



150 Dorset Street  
Suite 245, PMB 358  
South Burlington, VT 05403

## Board of Director's Meeting

January 27, 2026

3:00-5:00pm

### Agenda

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|--|---------------|------------------|
| 1. Call to Order   | Emma Harrigan | 5 min            |
| a. Vote on December Meeting Minutes*                           |               | *Action Required |
| 2. Chair's Report  | Emma Harrigan | 10 min           |
| 3. Treasurer's Report  | Deb Royce     | 15 min           |
| a. Review of 990 for Fiscal Year 2025                          |               |                  |
| b. New Finance Committee Members                               |               |                  |
| 4. President's Report  | Randy Farmer  | 60 min           |
| a. Customer Experience Project- <i>Nikki Ball (consultant)</i> |               |                  |
| b. Organizational and People Update- <i>Cara Callanan</i>      |               |                  |
| i. Staffing Change   |               |                  |
| ii. Performance Reviews  |               |                  |
| iii. Organizational and Personal Goals                         |               |                  |
| iv. Market Impact and Potential Assessment                     |               |                  |
| c. User adoption update  |               |                  |
| d. VITLAccess 101 Webinar for Clinicians CE credits            |               |                  |
| e. Platform Update   |               |                  |
| 5. Adjournment   | Emma Harrigan |                  |

*Mission: To securely aggregate, standardize, and share the data needed to improve the effectiveness of health care for Vermonters.*



**January 27, 2026  
3:00-5:00PM  
Board of Directors Meeting  
Teams Conference Call**

**Board Members Present:**

- Jessa Barnard    
  Shawn Burroughs    
  Steve Cummings    
  Randy Farmer    
  Leah Fullem    
  Emma Harrigan  
 Carrie Hathaway    
  Dr. Rick Hildebrant    
  Sarah Lindberg    
  James Mauro    
  Debra Royce    
  Dr. Norman Ward

**VITL Staff and Other Present** Cara Callanan, Justin Tease, Sue Caswell, Kristina Choquette, and Erica Pietricola. Consultant Nikki Ball and Primmer legal counsel John Wallace also in attendance.

Topic	Presenter	Discussion	Action
Meeting Convened		Emma Harrigan convened the meeting at 3:02pm.	
1. Meeting Minutes*	Emma Harrigan	<b>Motion:</b> Approve the December 2025 meeting minutes as presented.	<b>Motion:</b> Norman Ward <b>Second:</b> Dr. Rick Hildebrant <b>Abstain:</b> Steve Cummings & Carrie Hathaway <b>Approved</b>
2. Chair’s Report	Emma Harrigan	<ul style="list-style-type: none"> <li><i>Maurine departing VITL for an opportunity in Maine</i></li> </ul>	
3. Treasurer’s Report	Deb Royce	<ul style="list-style-type: none"> <li>Form 990</li> <li>New Finance Committee Members:               <ul style="list-style-type: none"> <li><i>Carrie Hathaway</i></li> <li><i>Sarah Lindberg</i></li> <li><i>Dr. Norman Ward</i></li> <li><i>Approved new member: Andrew Hanson</i></li> </ul> </li> </ul>	
4. President’s Report <ul style="list-style-type: none"> <li>Customer Experience Project</li> </ul>	Nikki	<ul style="list-style-type: none"> <li>Nikki presented her slides to the Board to introduce her Customer Experience Project:</li> <li>Who is VITL’s customer? The hospitals, the payers, the users of VITLAccess, as well as the patients</li> </ul>	

<ul style="list-style-type: none"> <li>• Org &amp; People Update</li> <li>• Platform Update</li> </ul>	<p>Cara</p> <p>Randy</p>	<ul style="list-style-type: none"> <li>• What does the customer need?</li> <li>• Leaders: They understand the importance of customer experience</li> <li>• Laggards: Customer experience is lacking, focus should be on improvement</li> <li>• A CUSTOMER EXPERIENCE PROGRAM WILL HELP IMPROVE PEOPLE, PROCESS &amp; PRODUCTS/SERVICES</li> <li>• Documentation of customer touchpoints for VITL’s services, with a focus on those provided to the State of Vermont.</li> <li>• The identification and documentation of customer pain points associated with those touchpoints and where in the service delivery process these pain points are generated.</li> <li>• Prioritize those pain-points for mitigation and elimination, helping to build a repeatable process that will ensure that the customer voice is embedded in ongoing product roadmaps and prioritization.</li> <li>• Work cross-functionally with VITL resources and develop plans for correcting those pain points.</li> <li>• Identify where VITL has strong customer experience so those approaches can be solidified and replicated.</li> <li>• Develop critical success factors and corresponding KPI’s for VITL’s Customer Experience function.</li> <li>• Define and establish repeatable monitoring processes of established critical success factors and corresponding KPI’s.</li> <li>• Define customer and key stakeholder communication plans to ensure visibility of how the customer voice is continuously leveraged to improve experiences.</li> <li>• Timeline: Discovery in February/March, Interviews &amp; Assessment though March/April, Journey Mapping &amp; Pain Points in April/May, Delivery &amp; Activation begin June/July</li> </ul> <hr/> <p>People Update</p> <ul style="list-style-type: none"> <li>• Maurine Gilbert will be departing VITL after 5 years with the company, for a new position in Maine, her last day is February 6<sup>th</sup></li> </ul>	
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		<p>Organizational Update</p> <ul style="list-style-type: none"> <li>• Broaden goal setting and performance reviews:</li> <li>• Mid-year check-ins and end of year reviews for all VITL Staff</li> <li>• bonus compensation tied to goals- both organizational and personal goals</li> <li>• individual goals will look different based upon role and function</li> <li>• Any bonus program will be presented and approved by the Executive Committee before being implemented</li> </ul> <p>Market impact and potential assessment consulting project</p> <ul style="list-style-type: none"> <li>• What we are bringing and what its worth</li> <li>• Identify areas where we can leverage what we have and what we can do that can be used</li> </ul> <p style="text-align: right;"><i>Jessa Barnard joined at 3:45pm</i></p> <p>CSS Contract Project Update</p> <ul style="list-style-type: none"> <li>• MSA and SoW reviews have been paused</li> <li>• Meeting scheduled with State secretaries on 2/27</li> </ul>	
5. Adjournment		Motion to adjourn at 4:52pm	<p><b>Motion:</b> Steve Cummings  <b>Second:</b> Dr. Rick Hildebrant  <b>Abstain:</b> n/a  <b>Approved</b></p>

Erica Pietricola, Office Coordinator  
VITL