. sec. 317(c)(9)



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**Kester, Thomas**

---

**From:** Strumolo, Adaline  
**Sent:** Tuesday, August 23, 2016 7:51 PM  
**To:** Olson, Cynthia  
**Subject:** financial recon  
**Attachments:** 2268\_001.pdf

Here is the BCBSVT letter. Let me know what you think and I'll also find out what Tom hears from Ruth. Then we can regroup with [REDACTED] V.S.A. sec. 317(c) Thanks!

Adaline R. Strumolo  
Department of Vermont Health Access  
(802) 503-7482



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**BlueCross BlueShield  
of Vermont**

*An Independent Licensee of the Blue Cross and Blue Shield Association*

August 10, 2016

Steven Costantino, Commissioner  
Department of Vermont Health Access  
280 State Drive, NOB 1 South  
Waterbury, VT 05671-1010

1 V.S.A. sec. 317(c)(15)



1 V.S.A. sec. 317(c)(15)



Sincerely,

1 V.S.A. sec. 317(c)(25)



Ruth Greene

V.P. Treasurer & Chief Financial Officer

Cc: Lawrence Miller, Senior Advisor, Chief of Health Care Reform, Officer of the Governor  
109 State Street, 5<sup>th</sup> Floor  
Montpellier, Vermont 05609

Lori Collins, Deputy Commissioner, Policy, Fiscal & Support Services Division  
Department of Vermont Health Access  
280 State Drive, NOB 1 South  
Waterbury, VT 05671-1010

Tom Boyd, Deputy Commissioner of Payment Reform  
Department of Vermont Health Access  
280 State Drive, NOB 1 South  
Waterbury, Vermont 05671-1010

Don George, BCBSVT, President and CEO

Dawn Schneiderman, BCBSVT Director, Audit & Risk Management

**Kester, Thomas**

---

**From:** Hathaway, Carrie  
**Sent:** Friday, September 02, 2016 2:18 PM  
**To:** Kester, Thomas  
**Subject:** 1 V.S.A. sec. 317(c)(15)  
**Attachments:** RE: Attorney / Client Privilege - VHC Independent Assessment

#16

**From:** Strumolo, Adaline  
**Sent:** Wednesday, August 24, 2016 7:49 AM  
**To:** Costantino, Steven <Steven.Costantino@vermont.gov>; Collins, Lori <Lori.Collins@vermont.gov>; Pallotta, Howard <Howard.Pallotta@vermont.gov>; Boyd, Tom <Tom.Boyd@vermont.gov>; Hathaway, Carrie <Carrie.Hathaway@vermont.gov>  
**Cc:** McPherson, Darcy <Darcy.McPherson@vermont.gov>  
**Subject:** 1 V.S.A. sec. 317(c)(15)

1 V.S.A. sec. 317(c)(15)



Thanks,  
Addie

**From:** McPherson, Darcy  
**Sent:** Tuesday, August 23, 2016 8:14 AM  
**To:** Strumolo, Adaline <[Adaline.Strumolo@vermont.gov](mailto:Adaline.Strumolo@vermont.gov)>  
**Cc:** Collins, Lori <[Lori.Collins@vermont.gov](mailto:Lori.Collins@vermont.gov)>; French, Aaron <[Aaron.French@vermont.gov](mailto:Aaron.French@vermont.gov)>; Pallotta, Howard <[Howard.Pallotta@vermont.gov](mailto:Howard.Pallotta@vermont.gov)>  
**Subject:** RE: SMT Meeting

Ive added your items to the agenda.

**From:** Strumolo, Adaline  
**Sent:** Monday, August 22, 2016 3:37 PM  
**To:** McPherson, Darcy <[Darcy.McPherson@vermont.gov](mailto:Darcy.McPherson@vermont.gov)>  
**Cc:** Collins, Lori <[Lori.Collins@vermont.gov](mailto:Lori.Collins@vermont.gov)>; French, Aaron <[Aaron.French@vermont.gov](mailto:Aaron.French@vermont.gov)>; Pallotta, Howard <[Howard.Pallotta@vermont.gov](mailto:Howard.Pallotta@vermont.gov)>  
**Subject:** RE: SMT Meeting

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

**From:** McPherson, Darcy

**Sent:** Thursday, July 07, 2016 9:29 AM

**To:** McPherson, Darcy; Strumolo, Adaline; AHS - DVHA Senior Management; Gekas, Cassandra

**Cc:** Hathaway, Carrie; Boyd, Tom; Collins, Lori; French, Aaron; Jones, Craig; Simpatico, Tom; Pallotta, Howard

**Subject:** SMT Meeting

**When:** Monday, August 22, 2016 9:00 AM-10:00 AM (UTC-05:00) Eastern Time (US & Canada).

**Where:** AHS - DVHA WSOC Commissioner 10

Please delete the invite series from Sarah.

**Kester, Thomas**

---

**From:** Collins, Lori  
**Sent:** Tuesday, August 09, 2016 2:04 PM  
**To:** Stern, John  
**Cc:** Strumolo, Adaline; Sheehan, Sean; Thomas, Cynthia  
**Subject:** RE: Attorney / Client Privilege - VHC Independent Assessment

Answers in red below.

Lori

Lori Collins  
Deputy Commissioner  
Department of Vermont Health Access  
WSOC  
Waterbury, VT 05676  
Tel: 802-241-0246

Email: Please Note My Email Change as of July 27, 2015: [Lori.Collins@Vermont.gov](mailto:Lori.Collins@Vermont.gov)

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**From:** Strumolo, Adaline  
**Sent:** Tuesday, August 09, 2016 1:40 PM  
**To:** Sheehan, Sean <[Sean.Sheehan@vermont.gov](mailto:Sean.Sheehan@vermont.gov)>; Collins, Lori <[Lori.Collins@vermont.gov](mailto:Lori.Collins@vermont.gov)>  
**Subject:** RE: Attorney / Client Privilege - VHC Independent Assessment

1 V.S.A. sec. 317(c)(15)



**From:** Sheehan, Sean  
**Sent:** Monday, August 08, 2016 10:52 PM  
**To:** Strumolo, Adaline <[Adaline.Strumolo@vermont.gov](mailto:Adaline.Strumolo@vermont.gov)>; Collins, Lori <[Lori.Collins@vermont.gov](mailto:Lori.Collins@vermont.gov)>  
**Subject:** Re: Attorney / Client Privilege - VHC Independent Assessment

1 V.S.A. sec. 317(c)(15)



From: Collins, Lori <[lori.collins@vermont.gov](mailto:lori.collins@vermont.gov)>  
Sent: Monday, August 8, 2016 7:14 PM  
Subject: Fwd: Attorney / Client Privilege - VHC Independent Assessment  
To: Strumolo, Adaline <[adaline.strumolo@vermont.gov](mailto:adaline.strumolo@vermont.gov)>, Sheehan, Sean <[sean.sheehan@vermont.gov](mailto:sean.sheehan@vermont.gov)>

Thoughts?  
Sent from my iPhone

Begin forwarded message:

