

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24

COOK COUNTY/FOREST PRESERVE DISTRICT  
ANNUITY AND BENEFIT FUND  
SPECIAL AUDIO MEETING OF THE HEALTH BENEFITS  
COMMITTEE

STENOGRAPHIC REPORT OF PROCEEDINGS had at  
the audio meeting of the above-entitled matter,  
held at 70 West Madison Street, Suite 1925, in the  
City of Chicago, County of Cook, State of Illinois,  
on Wednesday, April 28, 2020, commencing at the  
hour of 9:30 a.m.

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24

APPEARANCES

TRUSTEES PRESENT BY AUDIO CONFERENCE:

LAWRENCE L. WILSON, President  
PATRICK McFADDEN, Vice-President  
DIAHANN GOODE, Secretary  
JOHN BLAIR  
STEPHEN HUGHES  
JOSEPH NEVIUS  
KEVIN OCHALLA  
JAMES M. O'ROURKE

STAFF PRESENT IN PERSON OR BY AUDIO CONFERENCE:

REGINA TUCZAK, Executive Director  
MARGARET FAHRENBACH, Legal Advisor  
CAROLINE VULLMAHN, Deputy Executive Director  
JANE HAWES, Director of Health Benefits  
RACHELLE HOWLIET, Senior Health Benefits Specialist  
TONYA JACKSON, Health Benefits Associate

ATTORNEY FOR THE BOARD:

BURKE, BURNS & PINELLI, LTD.  
BY: MS. MARY PATRICIA BURNS

ALSO:

CVS HEALTH  
SEAN DONOVAN  
JAMES HOGAN  
KATHY GOERGES

UNITED HEALTHCARE  
MICHAEL MORRIS  
BETHANY BUMP-WHITE  
MICHAEL WALL

SEGAL  
DAN LEVIN  
CRISTINA DELEON  
PETER CAVANAUGH  
THOMAS WYSZOMIRSKI

1 MS. FAHRENBACH: This is the recording of  
2 the Health Benefits Committee on April 28, 2020.  
3 It is recorded pursuant to the Governor's Executive  
4 Order.

5 CHAIRMAN McFADDEN: The time being nine  
6 o'clock, on April 28th, Tuesday, I'd like to  
7 convene this Special Audio Meeting of the Cook  
8 County and Forest Preserve District Annuity and  
9 Benefit Fund Health Benefits Committee for Tuesday,  
10 April 28th of 2020.

11 Mary Pat, as we discussed in the  
12 preparation for this audio meeting, will you please  
13 outline the procedures that you as fiduciary  
14 counsel are recommending that we follow for this  
15 meeting in order to comply with all applicable  
16 orders and laws?

17 MS. BURNS: Thank you, Chairman McFadden.

18 Let me explain to those on the call that  
19 this meeting is being held pursuant to Governor  
20 Pritzker's Executive Order Number 2020-07 and  
21 guidance provided by the Illinois Attorney General  
22 Kwame Raoul, which allows trustees to conduct  
23 meetings where the trustees are not physically  
24 present.

1           Consistent with those directives from  
2 both the Governor and the Attorney General, Notice  
3 of this meeting consistent with the Open Meetings  
4 Act has been provided. Notice has been publicly  
5 put on the website and members of the public have  
6 been provided with the call-in number in order to  
7 participate in the meeting.

8           Consistent with the Governor's Order, the  
9 agenda for the meeting has been pared down by staff  
10 to only deal with what the Committee deemed to be  
11 essential items and that agenda was prepared with  
12 the guidance of the Chair of the Committee.

13           Today's meeting is in effect an  
14 educational meeting and it is not expected that the  
15 Committee will take any action or that there will  
16 be a lot of dialogue today amongst the committee  
17 members. The purpose of the meeting is intended to  
18 allow trustees to receive information with the  
19 expectation that future meetings will be the better  
20 forum where the public can be physically present,  
21 for trustees to ask those questions and discuss the  
22 information provided today.

23           We are going to ask the Committee to be  
24 respectful of the hours set for the meeting. Both

1 the members of the committee and the vendors who  
2 are participating in this meeting need to watch the  
3 time constraints established prior to the meeting.  
4 The meeting is going to end at or before 10:30.  
5 That time has been set for a lot of reasons and we  
6 would ask people to respect the timeframes that the  
7 Executive Director has set up prior to the meeting  
8 with the individual vendors.

9 I believe vendors each have been given 20  
10 minutes to make their presentation so trustees on  
11 the phone can adjust their schedules accordingly.  
12 It is our expectation there would be 20 minutes  
13 from the various vendors that are presenting today,  
14 and then Segal will present.

15 Again, at the request of the Chair and  
16 the Executive Director and with guidance from your  
17 legal staff, we are going to ask you once we start  
18 to hold your questions and if you have questions  
19 regarding the information that you are receiving  
20 today that you direct those questions to Gina after  
21 the meeting and Gina will work to get you answers  
22 to prepare for what comes in the future. And that  
23 is important because your questions can either be  
24 directed to Gina or you can hold them until you as

1 a committee are back together in-person where you  
2 can discuss the information amongst yourselves.

3 The reason we're asking you to follow  
4 this format is that because of the limited nature  
5 of the audio call it is sometimes hard for  
6 questions to be articulated and the system we are  
7 using doesn't allow for discussion amongst the  
8 trustees.

9 Again, it is a little bit different than  
10 usual, but if you could jot down your questions, if  
11 you have them when you are listening to the  
12 information, you could direct those questions to  
13 Gina. Gina will make sure you get answers to those  
14 questions and then she will circulate the answers  
15 to the other members of the Committee and the other  
16 members of the Board that are on the call so that  
17 everybody has access to the same information that  
18 every other trustee has.

19 As a predicate, we want to remind the  
20 Trustees on the call and the members of the public  
21 that this informational or educational meeting is  
22 meant to give Trustees, including our newer  
23 Trustees, the foundation that will help them make  
24 an informed decision on health care issues down the

1 road, hopefully, in August, when the Health  
2 Benefits Committee meets to make recommendations to  
3 the full board regarding the rates that will be in  
4 effect for the next year.

5 So this is sort of a foundational  
6 meeting, educational meeting if you will, to then  
7 allow that informed decision to be made in August.

8 Now today's meeting as I said before is  
9 open to the public and I remind both the Trustees,  
10 the vendors and the members of the public who may  
11 dial in that this meeting is being recorded.

12 A transcript or summary of the meeting  
13 will be made available on the Fund's website at a  
14 later date and we will work with the vendors to  
15 make sure that the information conveyed in that  
16 transcript is accurate.

17 Now my final request, at the request of  
18 the Chair and on behalf of the Board and the  
19 Committee, is that everybody on the phone who is  
20 not talking mute their phones to minimize the  
21 background noise and allow the vendors to be able  
22 to present their materials to the members of the  
23 Committee and the Board in a manner where they can  
24 hear it and understand it.

1                   So with that, sir, I think you are ready  
2 to proceed.

3                   CHAIRMAN McFADDEN:   Okay.

4                   TRUSTEE O'ROURKE:   Pardon the  
5 interruption.   This is Trustee O'Rourke.   I have  
6 joined the meeting.

7                   MS. BURNS:   Trustee O'Rourke, thank you  
8 for joining us.   You will be noted in the minutes.

9                   TRUSTEE O'ROURKE:   Thank you.

10                  CHAIRMAN McFADDEN:   Did you hear Mary  
11 Pat's comments, Jim?

12                  MR. O'ROURKE:   Yes.

13                  CHAIRMAN McFADDEN:   Thank you.

14                  Peggy, would you please call the roll.

15                  MS. FAHRENBACH:   Yes, Trustee McFadden.

16                  Trustee Blair.

17                  TRUSTEE BLAIR:   I am here.   Good morning.

18                  MS. FAHRENBACH:   Trustee Goode.

19                  TRUSTEE GOODE:   Present.

20                  MS. FAHRENBACH:   Trustee Hughes.

21                  TRUSTEE HUGHES:   Present.

22                  MS. FAHRENBACH:   Trustee Kouruklis.

23                  Trustee McFadden.

24                  CHAIRMAN McFADDEN:   Present.



1 MS. FAHRENBACH: Trustee O'Rourke.

2 TRUSTEE O'ROURKE: Present.

3 MS. FAHRENBACH: Trustee Wilson.

4 TRUSTEE WILSON: Present.

5 MS. FAHRENBACH: Trustee Ochalla.

6 TRUSTEE OCHALLA: Here.

7 MS. FAHRENBACH: There is a quorum  
8 present.

9 CHAIRMAN McFADDEN: Thank you.

10 MS. FAHRENBACH: Trustee Nevius. I think  
11 I omitted him.

12 TRUSTEE NEVIUS: Yes. Present.

13 MS. BURNS: That is above and beyond,  
14 Trustee Nevius, to be on the call.

15 TRUSTEE NEVIUS: Yes. I am a non-member.

16 MS. BURNS: I know. It is great.  
17 Welcome.

18 TRUSTEE NEVIUS: Thank you.

19 CHAIRMAN McFADDEN: Now the next point  
20 would be an opportunity for public comment  
21 consistent with the Public Act 91-0715, with  
22 reasonable constraints determined by the Board of  
23 Trustees.

24 At each meeting of the Board, including

1 committee meetings, members of the public may  
2 request a brief time to address the Committee on  
3 relevant matters within its jurisdiction.