**From:** "Stern, John" <[John.Stern@vermont.gov](mailto:John.Stern@vermont.gov)>  
**Date:** August 8, 2016 at 6:29:37 PM EDT  
**To:** "Collins, Lori" <[Lori.Collins@vermont.gov](mailto:Lori.Collins@vermont.gov)>  
**Cc:** "Costantino, Steven" <[Steven.Costantino@vermont.gov](mailto:Steven.Costantino@vermont.gov)>, "Miller, Lawrence" <[Lawrence.Miller@vermont.gov](mailto:Lawrence.Miller@vermont.gov)>, "Cohen, Hal" <[Hal.Cohen@vermont.gov](mailto:Hal.Cohen@vermont.gov)>, "Clark, Sarah" <[Sarah.Clark@vermont.gov](mailto:Sarah.Clark@vermont.gov)>, "Henry, Dixie" <[dixie.henry@vermont.gov](mailto:dixie.henry@vermont.gov)>, "Prail, Darin" <[darin.prail@vermont.gov](mailto:darin.prail@vermont.gov)>  
**Subject:** Attorney / Client Privilege - VHC Independent Assessment

Hello Lori,

1 V.S.A. sec. 317(c)(15)



Thank you,  
John

John Stern  
State of Vermont  
Agency of Human Services - HSE Portfolio Director, Deputy CIO  
289 Hurricane Lane  
Williston, VT  
(802) 585-5390  
[John.Stern@Vermont.gov](mailto:John.Stern@Vermont.gov)



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**Kester, Thomas**

---

**From:** Hathaway, Carrie  
**Sent:** Friday, September 02, 2016 2:02 PM  
**To:** Kester, Thomas  
**Subject:** 1 V.S.A. sec. 317(c)(15)

Here is the first of many more e-mails you are about to receive ...

**From:** Hathaway, Carrie  
**Sent:** Monday, August 01, 2016 8:01 AM  
**To:** Gekas, Cassandra <Cassandra.Gekas@vermont.gov>  
**Subject:** 1 V.S.A. sec. 317(c)(15)

**From:** Gekas, Cassandra  
**Sent:** Monday, August 01, 2016 7:53 AM  
**To:** Hathaway, Carrie <[Carrie.Hathaway@vermont.gov](mailto:Carrie.Hathaway@vermont.gov)>  
**Subject:** 1 V.S.A. sec. 317(c)(15)

1 V.S.A. sec. 317(c)(15)



Outside Scope of Request









**Kester, Thomas**

---

**From:** Hathaway, Carrie  
**Sent:** Friday, September 02, 2016 2:03 PM  
**To:** Kester, Thomas  
**Subject:** FW: VHC / BCBSVT

#3

**From:** Boyd, Tom  
**Sent:** Tuesday, May 03, 2016 12:04 PM  
**To:** Miller, Lawrence <Lawrence.Miller@vermont.gov>; Costantino, Steven <Steven.Costantino@vermont.gov>  
**Cc:** Hathaway, Carrie <Carrie.Hathaway@vermont.gov>  
**Subject:** VHC / BCBSVT

Lawrence –

1 V.S.A. sec. 317(c)(15)



Thanks Lawrence

Tom

Tom Boyd  
Deputy Commissioner for Health Reform  
Department of Vermont Health Access  
802.578.4359

\*\*\*PLEASE NOTE: EFFECTIVE 7/27/15 MY NEW EMAIL ADDRESS IS [tom.boyd@vermont.gov](mailto:tom.boyd@vermont.gov)\*\*\*

## Kester, Thomas

---

**From:** Hathaway, Carrie  
**Sent:** Friday, September 02, 2016 2:16 PM  
**To:** Kester, Thomas  
**Subject:** FW: VHC / BCBSVT OPS Meeting

#15

**From:** Dawn Schneiderman [V.S.A. sec. 317(c)(25)]  
**Sent:** Friday, August 26, 2016 8:42 AM  
**To:** Ruth Greene [V.S.A. sec. 317(c)(25)]; Olson, Cynthia <Cynthia.Olson@vermont.gov>; Max Tardie <[V.S.A. sec. 317(c)(25)]>; Hathaway, Carrie <Carrie.Hathaway@vermont.gov>; Schilling, Lisa <Lisa.Schilling@vermont.gov>; Walker, David <David.Walker@vermont.gov>; Strumolo, Adaline <Adaline.Strumolo@vermont.gov>  
**Cc:** Seth Abbene [V.S.A. sec. 317(c)(25)]; Melanie Slocum [V.S.A. sec. 317(c)(25)]  
**Subject:** RE: VHC / BCBSVT OPS Meeting

Hi all –

Here are topics we'd like to discuss:

[V.S.A. sec. 317(c)(15)]



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

**From:** Pauline Carrier  
**Sent:** Wednesday, August 10, 2016 3:18 PM



**To:** Pauline Carrier; Dawn Schneiderman; Pamela Getsie; Ruth Greene; Cassandra Gekas ([Cassandra.gekas@state.vt.us](mailto:Cassandra.gekas@state.vt.us)); Cynthia Olson ([Cynthia.olson@state.vt.us](mailto:Cynthia.olson@state.vt.us)); Max Tardie; Hathaway, Carrie; Schilling, Lisa; Walker, David; [Adaline.Strumolo@vermont.gov](mailto:Adaline.Strumolo@vermont.gov); Gekas, Cassandra  
**Cc:** Seth Abbene; Melanie Slocum  
**Subject:** VHC / BCBSVT OPS Meeting  
**When:** Friday, August 26, 2016 1:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** BCBSVT Executive Conference Room & Via Telephone

BCBSVT Executive Conference Room will host this call Conference Number:


1 V.S.A. sec. 317(c)(9)



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Outside Scope of Request



**From:** Hathaway, Carrie  
**Sent:** Tuesday, February 16, 2016 7:50 AM  
**To:** Rancourt, Melissa  
**Cc:** Gekas, Cassandra  
**Subject:** RE: reconciliation

1 V.S.A. sec. 317(c)(15)



**From:** Rancourt, Melissa  
**Sent:** Friday, February 12, 2016 4:21 PM  
**To:** Hathaway, Carrie  
**Cc:** Gekas, Cassandra  
**Subject:** RE: reconciliation

Hi Carrie,

1 V.S.A. sec. 317(c)(15)



Regards,  
**Melissa Rancourt, PMP**

Project Manager  
Vermont Health Connect  
(802) 585-6430

\*\*\*Note – new email address\*\*\*

[Melissa.Rancourt@partner.vermont.gov](mailto:Melissa.Rancourt@partner.vermont.gov)

**From:** Gekas, Cassandra  
**Sent:** Friday, February 12, 2016 3:37 PM  
**To:** Hathaway, Carrie  
**Cc:** Rancourt, Melissa  
**Subject:** RE: reconciliation

1 V.S.A. sec. 317(c)(15)

**From:** Hathaway, Carrie  
**Sent:** Friday, February 12, 2016 3:26 PM  
**To:** Gekas, Cassandra  
**Subject:** reconciliation

Hey there,

1 V.S.A. sec. 317(c)(15)

*Carrie T. Hathaway*  
Financial Director  
Department of Vermont Health Access  
(802) 241-0391  
[carrie.hathaway@vermont.gov](mailto:carrie.hathaway@vermont.gov)

\*\*\*PLEASE NOTE: EFFECTIVE 7/27/15 MY NEW EMAIL ADDRESS IS [carrie.hathaway@vermont.gov](mailto:carrie.hathaway@vermont.gov)\*\*\*

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**Kester, Thomas**

---

**From:** Hathaway, Carrie  
**Sent:** Friday, September 02, 2016 2:11 PM  
**To:** Kester, Thomas  
**Subject:** FW: 1 V.S.A. sec. 317(c)(15)  
**Attachments:** 1 V.S.A. sec. 317(c)(15)

#12

**From:** Boyd, Tom  
**Sent:** Thursday, March 17, 2016 9:19 PM  
**To:** Hathaway, Carrie <Carrie.Hathaway@vermont.gov>  
**Subject:** FW: 1 V.S.A. sec. 317(c)(15)

haven't looked at it

Tom Boyd

Deputy Commissioner for Health Reform

Department of Vermont Health Access

312 Hurricane Lane, Suite 201

Williston, VT 05495

802.578.4359

[tom.boyd@vermont.gov](mailto:tom.boyd@vermont.gov)

---

**From:** Ruth Greene 1 V.S.A. sec. 317(c)(25)  
**Sent:** Thursday, March 17, 2016 8:48 AM  
**To:** Gekas, Cassandra; Boyd, Tom  
**Cc:** Dawn Schneiderman; Pamela Getsie; Suzan Bailey  
**Subject:** 1 V.S.A. sec. 317(c)(15)

Cass, Tom,

1 V.S.A. sec. 317(c)(15)

Please confirm to Suzan that you are available to attend the meeting next Friday at 1 pm.

Thanks,  
Ruth

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

**From:** Suzan Bailey

**Sent:** Thursday, March 17, 2016 8:40 AM

**To:** Dawn Schneiderman; Pamela Getsie; Ruth Greene; Cassandra Gekas ([Cassandra.gekas@state.vt.us](mailto:Cassandra.gekas@state.vt.us)); Boyd, Tom; Cynthia Olson ([Cynthia.olson@state.vt.us](mailto:Cynthia.olson@state.vt.us)); [Josh.Kreiger@partner.vermont.gov](mailto:Josh.Kreiger@partner.vermont.gov); Max Tardie

**Cc:** Seth Abbene; Olson, Cynthia

**Subject:** Canceled: VHC / BCBSVT OPS Meeting

**When:** Friday, March 18, 2016 1:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** BCBSVT Executive Conference Room & Via Telephone

**Importance:** High

Good Morning All –

We have just received word that Tom will not be available for this meeting, therefore Ruth has asked that I cancel it for this week.

Thank you – Suzan B.

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1 V.S.A. sec. 317(c)(15)



**Kester, Thomas**

---

**From:** Hathaway, Carrie  
**Sent:** Friday, September 02, 2016 2:10 PM  
**To:** Kester, Thomas  
**Subject:** FW: I V.S.A. sec. 317(c)(15)

#11

**From:** Schilling, Lisa  
**Sent:** Monday, April 25, 2016 2:29 PM  
**To:** Gekas, Cassandra <Cassandra.Gekas@vermont.gov>  
**Cc:** Gibson-Grandfield, Stacy <Stacy.Gibson-Grandfi@vermont.gov>; Hathaway, Carrie <Carrie.Hathaway@vermont.gov>; Collins, Lori <Lori.Collins@vermont.gov>  
**Subject:** I V.S.A. sec. 317(c)(15)

Cass,

I V.S.A. sec. 317(c)(15)

Lisa J. Schilling  
Financial Director III  
Department of Vermont Health Access  
280 State Drive - NOB 1 South  
Waterbury, VT 05671-1010  
Phone: (802)-241-0401  
M:(802) 556-1127

[lisa.schilling@vermont.gov](mailto:lisa.schilling@vermont.gov)

This email message may contain privileged and/or confidential information. If you are not the intended recipient(s), you are hereby notified that any dissemination, distribution, or copying of this email message is strictly prohibited. If you have received this message in error, please immediately notify the sender and delete this email message from your computer. CAUTION: The Agency of Human Services / DVHA cannot ensure the confidentiality or security of email transmissions.

**From:** Schilling, Lisa  
**Sent:** Friday, April 22, 2016 10:45 AM  
**To:** Gekas, Cassandra <Cassandra.Gekas@vermont.gov>  
**Cc:** Gibson-Grandfield, Stacy <Stacy.Gibson-Grandfi@vermont.gov>; Hathaway, Carrie <Carrie.Hathaway@vermont.gov>  
**Subject:** I V.S.A. sec. 317(c)(15)

Cass,

I V.S.A. sec. 317(c)(15)



Thanks in advance,  
Lisa

Lisa J. Schilling  
Financial Director III  
Department of Vermont Health Access  
280 State Drive - NOB 1 South  
Waterbury, VT 05671-1010  
Phone: (802)-241-0401  
M:(802) 556-1127

[lisa.schilling@vermont.gov](mailto:lisa.schilling@vermont.gov)

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## Kester, Thomas

---

**From:** Hathaway, Carrie  
**Sent:** Friday, September 02, 2016 2:16 PM  
**To:** Kester, Thomas  
**Subject:** FW: VHC / BCBSVT OPS Face-to-Face Meeting  
**Attachments:** 1 V.S.A. sec. 317(c)(15)

3-15-16.pdf; Transaction Examples for VHC 3.25.16 v2.docx

#14

**From:** Ruth Greene 1 V.S.A. sec. 317(c)(25)  
**Sent:** Thursday, April 07, 2016 5:53 PM  
**To:** Dawn Schneiderman 1 V.S.A. sec. 317(c)(25); Pamela Getsie 1 V.S.A. sec. 317(c)(25); Max Tardie 1 V.S.A. sec. 317(c)(25); Seth Abbene 1 V.S.A. sec. 317(c)(25); Gekas, Cassandra <Cassandra.Gekas@vermont.gov>; Olson, Cynthia <Cynthia.Olson@vermont.gov>; Boyd, Tom <Tom.Boyd@vermont.gov>; Hathaway, Carrie <Carrie.Hathaway@vermont.gov>  
**Cc:** Suzan Bailey <baileys@bcbsvt.com>  
**Subject:** RE: VHC / BCBSVT OPS Face-to-Face Meeting

Hi Everyone,

The agenda and reference materials for tomorrow's meeting are outlined below. You will recall we all felt it would be a good idea to meet in person to continue our discussion about the best approach to 1 V.S.A. sec. 317(c)(15). For ease of reference, I've attached the documents you have seen previously. I'll also have paper copies available at the meeting.