4 Are there any requests for public comment  
5 today? If any member of the public wants to speak,  
6 please identify yourself for the record.

7 With apparently no one from the public  
8 wanting to comment today, we will proceed to the  
9 agenda for today.

10 The first item on the agenda are the  
11 minutes from the meeting of October 24th of 2019.

12 Have you had an opportunity to take a  
13 look at the Minutes and would someone please make a  
14 motion to approve those minutes?

15 TRUSTEE WILSON: This is Trustee Wilson.

16 I move that the minutes for October 24,  
17 2019 be approved.

18 CHAIRMAN McFADDEN: Seconded by?

19 TRUSTEE HUGHES: This is Trustee Hughes.

20 I second Trustee Wilson's motion.

21 CHAIRMAN McFADDEN: Thank you. Motion to  
22 approve the minutes of the meeting from October  
23 24th of last year.

24 All in favor?

1 (Chorus of ayes.)

2 CHAIRMAN McFADDEN: Opposed?

3 Thank you. The minutes have been  
4 approved.

5 I am now going to ask Gina to handle the  
6 presentations, coordinate the presentations, and  
7 remind everyone that we have asked those  
8 participating today to limit their comments to 20  
9 minutes.

10 I would ask my fellow trustees to keep  
11 any questions until such time we are together  
12 in-person or direct any questions to Gina or myself  
13 who will make sure to answer the questions and  
14 share the information with all the other members of  
15 the Committee along with the questions so that we  
16 may be educated on all the matters covered today.

17 Gina, the first item I believe is we are  
18 going to hear from CVS on the benefits plan  
19 performance for the last calendar year.

20 MS. TUCZAK: Yes. Thank you, Chairman  
21 McFadden.

22 CVS is going to have two presentations.  
23 The first presentation is with respect to the  
24 Medicare program for pharmacy benefits also

1 referred to as the EGWP SilverScript and Wrap Plan.

2 At this time there are three members of  
3 the CVS team that will walk you through the  
4 presentation.

5 And I will ask Sean Donovan if you could  
6 introduce the other two members with you and begin  
7 your presentation. Thank you.

8 MR. DONOVAN: Good morning, everyone.  
9 Again, my name is Sean Donovan. I am with CVS  
10 Health or SilverScript.

11 My focus has historically always been the  
12 SilverScript or Medicare. The EGWP Plan that we  
13 always refer to for the Medicare retirees of the  
14 Pension Fund.

15 Also on the line today, I have Jim or  
16 James Hogan, who has been with the Pension Fund for  
17 many years. His focus is on the commercial  
18 pre-Medicare population.

19 And then finally on the phone, I have  
20 Kathy Goerges, who is our Clinical Advisor here at  
21 CVS. She can answer all matters or all questions  
22 clinical related when it comes to specific drugs or  
23 a clinical specific question.

24 Again, the first topic today will be the

1 Medicare or EGWP population and their drug  
2 utilization for 2019. And then after that I will  
3 hand it over to Jim to go over the pre-Medicare  
4 population.

5 Am I set to get going, Gina?

6 MS. TUCZAK: Absolutely, please do, and I  
7 have started your time so if you could proceed  
8 onward. Thank you, Sean.

9 MR. DONOVAN: Thanks, Gina.

10 I am on the slide labeled Cook County  
11 Pension Fund EGWP on slide one. It references the  
12 Medicare Employer Group Waiver Plan for 2019.

13 If you can please move to Page Number 2  
14 and at the top there it is labeled Key Metrics at a  
15 Glance and I will kind of look through the slide  
16 from top to bottom and go through the numbers.

17 Again, this is the focus on your EGWP  
18 Medicare population. And on the top here, we have  
19 got a couple of columns, and we can see that we are  
20 going to be comparing January through December of  
21 2018 and how those figures change moving forward  
22 January through December of 2019.

23 I'm sorry. I heard some feedback. Was  
24 there a question already?

1 MS. BURNS: No. I would ask people to  
2 mute their phones if they are not speaking.

3 MR. DONOVAN: Thank you.

4 Again, looking at the top of the slide  
5 here, we can see that the average members did raise  
6 almost 300 or about -- just over 200 members for  
7 2018 into 2019. So as of 2019 we are looking at  
8 just under 9300 members being in this EGWP Medicare  
9 benefits and of that population we can see the next  
10 row below about 71 and a half or 72 percent of  
11 those numbers are actually utilizing the benefits  
12 and getting prescriptions on an annual basis.

13 In that far right-hand column, where it  
14 is labeled "Peers" at the top there, that is our  
15 comparison numbers showing our EGWP book of  
16 business.

17 You can see as we go through this slide  
18 how some of these figures compare to our EGWP book  
19 of business for all of our other EGWP book of  
20 business clients that we have today.

21 Moving down going to the next bracket  
22 which is labeled "Total Medicare Part D Drug  
23 Costs".

24 We can see from an overall gross drug

1 cost prospective for your medications, it raised  
2 about 4 million dollars every year or about 9  
3 percent. So you went from 42.4 million to 46.3  
4 million in 2019.

5 Now the next row below is labeled  
6 "Rebates".

7 In case there is any parties on the call  
8 today that need a refresher on what a rebate is,  
9 this is a set amount that we have negotiated, along  
10 with your consultant Segal. It is a set amount for  
11 any brand name medication that a Member receives.  
12 It is a said amount that the Pension Fund receives  
13 back from the pharmaceutical manufactures and we  
14 pass this amount back to the Pension Fund at 100  
15 percent.

16 So on this EGWP Plan, many members are  
17 buying brand name medications and for each brand  
18 name medication you are getting a set amount back  
19 and sometimes it is an amount over that, if the  
20 pharmaceutical manufacturer is actually giving us  
21 more. But essentially it is set amounts that you  
22 are receiving back for any brand name medication  
23 that a Member fills.

24 For 2019, those rebates added up to just

1 over 11 million dollars, which you can see when  
2 compared to 2018 was a healthy increase of about 34  
3 percent. This is again in large part due to the  
4 increase in rebates and pricing that we negotiated  
5 on your behalf.

6 When you factor in rebates, that moved  
7 the gross cost with rebates down to about 35.3  
8 million in 2019. You can see about 3.3 percent  
9 increase from 2018 where it was 34.2 million.

10 The next row below is labeled "Member  
11 Cost". These are essentially your member copays  
12 that have added up throughout the year.

13 Not much changed there from 2018 to 2019  
14 because the Pension Fund did not make any copay  
15 changes. We saw a little movement in terms of the  
16 amount of copays members were paying.

17 That Member Cost Share percentage or the  
18 percentage of copays overall was a slight decrease  
19 of about 7 and a half percent average Member Cost  
20 Share in 2019.

21 If you look at the far right-hand side  
22 there, the column labeled "Peers", that is a 6.7  
23 percent. We can see that you're still managing  
24 costs well in terms of a plan design prospective,



1 but numbers are still contributing to the benefits  
2 and it is about average of what we're seeing for  
3 the book of business as well.

4 So we factor in rebates and all those  
5 member copays or cost share, that dropped the total  
6 net cost down to 31.8 million for 2019. Which  
7 again there is only about 3, 3 and a half percent,  
8 increase over 2018 where it was 30.8 million.

9 I will keeping moving down on the slide  
10 to the bracket labeled "EGWP Offsets and Subsidies"

11 So, again, you are in an EGWP because you  
12 receive many different flows or subsidies coming  
13 back from CMS or from Medicare. These greatly help  
14 offset the costs for this Medicare population.

15 And for 2019 the total for all those  
16 offsets or subsidies coming back from Medicare  
17 equalled about 18.7 million for the whole year,  
18 which was almost a 35 percent increase from 2018  
19 where that was 13.9 million.

20 CMS made some positive changes in 2019  
21 and increased some subsidies. You can see that 34  
22 percent increase really drove home and reflected  
23 here for that 18.7 million that the Pension Fund  
24 received back.

1           So when we factor in all those rebates I  
2 went over, the member cost share, and now the EGWP  
3 offset and subsidies I just mentioned, that dropped  
4 the Fund's liability down to 13.1 million in 2019.  
5 Which when you look at the figure on the left-hand  
6 side there from 2018, it was 16.9 million. So we  
7 are showing about a 22 percent decrease in overall  
8 costs year over year for 2019 for the Pension Fund.  
9 So that is great news to report back.

10           The bottom bracket here is some of those  
11 costs reflected on a Per Member Per Month or PMPM  
12 rate.

13           I am not going to go through all of this  
14 but I will just focus on the bottom figures there  
15 that I drew the black box around and you can see  
16 from a Per Member Per Month figure, when you add up  
17 all the subsidies, rebates, and how they drive down  
18 the costs, the Per Member Per Month cost in 2019  
19 for the Cook County Pension Fund Medicare members  
20 was \$124.02. As you can see, it is a healthy  
21 decrease year over year from 2018 where it was  
22 \$161.30. A negative rate of 23.1 percent year over  
23 year and that negative 23.1 decrease is directly  
24 reflected in that graph on the right-hand side

1 there, that large bar going down. It is always  
2 great to report back a negative trend like that  
3 when it is so significant.