See you tomorrow.  
Thanks! Ruth

### Agenda

1 V.S.A. sec. 317(c)(15)

### Other topics

1 V.S.A. sec. 317(c)(15)

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

**From:** Suzan Bailey

**Sent:** Thursday, March 24, 2016 9:51 AM

**To:** Suzan Bailey; Ruth Greene; Dawn Schneiderman; Pamela Getsie; Max Tardie; Seth Abbene; Cassandra Gekas ([Cassandra.gekas@state.vt.us](mailto:Cassandra.gekas@state.vt.us)); Cynthia Olson ([Cynthia.olson@state.vt.us](mailto:Cynthia.olson@state.vt.us)); Boyd, Tom; [Carrie.Hathaway@vermont.gov](mailto:Carrie.Hathaway@vermont.gov)

**Subject:** VHC / BCBSVT OPS Face-to-Face Meeting

**When:** Friday, April 08, 2016 3:30 PM-4:30 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** Mtg Rm 130S

BCBSVT Offices

445 Industrial Lane

Berlin, VT

Upon arrival please ask for Suzan Bailey at the front desk

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1 V.S.A. sec. 317(c)(15)





**Kester, Thomas**

---

**From:** Hathaway, Carrie  
**Sent:** Friday, September 02, 2016 2:03 PM  
**To:** Kester, Thomas  
**Subject:** FW: BCBS Reconciliation

#2

**From:** Boyd, Tom  
**Sent:** Tuesday, August 23, 2016 11:41 AM  
**To:** Hathaway, Carrie <Carrie.Hathaway@vermont.gov>; Miller, Lawrence <Lawrence.Miller@vermont.gov>; Clark, Sarah <Sarah.Clark@vermont.gov>; Byrne, Emily <Emily.Byrne@vermont.gov>; Costantino, Steven <Steven.Costantino@vermont.gov>; Collins, Lori <Lori.Collins@vermont.gov>  
**Subject:** RE: BCBS Reconciliation

1 V.S.A. sec. 317(c)(15)

**From:** Hathaway, Carrie  
**Sent:** Tuesday, August 23, 2016 7:30 AM  
**To:** Boyd, Tom <Tom.Boyd@vermont.gov>; Miller, Lawrence <Lawrence.Miller@vermont.gov>; Clark, Sarah <Sarah.Clark@vermont.gov>; Byrne, Emily <Emily.Byrne@vermont.gov>; Costantino, Steven <Steven.Costantino@vermont.gov>; Collins, Lori <Lori.Collins@vermont.gov>  
**Subject:** RE: BCBS Reconciliation

1 V.S.A. sec. 317(c)(15)

**From:** Boyd, Tom  
**Sent:** Tuesday, August 09, 2016 9:08 AM  
**To:** Miller, Lawrence <Lawrence.Miller@vermont.gov>; Clark, Sarah <Sarah.Clark@vermont.gov>; Hathaway, Carrie <Carrie.Hathaway@vermont.gov>; Byrne, Emily <Emily.Byrne@vermont.gov>; Costantino, Steven <Steven.Costantino@vermont.gov>; Collins, Lori <Lori.Collins@vermont.gov>  
**Subject:** Re: BCBS Reconciliation

1 V.S.A. sec. 317(c)(15)

Tom Boyd  
Deputy Commissioner for Health Reform  
Department of Vermont Health Access  
312 Hurricane Lane, Suite 201  
Williston, VT 05495  
802.578.4359

[tom.boyd@vermont.gov](mailto:tom.boyd@vermont.gov)

---

**From:** Miller, Lawrence  
**Sent:** Tuesday, August 9, 2016 8:43 AM  
**To:** Klein, Stephen  
**Cc:** Clark, Sarah; Boyd, Tom; Hathaway, Carrie; Byrne, Emily; Benham, Catherine  
**Subject:** Re: BCBS Reconciliation

1 V.S.A. sec. 317(c)(15)




Lawrence Miller  
Senior Advisor; Chief of Health Care Reform  
Office of the Governor; State of Vermont  
Mobile: (802) 989-0569  
[lawrence.miller@vermont.gov](mailto:lawrence.miller@vermont.gov)

---

**From:** Stephen Klein <[SKLEIN@leg.state.vt.us](mailto:SKLEIN@leg.state.vt.us)>  
**Sent:** Tuesday, August 9, 2016 8:38:37 AM  
**To:** Miller, Lawrence  
**Cc:** Clark, Sarah; Boyd, Tom; Hathaway, Carrie; Byrne, Emily; Benham, Catherine  
**Subject:** RE: BCBS Reconciliation

1 V.S.A. sec. 317(c)(15)



Sent from my Verizon Wireless 4G LTE smartphone

----- Original message -----

From: "Miller, Lawrence" <[Lawrence.Miller@vermont.gov](mailto:Lawrence.Miller@vermont.gov)>  
Date: 08/09/2016 08:21 (GMT-05:00)  
To: Stephen Klein <[SKLEIN@leg.state.vt.us](mailto:SKLEIN@leg.state.vt.us)>  
Cc: "Clark, Sarah" <[Sarah.Clark@vermont.gov](mailto:Sarah.Clark@vermont.gov)>, "Boyd, Tom" <[Tom.Boyd@vermont.gov](mailto:Tom.Boyd@vermont.gov)>, "Hathaway, Carrie" <[Carrie.Hathaway@vermont.gov](mailto:Carrie.Hathaway@vermont.gov)>, "Byrne, Emily" <[Emily.Byrne@vermont.gov](mailto:Emily.Byrne@vermont.gov)>  
Subject: BCBS Reconciliation

Hi Stephen,

1 V.S.A. sec. 317(c)(15)



Lawrence Miller  
Senior Advisor; Chief of Health Care Reform  
Office of the Governor; State of Vermont  
Mobile: (802) 989-0569  
[lawrence.miller@vermont.gov](mailto:lawrence.miller@vermont.gov)

**Kester, Thomas**

---

**From:** Hathaway, Carrie  
**Sent:** Friday, September 02, 2016 2:08 PM  
**To:** Kester, Thomas  
**Subject:** FW: BCBSVT recon

#8

**From:** Hathaway, Carrie  
**Sent:** Friday, March 11, 2016 7:04 AM  
**To:** Boyd, Tom <Tom.Boyd@vermont.gov>  
**Cc:** Schilling, Lisa <Lisa.Schilling@vermont.gov>  
**Subject:** FW: BCBSVT recon

Here is a recap. Lisa, you and I didn't get the chance to debrief after your reconciliation meeting with Cindy yesterday. How did it go?

**From:** Hathaway, Carrie  
**Sent:** Tuesday, March 08, 2016 12:17 PM  
**To:** Boyd, Tom  
**Cc:** Olson, Cynthia; Gekas, Cassandra; Collins, Lori; Schilling, Lisa  
**Subject:** BCBSVT recon

Sorry you had to miss the meeting. I think I got the highlights here but am cc'ing others to weigh in.

1 V.S.A. sec. 317(c)(15)



Please let me know if you'd like to discuss. Thanks.