4 I will move on to slide Number 3. This  
5 one is also labeled "Key Metrics at a Glance". It  
6 is a bit shorter.

7 This is essentially the different drug  
8 mix for medication that the numbers are using from  
9 a high level prospective. In terms of how the  
10 members are using various brand name medications or  
11 generics, everything was pretty much in line in  
12 2019 from what we saw in 2018. There weren't any  
13 major shifts.

14 Then from comparing the Cook County  
15 Pension Fund to the peers or book in business trade  
16 with again no major outlayers. The Pension Fund is  
17 using about 87 percent generics compared to the  
18 book in business so you are doing well there. Your  
19 members are using generics where they can and that  
20 is great to see.

21 The middle section is labeled  
22 "Utilization". These are the various channels they  
23 are utilizing. Whether they are going to retail,  
24 mail or many of the Cook County pension members

1 love that Choice Script option where they can get a  
2 90 day supply of their maintenance medications at  
3 CVS retail locations, including the Target  
4 location.

5 We really like to drive home that  
6 maintenance choice option. It is a win-win for  
7 your members and the Pension Fund essentially  
8 getting a better bang for its buck for that level  
9 there. You can see almost 45 percent of the  
10 prescriptions were eligible for that maintenance  
11 choice option.

12 When you look at the book of business on  
13 the right-hand side there, it is only showing about  
14 13 percent. Again, Cook County Pension Fund  
15 members really love that maintenance choice option  
16 to get their medications filled.

17 On the bottom here, we have the high cost  
18 medications. Often times the injectables that cost  
19 a lot of money. And we can see that the increase  
20 was about 19 to 20 percent year over year. You  
21 went from 15.4 million in 2018 to 18.4 million in  
22 2019. This is essentially what we are seeing  
23 across our book of business. So the increase in  
24 the specialty section is not specific to the Cook

1 County Pension Fund. It is a large increase but it  
2 is exactly what we are seeing across the book of  
3 business.

4 I will go ahead and move on to slide  
5 Number 4. This one is labeled "Your Top Ten  
6 Therapeutic Class Review".

7 This is a review of the top ten  
8 therapeutic classes that your members are  
9 essentially utilizing throughout the whole benefit  
10 year.

11 On the top left-hand side of the chart,  
12 we have got the book of business rank. Again, that  
13 is your EGWP peers. All the Medicare clients that  
14 we also manage for the EGWP population. And then  
15 we have the Prior Rank, which is the 2018 level.  
16 Current Rank is your 2019 rank as well.

17 I will go through it and kind of give a  
18 brief overview of what this slide is showing.

19 From a ranking prospective, ranks one  
20 through seven, and I have the black box around  
21 ranks one through seven. The Pension Fund ranks  
22 for 2018 and 2019 and there was no change for those  
23 top seven therapeutic classes. There was no real  
24 major shifts of utilization in terms of how members

1 or what types of medication members are filling  
2 throughout the year.

3 Antidiabetics is always Number 1. You  
4 can see on the left-hand side there is also the  
5 book of business or peer is Number 1 as well.

6 You see about almost 45 percent of  
7 prescriptions were eligible for that Maintenance  
8 Choice option.

9 When you look at the book of business on  
10 the far right-hand side there, that is showing  
11 about a 13 percent.

12 Again, Cook County Pension Fund members  
13 really love that Maintenance Choice option for  
14 getting their medications filled.

15 On the bottom here, we have got the  
16 specialty section. High cost medication. Often  
17 times they are the injectables that cost a lot of  
18 money. And we can see that the gross cost increase  
19 is about 19 to 20 percent year over year. So you  
20 went from 15.4 million in 2018 to 18.4 million in  
21 2019.

22 This is essentially what we are seeing  
23 across our book of business so it is not specific  
24 to the Cook County Pension Fund. Across the EGWP

1 book of business or Medicare book of business,  
2 we're seeing similar increases for specialty  
3 medications.

4 It is a large increase but exactly what  
5 we are seeing across the book of business.

6 I will go to slide Number 5. This is  
7 more for your own reference in case you are  
8 wondering back from the previous slide what sort of  
9 drugs may be reflected and shown in the various  
10 classes and what drugs may be driving some of those  
11 costs.

12 Number 1 there on the top, we can see a  
13 drug there called Revlimid, which you can see on  
14 the right-hand side there. The dispense type is  
15 labeled a Specialty medication.

16 As we just went over, your specialty  
17 costs are going up about 20 percent year over year.  
18 This is one of the reasons why because of drugs  
19 like Revlimid that are being utilized more and more  
20 by members.

21 This drug specifically, towards the  
22 right-hand side, you can see the gross cost was  
23 about 2.6 million for 2019. Only having about 23  
24 utilizers with about 180 prescriptions.

1           It is a very costly drug. About \$14,000  
2 or so per prescription and it is a Number 1 drug  
3 for the Cook County Pension Fund and the Number 2  
4 drug EGWP book of business.

5           Again, this slide is more for your own  
6 reference in case you are wondering off of the  
7 previous slide which drugs may be impacting the top  
8 ten therapeutic classes.

9           If you have any followup questions in  
10 terms of these specific medications, feel free to  
11 let Jane and Gina know and we can get our clinical  
12 advisor answer those for you.

13           The next slide is slide Number 6. This  
14 one is labeled "Your Enhanced Benefits Only.  
15 Therapeutic Class Review".

16           And what enhanced means is it essentially  
17 that Wrap benefit that Gina mentioned when she was  
18 introducing me.

19           Again, in case you are not too familiar  
20 in terms of what an EGWP is, it has two various  
21 plans working behind the scene. It has a Medicare  
22 plan on the front end and on the back end you have  
23 this enhanced or Wrap benefit that kind of wraps  
24 around the standard Medicare plan and offers many



1 additional benefits in terms of drug coverage.

2 This slide specifically speaks to that  
3 wrap around coverage or the extra coverage that the  
4 Pension Fund provides for its members.

5 These classes are only those drugs that  
6 are going through that Wrap coverage specifically.

7 So, again, in terms of ranking 2018 into  
8 2019, we can see that there was no shift or  
9 movement for Classes 1 through 6. So 1 through 6,  
10 no change from 2018 into 2019. So there weren't  
11 any really major pull outs here.

12 Only thing I was going to mention is that  
13 in terms of if there is any strategic outlook for  
14 the future that you need to change in future years,  
15 this would be one of those categories we look at  
16 first in terms of any changes.

17 Again, we're seeing that healthy negative  
18 trend from 2018 to 2019 from an overall net cost  
19 prospective. The costs are looking really great  
20 right now for the Pension Fund for the EGWP  
21 population. There is nothing in particular I would  
22 recommend, but this is more of an FYI in terms of  
23 those specific drugs.

24 I will move to slide Number 7. This is

1 another top drug slide similar to the one I went  
2 through a couple of slides ago.

3 This one differs in that it only applied  
4 to the previews slide I just went through for those  
5 Wrap only drug classes. These top 25 drugs speak  
6 only to those drugs going through that Wrap or  
7 enhanced benefit.

8 You can take a look at this after the  
9 presentation, or if you have already seen it,  
10 please let Jane and Gina know if you have any  
11 questions.

12 But it goes through the Wrap only drugs  
13 and the 25 Wrap drugs that the Pension Fund members  
14 are utilizing.

15 A lot of these are diabetic supply  
16 related, number one. And the One-Touch test strips  
17 for the blood glucose monitors. Quite often number  
18 one for many clients in terms of the diabetic  
19 usage.

20 You can go through the rest of the slide  
21 at your own leisure in terms of if you have any  
22 questions or comments to make to Gina and Jane and  
23 they can get them back to my team here.

24 That was the portion of my presentation

1 in terms of Medicare or EGWP review. Again, if you  
2 have any questions specifically, please feel free  
3 to let Gina and Jane know. We are happy to address  
4 any questions after this presentation.

5 With that said, Gina, I will turn it over  
6 to Jim for focus on the pre-Medicare population.

7 MS. TUCZAK: Thank you, Sean, for your  
8 presentation and for keeping it concise and  
9 summarized.

10 We will move on to the next presentation  
11 by CVS, which is the non-Medicare pharmacy benefit.

12 And with that, as you suggest, we will  
13 turn this over to Jim Hogan.

14 Jim, I will let you take this from here  
15 and introduce anybody else from your team that is  
16 on the call that Sean has not already introduced.

17 Thank you.

18 MR. HOGAN: Thank you, Gina. Thank you  
19 for the opportunity to present today.

20 I have Kathy Goerges on the line with me  
21 as well as Sean introduced earlier. She is a  
22 pharmacist by trade and will be helping support the  
23 presentation entitled CCPF Non-Medicare.

24 So similar to what Sean had just

1 presented, this is the same timeframe so 2018  
2 versus 2019. This is, of course, the non-Medicare  
3 benefit.

4 I'd like to begin today on Page 2. Page  
5 2 is entitled "Your Prescription Benefit Financial  
6 Summary".

7 What you will see at the very top is your  
8 prescription costs AWP.

9 (Phone interruption.)

10 MS. BURNS: I hate to be the bully, but  
11 if everybody could please mute their phones, if  
12 they are not speaking. Only Mr. Hogan's phone  
13 should not be on mute.

14 MR. HOGAN: Thank you.

15 You will see the AWP is your prescription  
16 costs before the discount. The 2018 versus '19  
17 relatively flat. Total discount relatively flat as  
18 well at about 13.3 to 13.4 million.

19 This brings us down to our cost  
20 components. This is where we get to the Fund's  
21 total gross cost.

22 As you can see, in 2018, on the left-hand  
23 column, you will see 14.1 million. A slight  
24 reduction or a 1.1 percent on the 13.9.

1           Now when we get into the member costs,  
2           this is the member copays. In 2018, we had a  
3           million dollars of copay coming from members. That  
4           is down 12 percent to \$900,000.

5           Similar to what Sean referenced in the  
6           earlier presentation, the member cost share has an  
7           erosion as well. So as member co-pays remain the  
8           same and as utilization and inflation go up, the  
9           Fund is assuming a larger percentage of the total  
10          cost of the prescription from 7.3 percent in 2018  
11          with an 11.1 percent reduction moving into 2019  
12          resulting in a 6.5 percent members cost share.

13          This brings the total net cost before  
14          rebates to 13 million in 2018. Slight reduction of  
15          negative .3 percent. 13.05 million in 2019.

16          So very flat out of the gate here, with  
17          the exception of the member cost share which  
18          experienced an erosion.

19          Now we get into the rebates for the Fund.  
20          So same definition as Sean had previously  
21          articulated where these are monies that come back  
22          to the Fund based on brand drugs that are  
23          dispensed.

24          3.3 million in 2018. A 5.3 percent

1 increase up to 3.5 million in 2019 further helping  
2 mitigate the Fund's cost.

3 The end of day costs for the Fund went  
4 from 9.7 million. Now it is down 2.2 percent to  
5 9.5.

6 On the next page, Page 3, we'll get into  
7 the details of what is driving those costs.

8 The next slide is entitled "Key Metrics  
9 at a Glance". I will start at the very top with  
10 Eligibility.

11 You will see the top row the Average  
12 Eligible Members Per Month. These are your  
13 non-Medicare members. Slight reduction of 3.9  
14 percent.

15 There is about 3,500 members in 2019 who  
16 were eligible for this plan. Relatively flat  
17 utilization of the percentage of members at  
18 56 percent. A bit higher than the peer that we  
19 have here.

20 So we have our employer book of business  
21 as a benchmark and then on the far right-hand  
22 column you will see employers over 64. This is a  
23 more suitable alignment for the Fund where we are  
24 recognizing that a lot of your members are under 64

1 in the non-Medicare group.

2 The utilization pattern, based on age,  
3 are more closely aligned with an over 64 plan than  
4 an average employer plan with a lot of young  
5 dependents.

6 As you will see in the bottom row of the  
7 Eligibility section, the average member age for the  
8 Fund is flat at 59 where our employer book of  
9 business is 36 over 64 and 74.

10 Moving down to the Cost with Rebate  
11 section, what I'd like to do is convey some of the  
12 moving parts within your cost component.

13 As we saw in the earlier page, the total  
14 gross cost is at 14. Relatively flat over to '18  
15 and '19.

16 Now here's where we get into your gross  
17 Cost with Rebates. Slight reduction of 3 percent.  
18 Net cost after rebates slight reduction as  
19 previously shown. Negative 2.2.

20 As we move down to the Gross Cost with  
21 Rebates PMPM, this is where we divide by the total  
22 number of members eligible for the plan.

23 This is where we see, even after the  
24 reduction in the size of the population for this

1 group, it is a relatively flat trend. \$246 up to  
2 \$248. It is less than 1 percent increase for the  
3 plan year over year.

4 From a net prospective, based on that  
5 moderate erosion in member cost share, your net  
6 cost PMPM is up an extra point. So 1.8 percent  
7 from a total trend prospective.

8 You will see the box that I have called  
9 out in the bottom row of that Cost with Rebate  
10 section called Member Cost Share.

11 I wanted to give the Fund an idea where  
12 you stand in relation to our other benchmarks. So  
13 the average employer in our book of business and  
14 the employees over 64. The plan has a 6.5 percent  
15 Member Cost Share with its members where the  
16 averages are at about 10.

17 Moving into Drug Mix, this gets to what  
18 types of medications are actually being utilized by  
19 the Fund membership. Single source brand, multi  
20 source, generic dispensing rate. You have your  
21 brand and generic.

22 Very positive to see the box that is  
23 called out, second to bottom row, as your generic  
24 dispensing rate. You have 87.3 percent of all



1 medications being dispensed for this population  
2 going through as generic, that is great for cost  
3 sustainability.

4 So your members are going to save money  
5 by using generics because their copays are lower  
6 and the Fund is going to save money because those  
7 medications are less expensive. On top of that,  
8 you have a deeper discount on those medications as  
9 well because there is more competition in the  
10 market so all very good.

11 Similar to what Sean had commented on  
12 earlier in the Utilization section, you will see a  
13 box that I called out on the Maintenance Choice row  
14 second from the bottom.

15 Your members really do prefer the CVS or  
16 Target 90-day supplies. So helping keep the Fund's  
17 cost down is this metric as well. Lots of generics  
18 and a lot of 90-day utilization, which is a  
19 preferred channel from a cost containment  
20 prospective for the Fund. Better rebates, better  
21 discounts and lower cost share for the member. So  
22 everybody is following into that channel.

23 Total Days' Supply PMPM is your overall  
24 utilization of just 1 percent. Pretty much in line

1 with the benchmark with the 88.9 compared to 88.5.

2 So the amount of the medication being  
3 utilized by your plan is pretty consistent with  
4 what we see within our book of business.

5 What I'd like to do is take your  
6 attention down to the Specialty section. This is  
7 where we did see some increase that Kathy is going  
8 to review in a couple of slides.

9 At a high level, you will see that up to  
10 this point everything is being driven into cost  
11 mitigating channels quite well.

12 There is a lot you can control for in the  
13 nonspecialty area. In the specialty area, we do  
14 see some increases primarily related to some unique  
15 medications that are being used by Pension Fund  
16 members and this is an area where the Fund has a  
17 great deal of management on all specialty  
18 medication that are dispensed through the CVS  
19 health contract and through the efforts of Segal to  
20 introduce some of those cost mitigating edits.

21 However, as I mentioned, some of the  
22 specialty utilization is in some ways the hand that  
23 you were dealt. You have just a handful of members  
24 who are driving a lot of this cost.

1           Just a couple boxes before we move on.  
2           You will see that the number of -- or the  
3           percentage of utilizers who are on specialty  
4           medication went up quite a bit. 18.6 percent. And  
5           specialty is a percentage of your gross cost which  
6           is also a bit higher with a 3.4 percent rise.

7           Now what I'd like to do is bring you to  
8           Page 4 and speak about adherence. Leading up to  
9           this slide, I have conveyed that you have members  
10          who are utilizing --

11          TRUSTEE WILSON: Let me ask a question.  
12          I was trying not to interrupt. You were going so  
13          good.

14          Lawrence Wilson. Trustee Wilson.

15          You were looking at the PMPM. Is there a  
16          number on the non-Medicare that we should compare  
17          against for the Medicare just to see the comparable  
18          metric for the cost PMPM?

19          MR. HOGAN: Sure, Lawrence. I will  
20          actually ask if Dan Levin could answer that.

21          MR. LEVIN: I am on the line.

22          MR. HOGAN: He may have a comparable  
23          response on that.

24          MR. LEVIN: So I would just take a look

1 at the gross cost, which is your claims, because we  
2 don't want to get EGWP subsidies that come from the  
3 Government or the rebates involved yet. We just  
4 want to see what the claims are.

5 The PMPM -- does it even have it on here,  
6 Sean, without the rebates?

7 MR. HOGAN: On the commercial side, Dan,  
8 we do not. I will turn it over to Sean to comment  
9 on the EGWP presentation.

10 MR. DONOVAN: On the EGWP side, gross  
11 cost from a Per Member Per Month perspective for  
12 the EGWP is \$415 gross cost.

13 MR. HOGAN: I will add to that, a lot of  
14 that is based on utilization as well. Just the  
15 demographics of the EGWP population are prone to  
16 more medication being dispensed, that is usually a  
17 major component of it.

18 MR. LEVIN: That demographic, of course,  
19 that population is a bit older. So they are using  
20 quite a few of those oncology medications. Many of  
21 those happen to be those specialty high cost  
22 medications these days.

23 TRUSTEE WILSON: That is the 248 on the  
24 non-EGWP?

1 MR. LEVIN: That is after rebate. It is  
2 a little bit higher than 248. It is still a lot  
3 lower than the 400 which Sean just said. A lot  
4 more expensive for the older population before you  
5 take into account the government subsidies.

6 TRUSTEE WILSON: Okay. Thank you, very  
7 much.

8 MR. HOGAN: You're welcome.

9 We left off on Page 4 entitled "Executive  
10 Summary: Your Adherence Metrics".

11 What we are doing here is we are calling  
12 out a lot of what we reviewed on the previous pages  
13 where the Fund is making an investment in their  
14 members. You have a good cost share with your  
15 membership where there is seemingly lack of a  
16 financial hurdle to obtain their medication. They  
17 are using a lot of medication. They are using  
18 generics when they can. They are also using 90-day  
19 supplies in the most cost effective channel to the  
20 Fund and to the Member.

21 What that is leading to, as you will see,  
22 on Page 4, is a healthy adherence rate. The goal  
23 of the Fund, or I should say most of our employers  
24 if not all, is that an investment made in the

1 pharmacy plan is something you want to see having a  
2 benefit to members and to the overall health of the  
3 population.