Carrie T. Hathaway  
Financial Director  
Department of Vermont Health Access  
(802) 241-0391  
[carrie.hathaway@vermont.gov](mailto:carrie.hathaway@vermont.gov)

\*\*\*PLEASE NOTE: EFFECTIVE 7/27/15 MY NEW EMAIL ADDRESS IS [carrie.hathaway@vermont.gov](mailto:carrie.hathaway@vermont.gov)\*\*\*

**Kester, Thomas**

---

**From:** Hathaway, Carrie  
**Sent:** Friday, September 02, 2016 2:10 PM  
**To:** Kester, Thomas  
**Subject:** FW: I V.S.A. sec. 317(c)(15)

#9

**From:** Gibson-Grandfield, Stacy  
**Sent:** Thursday, February 25, 2016 5:02 PM  
**To:** Collins, Lori <Lori.Collins@vermont.gov>; Gekas, Cassandra <Cassandra.Gekas@vermont.gov>; Hathaway, Carrie <Carrie.Hathaway@vermont.gov>  
**Cc:** Tease, Justin <Justin.Tease@vermont.gov>; Kreiger, Josh <Josh.Kreiger@partner.vermont.gov>; Tease, Justin <Justin.Tease@vermont.gov>  
**Subject:** I V.S.A. sec. 317(c)(15)

Good afternoon,

I V.S.A. sec. 317(c)(15)

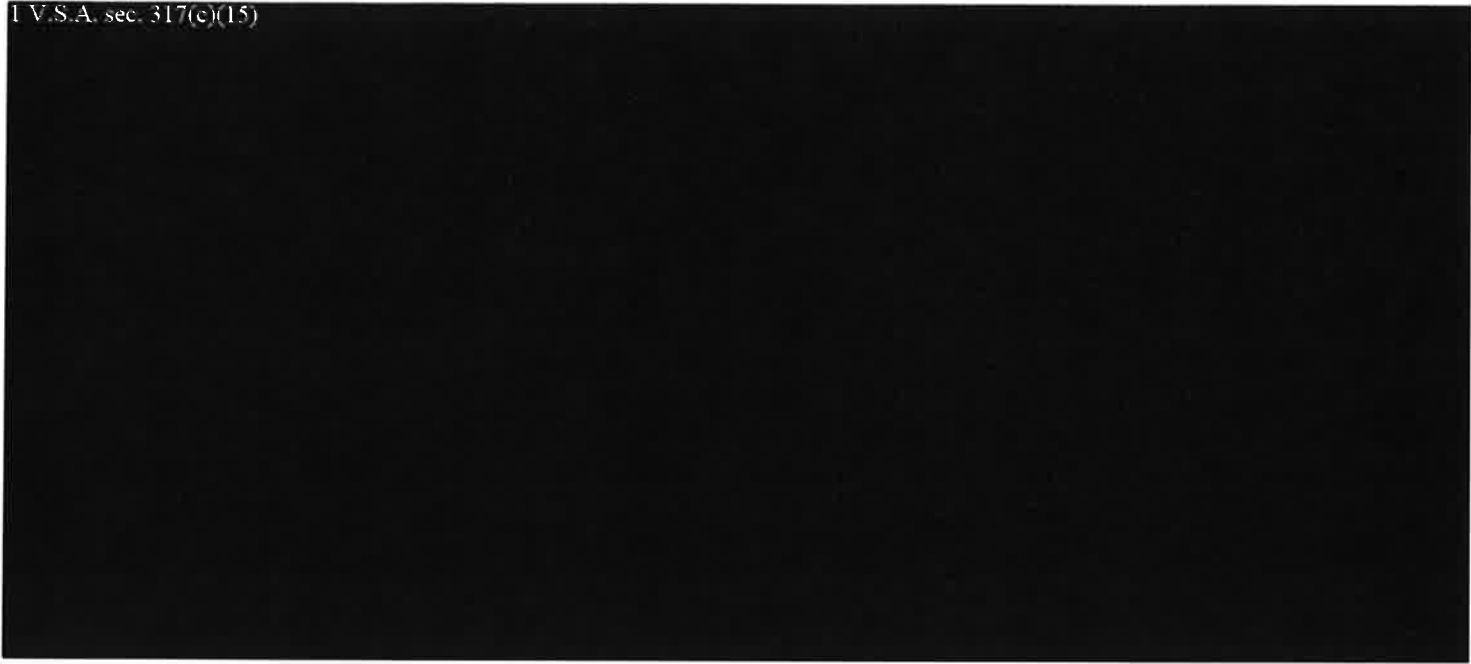












Thank you!

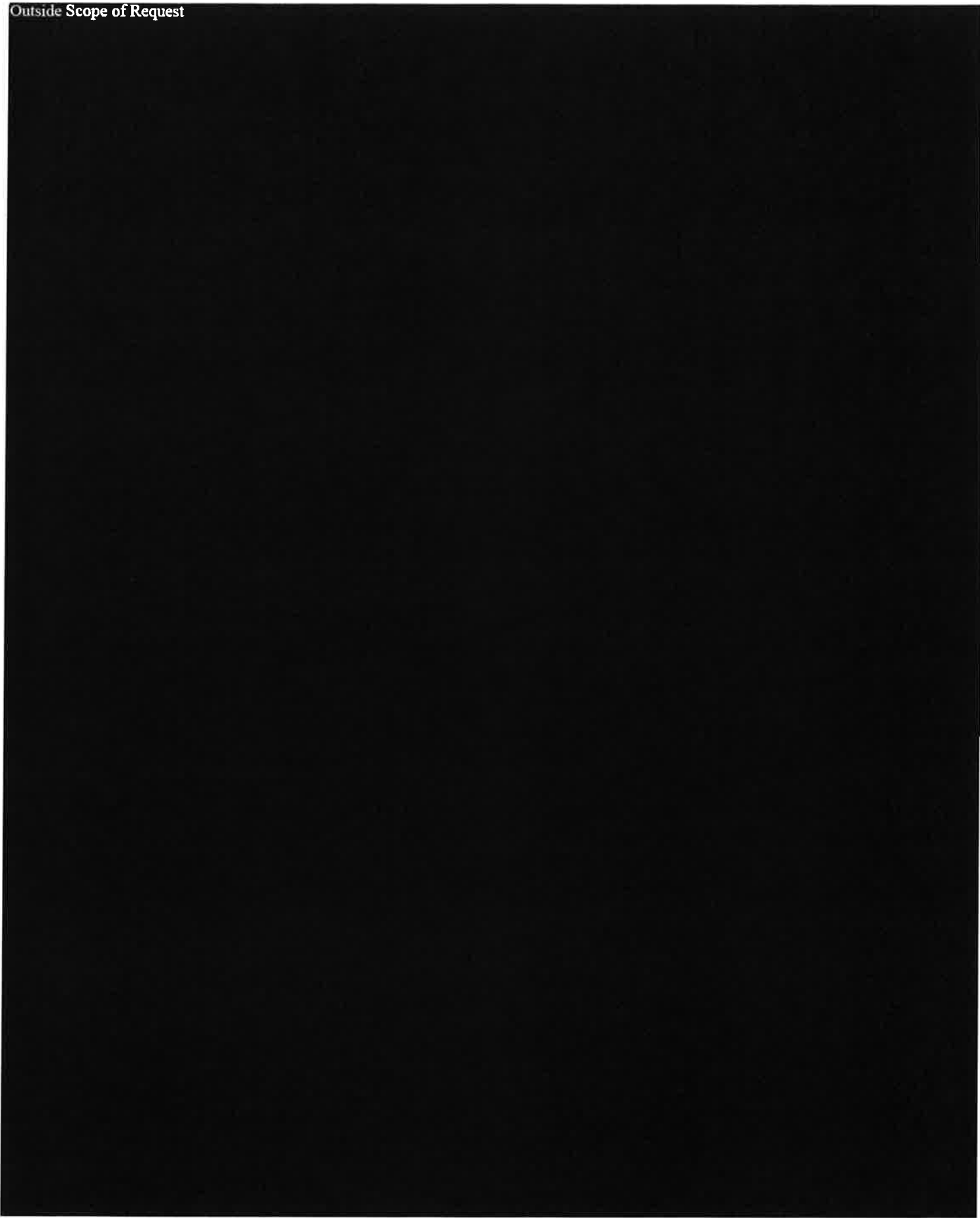
*Stacy Gibson-Grandfield, PMP*

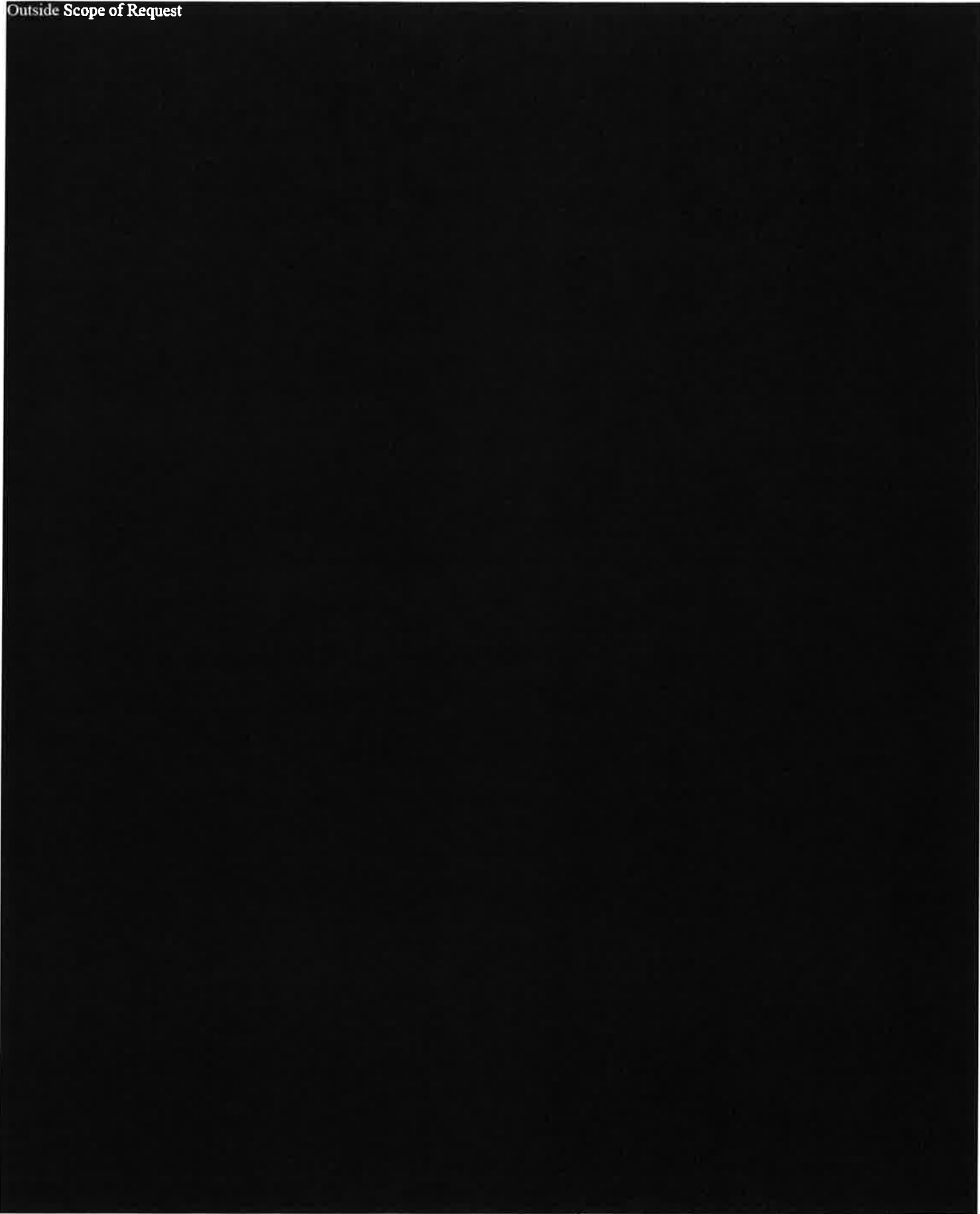
Program Manager  
Vermont Health Connect  
M: (802)598-1968

Please Note change in Email Address: [stacy.gibson-grandfi@vermont.gov](mailto:stacy.gibson-grandfi@vermont.gov)