4 In one key area where we can see the  
5 utilization pattern work in a plan's favor is in  
6 the adherence. If people in the plan are taking  
7 their medication as prescribed by their doctor and  
8 not missing refills or simply filling medication  
9 and then we see big gaps in the time it takes them  
10 to refill it, those would be metrics we would want  
11 to address.

12 However, for the Fund, we're seeing, as  
13 you will see on Page 4, a very good adherence rate  
14 and I will explain how we do this comparison.

15 You will see CCPF NM, Cook County Pension  
16 Fund Non-Medicare, in the left-hand column. You  
17 will see 78.7 percent for diabetes. That means  
18 that nearly 80 percent of your members are  
19 obtaining their medication as prescribed by their  
20 physician at a rate compared to the column moving  
21 to the right for the 50th percentile is our average  
22 CVS health employer.

23 Then we have plans who are in line with  
24 the mandatory Maintenance Choice plan that the

1 Pension Fund has in place.

2 Their members benefit better because you  
3 have people on primarily 90-day supplies versus 30  
4 days.

5 And the metric being monitored there is  
6 when somebody has a 30-day supply of medication,  
7 the onus is on the member to refill it 12 times a  
8 year. That opens up the door for opportunity to  
9 miss refills or otherwise just going to the  
10 pharmacy 12 times a year is more cumbersome than  
11 four.

12 Moving to the right, we have our 90th  
13 percentile so this is where the Fund is very  
14 closely aligned.

15 These are plans that have not only  
16 mandatory Maintenance Choice, but also a low member  
17 cost share, high generics. Often times a member  
18 might even pay less than their co-pay for the  
19 generic.

20 These are probably kind of your best in  
21 class 90th percentile adherence claims. As you see  
22 in the top several classes on the far left-hand  
23 side; diabetes, hypertension, hyperlipidemia, the  
24 Fund is performing quite well.

1           What I'd like to do now, since I called  
2 out earlier in the presentation the fact that  
3 specialty is really a key driver --

4           Did I hear a question come in? Okay.  
5 Very good.

6           I called out earlier that specialty is  
7 the key driver of costs from 2018 to '19 for the  
8 Fund.

9           Kathy is going to walk through a few  
10 slides which showcase the costs.

11          Kathy, I will turn it over to you.

12          MS. GOERGES: First, good morning,  
13 everyone.

14          I am looking at the particular slide that  
15 is Page Number 5. "Financial Review of Specialty  
16 Population".

17          The other slide is setup in the left-hand  
18 column where the utilization and expenditures are  
19 and we move over to the next couple of columns,  
20 which is the total global cost column. It will be  
21 the prior year for 2018 versus the 2019 year.

22          We also provide any co-member per month  
23 percentage change, that will be the change in the  
24 global cost.



1           Then we have utilizers. Then we are  
2 providing a comparison of the prior utilizers in  
3 2018 versus the 2019. And then what that  
4 particular change was, that is how the slide is  
5 setup.

6           As you can see, there are quite a few  
7 specialty classes that are provided on this  
8 particular slide. These are the top categories.

9           If there are more that you would like for  
10 me to address, please let me know.

11           The first and foremost is Oncology.  
12 Within the specialty class, the prevalence of  
13 oncology increases. The people diagnosed are  
14 between the ages of 65 to 74, with a median around  
15 66.

16           So it is of no surprise that there would  
17 be an increase when you look at the utilizer column  
18 from 18 to 26 utilizers within that particular  
19 category. So that difference would be the change  
20 of utilizers to the plan in 2019.

21           Next on HIV, because that may be of  
22 interest, that even in an older population there  
23 are newly diagnosed individuals. It is not as  
24 prevalent but it does exist so that is not new in

1 this particular population. It does happen.

2 Here is where you see the utilizer column  
3 where you look to the current utilization. There's  
4 an increase in overall with HIV, which was around  
5 35 to 38,000 new cases a year.

6 Next is Psoriasis. You will see here  
7 from a Per Member Per Month change. If you look  
8 over to that particular column, it is a 227th  
9 percent increase and that increase is not only with  
10 the Fund population but across the book of  
11 business.

12 An increase in the utilization of  
13 specialty medication to treat some of that could be  
14 provided due to the commercialization that we are  
15 seeing. It may simply be the doctors recommending  
16 it for them.

17 Another is Movement Disorders. You do  
18 have that one member with \$221,000 for that  
19 particular medication that they are taking. This  
20 is the same number in 2018, but they did have a  
21 decrease in the amount that they needed to take.  
22 It is a medication that you take anywhere from  
23 three to five times a day.

24 The next is Sleep Disorder. So once

1       again there is one individual. Here you see a  
2       significant increase from 54,000 to 126,000  
3       dollars. For this particular, this sleep  
4       disorders, this is for like narcolepsy or  
5       catalepsy. Difficulty in falling asleep, meaning  
6       you fall asleep out of the blue per se. So it is  
7       an opportunity in order to have more wakefulness.  
8       And so you have the member and we have the  
9       medication on the next particular slide where we  
10      drill down to the specifics.

11               MS. TUCZAK: Kathy, this is Gina. Just  
12      to keep us on track here, we are at about 20  
13      minutes for this presentation. You're doing such a  
14      nice job, but if we could try to get this into the  
15      wrap up mode so we can move on to UHC.

16               MS. GOERGES: Certainly.

17               So on the next page, this is where we  
18      have our breakdown of Your Top 25 Drugs by gross  
19      cost.

20               This particular slide is broken out by  
21      our Employer Benchmark Rank, Prior Rank and Current  
22      Rank. And then we can kind of go into the  
23      Therapeutic Class and then we have the other  
24      metrics from both costs as well as utilizers.

1           So here is where I would like to take you  
2           to Drug Number 10. It would be in your third  
3           column under Current Rank of Apokyn, that is the  
4           Parkinson's medication that I was describing  
5           previously.

6           CHAIRMAN McFADDEN: This is Pat McFadden.  
7           I'm sorry to interrupt you, Kathy.

8           I think we're going to have -- I don't  
9           want to shortchange these other people so can you  
10          wind it up and let us go on then.

11          MS. GOERGES: Absolutely.

12          CHAIRMAN McFADDEN: Sorry to interrupt  
13          you. I apologize.

14          MS. GOERGES: No apology needed. This is  
15          your presentation and you need to get to what you  
16          need to get to.

17          This particular slide shows various  
18          medications. If you have an opportunity to look  
19          over those, if you have any questions, by all means  
20          provide those to me and I will provide explanation  
21          of those at a later time.

22          CHAIRMAN McFADDEN: Thank you.

23          MS. GOERGES: Certainly.

24          MS. TUCZAK: Thank you, very much, to all

1 of our CVS representatives that were on the call.  
2 I appreciate all of the effort that went into  
3 making this educational and informational  
4 presentation. I think it was very informative.

5 The Trustees certainly can take a look at  
6 this. Absorb it. Again, if you have questions,  
7 please let me know, and I can provide information  
8 and forward it to the Committee as appropriate.

9 At this time I am going to turn the  
10 presentation over to UHC and I will have Michael  
11 Morris take the lead on UHC and introduce your team  
12 and begin with your presentation, which is labeled  
13 "Cook County Pension Fund Medical Plan Performance  
14 Review" from UnitedHealthcare. Thank you.

15 MR. MORRIS: Thank you, very much. Good  
16 morning, everyone.

17 My name is Mike Morris from  
18 UnitedHealthcare. Joining with me this morning is  
19 Bethany Bump-White our Health Analyst Consultant  
20 and Mike Wall from Optum.

21 We're going to get started in the  
22 presentation. I am going to turn things over to  
23 Bethany to walk us through it. Thank you.

24 MS. BUMP-WHITE: Thanks, Mike.

1                   Turning to Page 2, this is an overview  
2 from the data printer that we are going to walk  
3 through today.

4                   So where you see references to a current  
5 time period, we are looking at data that has dates  
6 of service within 2019. So January 1st to the end  
7 of December and then we are using one month up to  
8 the payment of claims to the end of January of  
9 2020.

10                  The prior time here does narrow that. So  
11 we are looking at service dates of January, 2018 to  
12 December of 2018. Also it is one month of run out.

13                  We will have some references as we walk  
14 through to catastrophic cases. We identify  
15 catastrophic cases as an individual that has  
16 \$50,000 in total medical spend. If you have  
17 \$50,000 or more in total spend in 2019, you would  
18 have been classified as a catastrophic case. The  
19 data does not include any stop loss reimbursements.

20                  Let's move on to Page 3 labeled  
21 "Executive Summary".

22                  At the very top of the page, there is a  
23 table that lists out the Per Member Per Month or  
24 PMPMs for each of the populations and the subsets

1 that we delve into on the medical side. We are  
2 looking at data from 2017, 2018 and also 2019 just  
3 to kind of give you a little bit of a longer  
4 prospective on what we're seeing in terms of  
5 increases and decreases.

6 If we look from 2017 to 2018, for  
7 example, on the Total Population line, the Per  
8 Member Per Month cost went from \$404 and it dropped  
9 down to \$370 and then we had the cost come back up  
10 in 2019 up to \$397.

11 From the decreases that we saw in 2017 to  
12 2018, we have seen some offsetting increases in  
13 2019. Really when we look over the other years  
14 costs have been relatively flat.