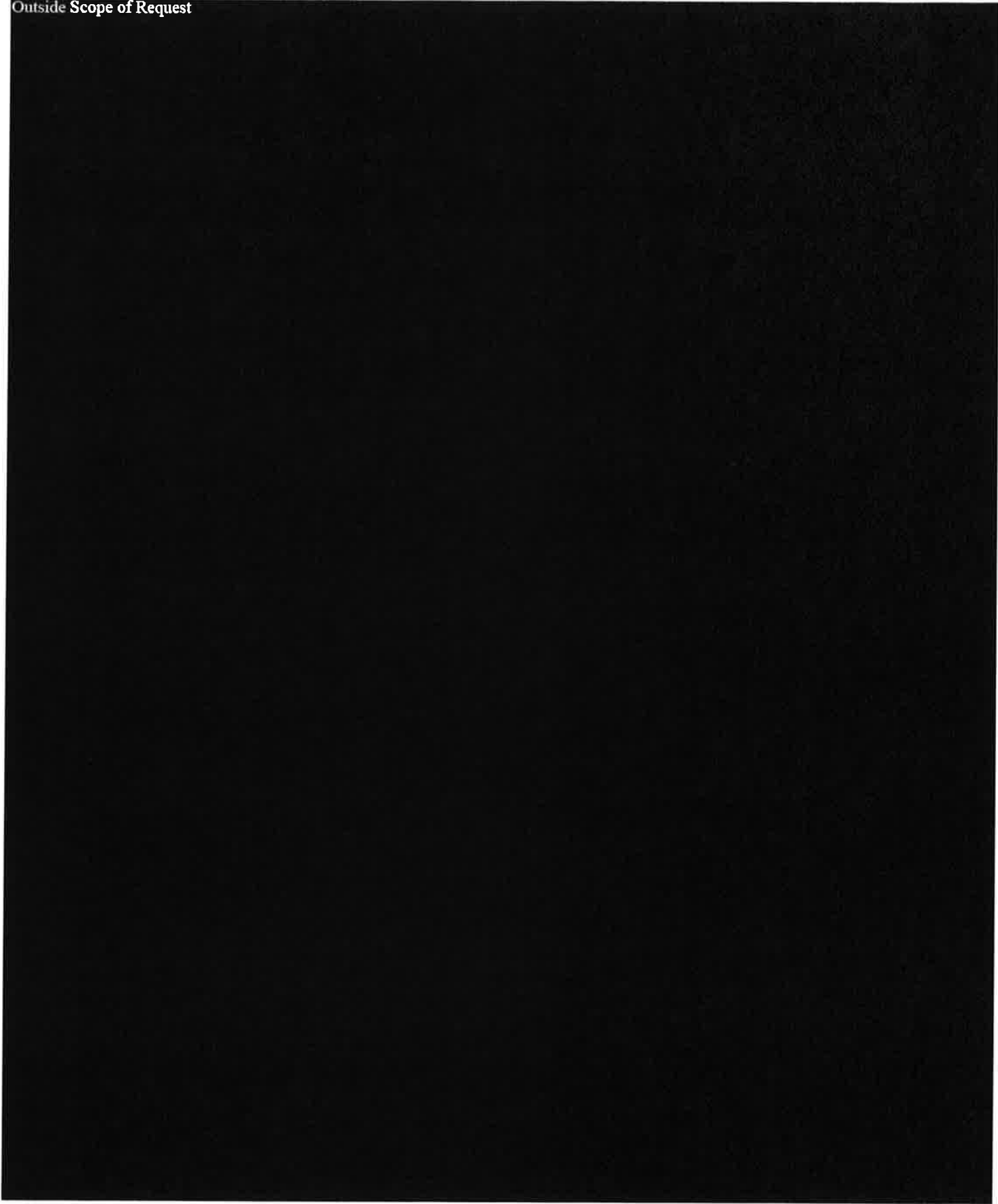














Outside Scope of Request



**Kester, Thomas**

---


**From:** Hathaway, Carrie  
**Sent:** Friday, September 02, 2016 2:07 PM  
**To:** Kester, Thomas  
**Subject:** FW: ATTORNEY CLIENT PRIVILEGED INFORMATION--DO NOT DISCLOSE  
**Attachments:** 1 V.S.A. sec. 317(c)(15)

#7

**From:** Pallotta, Howard  
**Sent:** Sunday, March 27, 2016 9:36 AM  
**To:** Gekas, Cassandra <Cassandra.Gekas@vermont.gov>  
**Cc:** Costantino, Steven <Steven.Costantino@vermont.gov>; Collins, Lori <Lori.Collins@vermont.gov>; Boyd, Tom <Tom.Boyd@vermont.gov>; Hathaway, Carrie <Carrie.Hathaway@vermont.gov>  
**Subject:** ATTORNEY CLIENT PRIVILEGED INFORMATION--DO NOT DISCLOSE

Cass

1 V.S.A. sec. 317(c)(3)



1 V.S.A. sec. 317(c)(3)




Thanks  
Howard

**From:** Pallotta, Howard  
**Sent:** Tuesday, March 22, 2016 4:30 PM  
**To:** Hathaway, Carrie; Boyd, Tom; Gekas, Cassandra  
**Subject:** FW: Attached Image

[Carrie, Tom and Cass](#)

1 V.S.A. sec. 317(c)(3)



Thanks  
Howard

**From:** 1 V.S.A. sec. 317(c)(25)  
**Sent:** Tuesday, March 22, 2016 8:51 AM  
**To:** Pallotta, Howard  
**Subject:** Attached Image





**Kester, Thomas**

---

**From:** Hathaway, Carrie  
**Sent:** Friday, September 02, 2016 2:04 PM  
**To:** Kester, Thomas  
**Subject:** FW: 15' reconciliation question

#4

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

**From:** Hathaway, Carrie  
**Sent:** Thursday, March 17, 2016 6:53 AM  
**To:** Boyd, Tom <Tom.Boyd@vermont.gov>; Gekas, Cassandra <Cassandra.Gekas@vermont.gov>  
**Subject:** RE: 15' reconciliation question

1 V.S.A. sec. 317(c)(15)



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

**From:** Boyd, Tom  
**Sent:** Wednesday, March 16, 2016 10:18 PM  
**To:** Gekas, Cassandra; Hathaway, Carrie  
**Subject:** RE: 15' reconciliation question

1 V.S.A. sec. 317(c)(15)



Tom Boyd

Deputy Commissioner for Health Reform

Department of Vermont Health Access

312 Hurricane Lane, Suite 201

Williston, VT 05495

802.578.4359

tom.boyd@vermont.gov

---

**From:** Gekas, Cassandra  
**Sent:** Wednesday, March 16, 2016 10:05 PM  
**To:** Boyd, Tom; Hathaway, Carrie

Subject: RE: 15' reconciliation question

Tom,

1 V.S.A. sec. 317(c)(15)

A large black rectangular redaction box covering several lines of text.

Cass

---

From: Boyd, Tom

Sent: Wednesday, March 16, 2016 9:49 PM

To: Gekas, Cassandra; Hathaway, Carrie

Subject: 15' reconciliation question

Cass -

1 V.S.A. sec. 317(c)(15)

A large black rectangular redaction box covering several lines of text.

Carrie - thoughts?