15 If we move on to just focus in on the  
16 cost from 2018 to 2019, which is really what the  
17 rest of the presentation focuses in on. When we  
18 look just at your Medicare population, we saw a 8.4  
19 increase from the prior time period. When we look  
20 at the non-Medicare under 65 population, that Per  
21 Member Per Month Cost increased about 7.1 percent  
22 from a prior time period. And then the  
23 non-Medicare over 65, which used to be called the  
24 exempt population, that cost increase was about

1 15.8 percent from the prior time period. That  
2 population continues to have the highest medical  
3 spend compared to the other subsets that we look  
4 at.

5 One of the big cost drivers that we saw  
6 in 2019 was circulatory. That category impacts  
7 about 64 percent of the members that we are looking  
8 at across the whole population.

9 So circulatory think things like heart  
10 attacks, strokes, high blood pressure, those are  
11 all the examples of things that fall within that  
12 circulatory category.

13 Another reason for the cost going up in  
14 2019 was we saw an increase in the number of spine  
15 and joint surgeries. Those went up about 25.5  
16 percent.

17 We did see an increase in need for Urgent  
18 Care, that went up 17 percent, which is what we  
19 want to see. We want to see more Urgent Care use  
20 versus the Emergency Room so that is a good thing  
21 to have happened.

22 I know there's been a lot of efforts in  
23 the past to try to educate the population and do  
24 more providing the network guides and maps to



1 identify where those Urgent Cares are. That  
2 education has been very effective.

3 Finally, on Page 3, we have a note here  
4 about the non-Medicare over 65 population. They  
5 have the highest use of an Emergency Room. So they  
6 have the biggest opportunity to reduce the use of  
7 Emergency Room and move it into a lower cost  
8 setting. For example, an Urgent Care would be a  
9 setting where some of the care could go, instead of  
10 the ER.

11 We turn to Page 4, Demographic Metrics.

12 What we are looking at here is the number  
13 of annuitants and the total population.

14 The large market there we are looking at  
15 the overall population. There were 9,633  
16 annuitants in 2019 compared to the population size  
17 in 2018.

18 When we look at the overall membership,  
19 we see about 12,792 members on the plan. That is  
20 about .8 percent increase from the prior time  
21 period. The average age of the members is 70.6  
22 years.

23 Underneath in the smaller bars, we are  
24 looking at the individual subsets of the

1 population. So we are looking at the non-Medicare  
2 under 65. We see about 1,789 annuitants. Pretty  
3 much flat compared to what we saw in 2018. Only  
4 two additional annuitants from 2018 to 2019.

5 Membership is very similar. Relatively  
6 flat compared to what we saw in 2018, that 2,570  
7 number, and the average age for that population is  
8 56.5.

9 The third bar down labeled "Non-Medicare  
10 over 65", you see about 469 annuitants. This is  
11 the population that actually has the largest  
12 change. This population shrunk by about 4 percent  
13 compared to what we saw in the prior time period.

14 In terms of the number of members, there  
15 were 513 members and that was a 4.5 percent  
16 decrease compared to what we saw in the prior time  
17 period. Average age for this population is 74.2.

18 Finally, the very bottom bar is looking  
19 at your Medicare population. There were 7,354  
20 annuitants with a 1.3 percent increase in the prior  
21 time period. The overall number of members also  
22 increased by 1.3 percent to 9,683 and the average  
23 age for them is 74.2.

24 On Page 5, we are looking at the

1 Financial Metrics. These are similar to what we  
2 looked at in the Executive Summary. This one gives  
3 you a little bit more detail and does the same  
4 breakout by population.

5 The very top bar, like the previous page,  
6 looks at the total population. We are looking at  
7 the Per Member Per Month cost. \$396.68 was the Per  
8 Member Per Month cost for your whole population in  
9 2019. A 7.3 percent increase from the prior  
10 period.

11 The second metric right next to it where  
12 it says "Allowed PMPM", this is really gross cost.  
13 This is looking at all costs in total, not just  
14 what the plan has paid. That first number, where  
15 it says "Paid PMPM", that is just the plan paid  
16 amount.

17 When we look at the "Non-Medicare under  
18 65", the PMPM for them was \$1,200, that is a 7.1  
19 increase over what we saw in the prior time period.

20 The "Non-Medicare over 65", \$1,534 Per  
21 Member Per Month, that is a 15.8 percent increase  
22 from what we saw in the prior time period.

23 And then finally the Medicare population  
24 of \$171.61 Per Member Per Month, that is a 8.4

1 increase compared to what we saw in the prior  
2 period.

3 If we move to Slide 6, the slide is  
4 "Where is the Money Going". This slide looks at  
5 clinical categories. It really identifies the  
6 clinical categories where we are seeing the most  
7 amount of cost in your population.

8 The first category that we see is labeled  
9 "Circulatory". Things that fall in here are going  
10 to be high blood pressure, hypertension, strokes,  
11 heart attacks. Those are chronic conditions that  
12 we see in the Circulatory category.

13 Within your population, 15 percent of the  
14 overall spend that we saw in 2019 was in this one  
15 particular category. The Per Member Per Month cost  
16 is \$61 and that is a 18 percent increase compared  
17 to what we saw in 2018. As I mentioned in the  
18 Executive Summary, this is impacting 64 percent of  
19 the members.

20 The very bottom of the page there is some  
21 individual diagnostic conditions. These are the  
22 conditions by cost that we are seeing within the  
23 Circulatory category.

24 The number one condition that we are

1     seeing is hypertension with complications. These  
2     are individuals that have high blood pressure and  
3     we are seeing complications because of that. When  
4     we see complications, those things tend to be  
5     things like things that impact the veins. We can  
6     see kidney failure. We can see heart attacks and  
7     strokes with all of these complications of having  
8     high blood pressure.

9             The secondary condition is cardiac  
10    dysrhythmia. Like irregular heartbeat, that is the  
11    secondary condition that we are seeing.

12            And, finally, in this category is  
13    coronary atherosclerosis. People that have high  
14    cholesterol have plaque buildup within the arteries  
15    in the heart and that results in injury to the  
16    heart.

17            The second category that covers 15  
18    percent is your Cancer diagnosis. The Per Member  
19    Per Month cost is about \$59 and 28 percent of your  
20    members have a cancer diagnosis.

21            The top things we're seeing in this  
22    Cancer category, if you look at the very bottom of  
23    the page, are people that are undergoing active  
24    cancer treatment. Radiation is the number one

1 category in terms of cost.

2           Secondarily, we are seeing high levels of  
3 breast cancer in the population.

4           And, finally, we're seeing high levels of  
5 lung cancer in your population. Those are all  
6 driving costs with the cancer category.

7           The third category is Musculoskeletal.  
8 About 13 percent of this spend is the  
9 Musculoskeletal category. The Per Member Per Month  
10 cost in this category is about \$51 and the cost has  
11 increased 10 percent compared to what we saw in  
12 2018. This category impacts about 55 percent of  
13 the members.

14           Musculoskeletal would encompass things  
15 like back pain. When you look at the bottom of the  
16 page, intervertebral disc disorder. Back pain for  
17 that. Osteoarthritis. Things related to the  
18 joints. If we see joint replacement surgeries,  
19 that would fall into that Osteoarthritis category.

20           The final category we see in the  
21 Musculoskeletal is in the connective tissues. So  
22 if you have a ligament tear or you need to get an  
23 ACL repair done, that would fall into the  
24 connective tissue repair category within the

1 Musculoskeletal.

2           Your fourth category are things related  
3 to the Kidney. 9 percent of the spend in 2019 was  
4 related to the Kidney category. The cost is about  
5 \$36 and this is an increase of about 14 percent  
6 compared to what we saw in 2018. The Kidney  
7 category impacts about 33 percent of your  
8 population.

9           The top diagnostic category within this  
10 category, number one, is under like chronic kidney  
11 failure. Those members that are on dialysis on a  
12 routine basis. The secondary category is the acute  
13 kidney failure. Maybe they had more of an acute  
14 condition long-term that we see.

15           Finally, Injury and Poisoning. About 8  
16 percent of your spend in 2019 was driven by this  
17 specific category. Per Person Per Month cost is  
18 \$31. There is an increase of about 24 percent  
19 compared to 2018. This is impacting about 24  
20 percent of your members.

21           The number one category that we see  
22 within the larger category is complications due to  
23 a device or a surgery. The number two is a  
24 surgical complication and then there was also a

1 number of femur fractures where they had to go in  
2 and do repairs due to an accident. Those are all  
3 driving costs within the injury category.

4 With that, I am going to turn it over to  
5 Mike Wall to talk about Member Connection on the  
6 next page.

7 MR. WALL: Thank you, Bethany.

8 Good morning, everyone.

9 I am going to give you an understanding  
10 of the key clinical costs now focused on the  
11 programs that we have in place to support members  
12 with the various conditions Bethany covered.

13 So I am on Slide 7 entitled "Member  
14 Connections".

15 On the left side are those who reach out  
16 telephonically. In a few minutes we will talk  
17 about those folks who were low to moderate risk.

18 On the left side, 8.4 percent on  
19 individuals actively working with the  
20 UnitedHealthcare nurse. This is favorable compared  
21 to our other clients. We have a higher rate of  
22 engagement in your population which is a good sign.