Tom Boyd

Deputy Commissioner for Health Reform

Department of Vermont Health Access

312 Hurricane Lane, Suite 201

Williston, VT 05495

802.578.4359

tom.boyd@vermont.gov

Outside Scope of Request





Steve

**From:** Hathaway, Carrie [<mailto:Carrie.Hathaway@vermont.gov>]

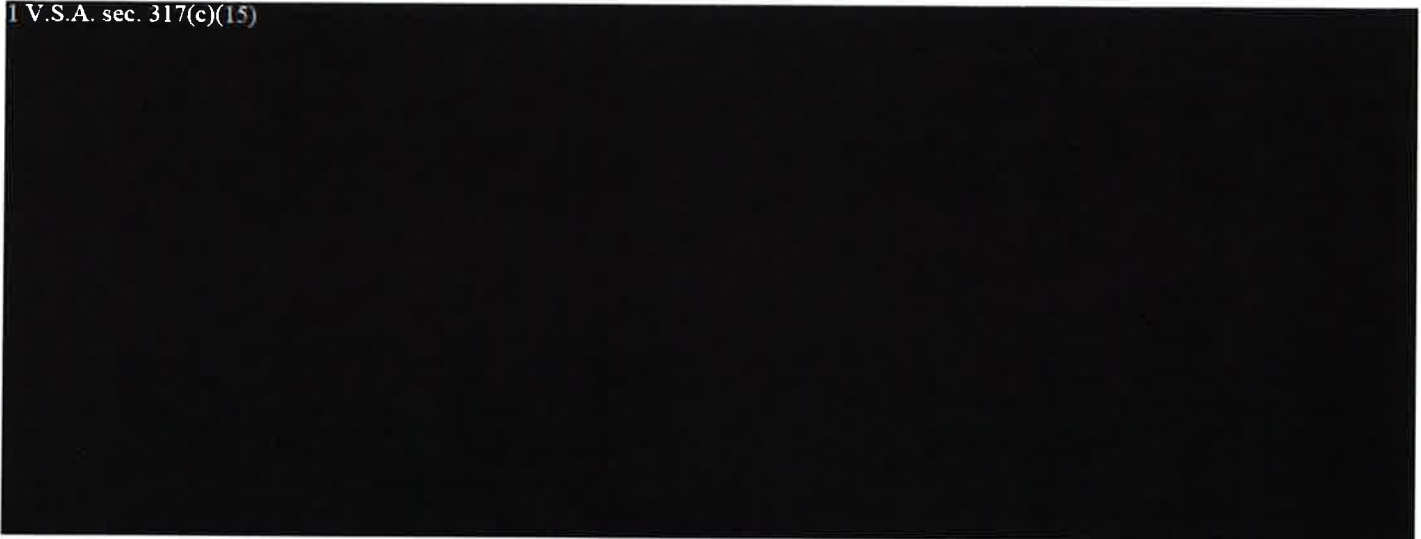
**Sent:** Thursday, February 25, 2016 9:01 AM

**To:** Cudly, Steve [1 V.S.A. sec. 317(c)(25)]; Boyd, Tom <[Tom.Boyd@vermont.gov](mailto:Tom.Boyd@vermont.gov)>

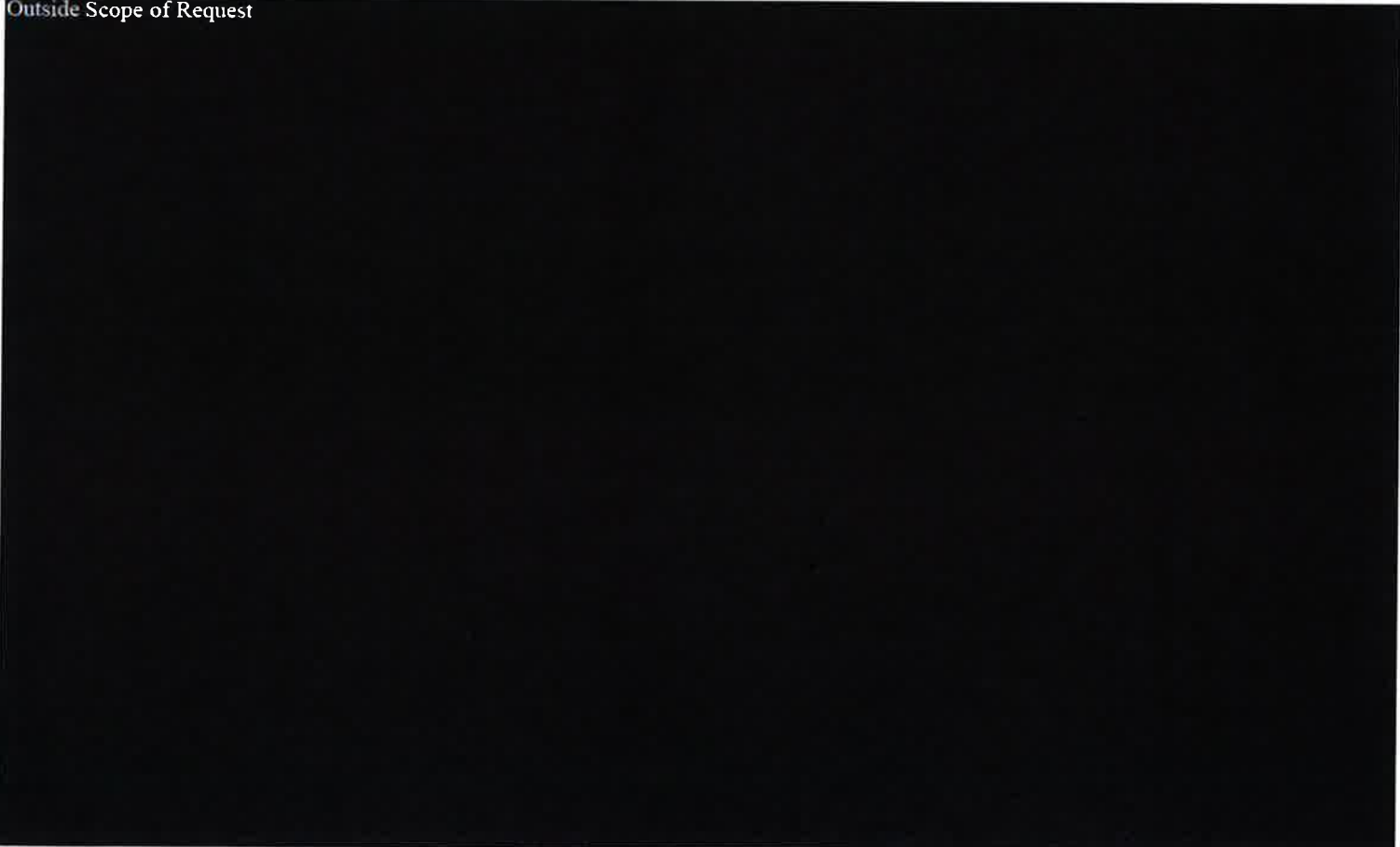
**Cc:** Schilling, Lisa <[Lisa.Schilling@vermont.gov](mailto:Lisa.Schilling@vermont.gov)>; Svehla, Ron [1 V.S.A. sec. 317(c)(25)]; Green, Shannon [1 V.S.A. sec. 317(c)(25)]

**Subject:** RE: 3 analyses

[1 V.S.A. sec. 317(c)(15)]



Outside Scope of Request



Outside Scope of Request



**From:** Boyd, Tom (<mailto:Tom.Boyd@vermont.gov>)


**Sent:** Wednesday, February 24, 2016 6:53 AM

**To:** Hathaway, Carrie <[Carrie.Hathaway@vermont.gov](mailto:Carrie.Hathaway@vermont.gov)>

**Cc:** Cudly, Steve **1 V.S.A. sec. 317(c)(25)**; Schilling, Lisa <[Lisa.Schilling@vermont.gov](mailto:Lisa.Schilling@vermont.gov)>; Svehla, Ron  
**1 V.S.A. sec. 317(c)(25)**; Green, Shannon **1 V.S.A. sec. 317(c)(25)**

**Subject:** Re: 3 analyses

**1 V.S.A. sec. 317(c)(15)**



Sent from my iPhone

Outside Scope of Request