23 We focus with our telephonic programs on  
24 those at highest risk. In the Cook County



1 population, there were over 3300 that qualified for  
2 these programs.

3 Not all will choose to participate. We  
4 did have some opt out, that is their choice. They  
5 may have a primary caregiver in the family that may  
6 be very comfortable with their doctor and don't  
7 need our support.

8 To those who do benefit and do enroll in  
9 our program, over 1023 individuals of those who  
10 qualify are engaged with the nurse. That engaged  
11 individuals represent 46 percent of your claims.

12 So where you have high dollars in the  
13 categories and diseases that Bethany addressed is  
14 where we are really focusing our interventions.  
15 And the interventions are an outreach by our nurses  
16 to your members and then focus on those that  
17 understand their care, do an assessment by our  
18 clinical team, and then work with them on their  
19 opportunities for improved health.

20 So this is the folks on the high risk  
21 category. Those on the low and moderate risk are  
22 doing well, but we want to sort of keep health on  
23 their minds. We will send mailings to them. Over  
24 5800 individuals were sent mailings to basically

1 help them with possibly their diabetes, their heart  
2 conditions, any number of things that we see in the  
3 claims data and this is both the medical and  
4 pharmacy claims data which we get on an electronic  
5 feed from CVS.

6 We are also sending a letter to their  
7 providers. It could be their primary care  
8 provider. It could be if they have diabetes their  
9 endocrinologist or if they have heart disease  
10 possibly also their cardiologist. And together the  
11 members get the letter. The providers often will  
12 reach out to the members because they received a  
13 letter from UnitedHealthcare and then they work  
14 towards closing that gap in care.

15 That gap is measured by if they are  
16 diabetic and they are not getting an annual A1C  
17 test or seeing their doctor on an annual basis, we  
18 consider that a gap in care. A friendly reminder  
19 to their home and also a reminder to their doctor  
20 is to help close that gap in care. There is a 50  
21 percent gap closure rate within the year.

22 We also have reminders around screenings.  
23 Primarily with the female population to get breast  
24 and cervical cancer screening.

1 I am going to skip ahead to the next  
2 slide, Slide 8, which is the "Member Connections".

3 This is a result of our inbound. The  
4 inbound calls that Cook County members are making  
5 to us. They often may be calling on a billing  
6 issue or a benefits issue. We will focus on the  
7 immediate need in question, but we will also  
8 realize we have been trying to reach them and get  
9 them to a nurse advocate.

10 As a result we have the opportunity to  
11 introduce them to the programs available to them,  
12 personal health support or cancer treatment or any  
13 number of conditions. And when we have them on the  
14 phone, we can really get them to accept that  
15 referral and work with us.

16 MS. TUCZAK: Excuse me. I just want to  
17 remind you that you have about two minutes. So,  
18 thank you, I know you are going into a lot of great  
19 detail, but if we can keep on schedule. Thank you  
20 so much.

21 MR. WALL: Okay. Sure. Thanks, Gina.

22 Let's skip to Slide 9 and focus on those  
23 members in active treatment. We have a special  
24 program called a Cancer Support Program. These are

1 oncology trained nurses that focus on those going  
2 in for chemotherapy, radiation therapy, or surgery.  
3 And over 199 individuals qualify for that.

4 And as mentioned, cancer is a high cost  
5 driver that was confirmed by Bethany.

6 Bethany, do you want to finish up with  
7 the musculoskeletal?

8 MS. BUMP-WHITE: Thank you.

9 Turning to Page 10, this just gives a  
10 little bit more detail on what we have in the  
11 Executive Summary.

12 If you look at the box in the middle of  
13 the page, the numbers there, there were 111 back  
14 surgeries in 2019 versus 76 in the prior year and  
15 then there were 185 knee and hip replacement  
16 surgeries in 2019 versus 160 in the prior year.

17 We do a breakdown between Medicare and  
18 non-Medicare population between the two  
19 populations.

20 I just have one more slide I want to  
21 touch on. Slide 11 is "Adult Prevalence of  
22 Disease".

23 Here it looks at what we would expect the  
24 disease prevalence, which is the light blue bar,

1 when we look at members of similar age and gender.  
2 We are able to sort of identify what we expect the  
3 percent of a particular disease to be. Then what  
4 we do is compare that to the actual disease burden  
5 we are seeing within your population which is the  
6 dark blue bar.

7 I will call your attention more to the  
8 right side of the page where it says Congestive  
9 Heart Failure, Chronic Renal Failure and COPD which  
10 is a condition of the lungs.

11 Those blue bars are all higher than the  
12 lighter blue bars. That indicates the disease  
13 burden in those particular categories is higher  
14 than what we would expect based on other members of  
15 similar age/gender split.

16 The left side of the graph where it says  
17 Diabetes, Hypertension, Acute Myocardial  
18 Infarction, we see less disease burden in those  
19 particular categories compared to what we see in  
20 your population.

21 MS. TUCZAK: Great. Thank you, very  
22 much. Thank you to UHC for putting together a nice  
23 summarized picture of the health costs of the plan.

24 The last item on the agenda is the Segal

1 2019 Actual Health Expenses Versus the Budget  
2 Projections.

3 At this time I will turn this over to Dan  
4 Levin our main contact at Segal.

5 And, Dan, if you can introduce your team  
6 and give your presentation, that would be great.

7 MR. LEVIN: Thank you, Gina.

8 Again, this is Dan Levin. The team on  
9 the call, you won't be hearing from all these  
10 people today due to the function of the meeting and  
11 our limited time, but I do want you to know who is  
12 here.

13 Cristina DeLeon, who is the pharmacy  
14 expert and was listening in to the CVS  
15 presentations. We have Peter Cavanaugh, who is the  
16 Associate Relationship Manager to my main  
17 Relationship Manager. We also have Tom  
18 Wyszomirski, who is an Actuarial Analyst who helps  
19 me with the financials.

20 And what we're going over today -- the  
21 purpose of this presentation is two-fold. One, in  
22 2019 how did the actual health span come in  
23 compared to what Segal had budgeted for 2019 when  
24 we did it in 2018.

1           And then, number two, a very preliminary  
2 look at what the total cost increases would have to  
3 be for 2021 compared to 2020 by plan and by  
4 Medicare and non-Medicare.

5           And those are preliminary because we are  
6 actually going to go back and refresh the data and  
7 give a more accurate calculation when we do the  
8 August -- typically it is the August Health Benefit  
9 Committee meeting.

10           With that, I am going to turn this over  
11 to Tom Wyszomirski to go through the key points  
12 here.

13           MR. WYSZOMIRSKI: Hi everyone.

14           So on the agenda we have three slides we  
15 prepared. If you open up the presentation we  
16 prepared, this is the one that is labeled "Health  
17 Benefits Committee Meeting, Cook County Pension  
18 Fund". An Executive Summary, the Actual Versus  
19 Projected Expenses and the Preliminary 2021 Rates.

20           The Executive Summary provides a high  
21 level look at the other two pages and it provides  
22 high level takeaways for them.

23           I am going to skip this for now because I  
24 want to speak directly to those points while we are

1 looking at the numbers that they relate to.

2 If everybody could refer to Slide Number  
3 3, we'll start off with the actual versus  
4 projection expenses for 2019.

5 Each year in the fall, we prepare  
6 projections for the upcoming calendar year, based  
7 on projected claims for medical, prescription drug  
8 business, and offset for rebates subsidy and we add  
9 in applicable administration costs for UHC and CVS.

10 The 2019 claim projections illustrated  
11 here were based on three years of experience  
12 through June 30th of 2018.

13 And there are two charts on this page.  
14 The chart on the top shows the actual experience  
15 broken down by month and broken down by each  
16 category on each column. The Segal projection is  
17 all the way to the right.

18 The chart on the bottom summarizes those  
19 2019 figures and compares them on an aggregate and  
20 a per capita basis.

21 If you look at the bottom chart, the  
22 projected expenses for 2019 came in at  
23 99 million 568 thousand dollars.

24 The actual expenses for 2019 came in at



1 90 million 716 thousand. A difference of about 8.9  
2 million dollars.

3 This was largely due to better than  
4 projected subsidies for the Fund's EGWP  
5 prescription drug plans for Medicare retirees.

6 You will also see that the average  
7 contract, so that is average over the course of the  
8 entire year, so for each of the months; January,  
9 February, March, the average of all those years,  
10 there was 9,652 contracts. We projected 9,531.  
11 It was about 1.2 percent higher than projected.

12 Again, that contract doesn't include  
13 dependents.

14 On the per capita basis, the actual 2019  
15 stream came out 10 percent better than projected.

16 So, if we turn now to Page 4, we'll go  
17 over the 2021 total cost rate. So now that we have  
18 additional experience for the Fund, per January of  
19 2020, we project that we create a preliminary  
20 projection for 2021.

21 These rates are preliminary and are for  
22 illustrated purposes.

23 Like as Dan said, we will update for the  
24 August Health Benefits Committee meeting.

1 Typically we'll do it with data through June of the  
2 year so June of 2020.

3 The figures in this chart include both  
4 the Fund and the per member portion. Those are the  
5 total costs and then the participant's typically  
6 pay a portion of it.

7 Our preliminary rates illustrate that  
8 there are modest increases for the non-Medicare  
9 retiree rates, which increases 6.7 for the Choice  
10 Plan and 9.5 percent for the Choice Plus Plan.

11 This increase is largely due to increase  
12 in our projected medical claims.

13 Meanwhile, the rates for the Medicare  
14 retirees are mild. A 5 point increase for the  
15 Choice Plans and a 1.1 percent for the Choice Plus  
16 Plan.

17 The Medicare retiree rates continue to  
18 see slight increases largely due to the offset for  
19 subsidies and rebates that we have been seeing.

20 So the industry standard that we are seeing  
21 for medical and medical trend is about  
22 7 percent for non-Medicare and 5 percent for  
23 Medicare.

24 That would mean that if all things were

1 equal and the experience came in as projected, we  
2 would actually expect the non-Medicare rates to go  
3 up 7 percent and non-Medicare rates to go up 5  
4 percent.

5 So, like we said, the non-Medicare rates  
6 are going up slightly more than 10 percent; 6.7 and  
7 9.5. Medicare rates are doing slightly better than  
8 trend, which is 5.2 and 1.1 percent.

9 That concludes my report. Dan, would you  
10 like to add anything?

11 MR. LEVIN: Yes. So, thanks, Tom.

12 Again, the key here is that we actually  
13 rate each plan by themselves so the Choice and the  
14 Choice Plus. We look at the claims separately.  
15 And, of course, the Medicare and non-Medicare, we  
16 look at them separately and that is why there is  
17 four different percent changes shown on Page 4.

18 And, again, the non-Medicare is at or  
19 slightly above market trends because of the  
20 experience of the UHC medical claims not being as  
21 favorable that has recently come in. The Medicare  
22 side is at or below depending on the plan you look  
23 at trend and that is because again of the continued  
24 increases in rebates and Federal subsidies on the

1 employer group EGWP Medicare prescription drug  
2 group.

3 Those numbers will change when we  
4 reconvene in August.

5 I think I got us back on track here in  
6 terms of time.

7 MS. TUCZAK: Thank you, very much, Dan  
8 and Tom, for your analysis and your comments.

9 At this time that concludes all of the  
10 presentations and information that was scheduled  
11 for this meeting.

12 Again, this is educational in nature to  
13 help the Trustees, especially the new Trustees,  
14 develop some understanding of the plans and the  
15 types of costs that are experienced and provide a  
16 backdrop of information so that when we come  
17 together in-person, hopefully in August, the rates  
18 setting meeting will be more meaningful.

19 But to the extent that you have  
20 questions, please feel free to contact me and I can  
21 provide the appropriate response that can be shared  
22 with the committee members. And if there is an  
23 interest to convene in-person to discuss in more  
24 detail, we can certainly do that when this economic

1 and pandemic environment lifts.

2 CHAIRMAN McFADDEN: This is Pat McFadden

3 I would like to reiterate what Gina just  
4 said. I would have to think that there is  
5 certainly several questions about the flow of the  
6 activity from one year to the next. And, please,  
7 don't hesitate to contact Gina or myself and raise  
8 the issue or the question.

9 If there is no more comments, I'd like to  
10 ask if there any new business or any old business?

11 TRUSTEE WILSON: This is Trustee Wilson.  
12 I make a motion that we adjourn the Health  
13 Committee Meeting.

14 CHAIRMAN McFADDEN: Is there a second?

15 TRUSTEE GOODE: Trustee Goode seconds the  
16 motion to adjourn.

17 CHAIRMAN McFADDEN: All in favor?

18 (Chorus of ayes.)

19 CHAIRMAN McFADDEN: Opposed?

20 The motion passes. We are adjourned.

21 Thank you, everyone, for your cooperation  
22 and understanding going through this. This is  
23 pretty awkward.

24 The April 28, 2020 Health Benefits

1 Committee meeting is adjourned.

2 The full board next regular scheduled  
3 meeting is scheduled for May 7th of 2020.

4 Thank you, very much, everyone, for  
5 participating.

6 MS. BURNS: Thank you, everyone.

7 MS. TUCZAK: The meeting is adjourned.

8

9 (WHICH WERE ALL THE PROCEEDINGS

10 IN THE ABOVE-ENTITLED MEETING

11 AT THIS DATE AND TIME.)

12

13

14

15

16

17

18

19

20

21

22

23

24

1 STATE OF ILLINOIS )  
2 ) SS.  
3 COUNTY OF DU PAGE )  
4  
5

6 DEBORAH TYRRELL, being a Certified Shorthand  
7 Reporter, on oath says that she is a court reporter  
8 doing business in the County of DuPage and State of  
9 Illinois, that she reported in shorthand the  
10 proceedings given at the taking of said cause and  
11 that the foregoing is a true and correct transcript  
12 of her shorthand notes so taken as aforesaid; and  
13 contains all the proceedings given at said cause.  
14  
15  
16

17 Debbie Tyrrell  
18 DEBBIE TYRRELL, CSR  
19 License No. 084-001078  
20  
21  
22  
23  
24

<b>\$</b>	29:7, 54:1 <b>13.05</b> [1] - 29:8 <b>13.1</b> [1] - 17:21 <b>13.3</b> [1] - 28:11 <b>13.4</b> [1] - 28:11 <b>13.9</b> [2] - 17:12, 28:17 <b>14</b> [2] - 31:7, 54:22 <b>14.1</b> [1] - 28:16 <b>15</b> [2] - 52:6, 53:10 <b>15.4</b> [2] - 20:14, 22:13 <b>15.8</b> [2] - 47:18, 51:14 <b>16.9</b> [1] - 17:23 <b>160</b> [1] - 60:9 <b>17</b> [1] - 48:11 <b>18</b> [2] - 41:11, 52:9 <b>18.4</b> [2] - 20:14, 22:13 <b>18.6</b> [1] - 34:21 <b>18.7</b> [2] - 17:10, 17:16 <b>180</b> [1] - 23:17 <b>185</b> [1] - 60:8 <b>19</b> [2] - 20:13, 22:12 <b>1925</b> [1] - 1:13 <b>199</b> [1] - 59:20 <b>1st</b> [1] - 45:23	19:5, 20:15, 21:9, 21:15, 22:14, 23:16, 25:1, 25:3, 25:11, 27:19, 29:4, 29:8, 29:18, 30:8, 40:14, 40:20, 41:13, 45:23, 46:10, 46:19, 47:3, 47:6, 47:9, 47:23, 48:7, 49:9, 49:21, 51:2, 52:7, 54:20, 55:9, 60:7, 60:9, 61:18, 62:15, 62:16, 63:21, 64:3, 64:12, 64:15, 64:17, 65:7 <b>2020</b> [9] - 1:15, 3:2, 3:10, 46:2, 62:20, 65:12, 65:19, 69:17, 69:20 <b>2020-07</b> [1] - 3:20 <b>2021</b> [4] - 62:20, 63:12, 65:10, 65:13 <b>22</b> [1] - 17:24 <b>227th</b> [1] - 42:1 <b>23</b> [1] - 23:16 <b>23.1</b> [2] - 18:15, 18:16 <b>24</b> [3] - 10:9, 55:11, 55:12 <b>248</b> [2] - 36:16, 36:19 <b>24th</b> [2] - 10:4, 10:16 <b>25</b> [3] - 25:22, 26:6, 43:11 <b>25.5</b> [1] - 48:8 <b>26</b> [1] - 41:11 <b>28</b> [4] - 1:15, 3:2, 53:12, 69:17 <b>28th</b> [2] - 3:6, 3:10	<b>38,000</b> [1] - 41:22	<b>716</b> [1] - 64:18 <b>72</b> [1] - 14:3 <b>74</b> [2] - 31:2, 41:7 <b>74.2</b> [2] - 50:10, 50:16 <b>76</b> [1] - 60:7 <b>78.7</b> [1] - 38:10 <b>7th</b> [1] - 69:20
	<b>2</b>		<b>4</b>	<b>8</b>
'	<b>2</b> [5] - 13:6, 23:20, 27:21, 27:22, 45:18 <b>2,570</b> [1] - 49:23 <b>2.2</b> [2] - 29:21, 31:12 <b>2.6</b> [1] - 23:16 <b>20</b> [7] - 5:4, 5:7, 11:1, 20:13, 22:12, 23:10, 43:5 <b>200</b> [1] - 13:23 <b>2017</b> [3] - 46:19, 46:23, 47:4 <b>2018</b> [44] - 13:14, 13:24, 15:19, 16:2, 16:6, 17:1, 17:11, 17:23, 18:14, 19:5, 20:14, 21:8, 21:15, 22:13, 24:24, 25:3, 25:11, 27:18, 28:9, 28:15, 28:19, 29:3, 29:7, 29:17, 39:24, 40:14, 40:20, 42:13, 46:4, 46:5, 46:19, 46:23, 47:5, 47:9, 49:10, 49:20, 49:21, 49:23, 52:10, 54:5, 54:23, 55:12, 62:17, 64:5 <b>2019</b> [60] - 10:4, 10:10, 12:19, 13:5, 13:15, 13:24, 14:21, 15:17, 16:1, 16:6, 16:13, 16:23, 17:8, 17:13, 17:21, 18:1, 18:11,		<b>4</b> [10] - 14:19, 20:22, 35:1, 37:2, 37:15, 38:6, 49:4, 50:5, 65:9, 67:10 <b>4.5</b> [1] - 50:8 <b>400</b> [1] - 36:20 <b>42.4</b> [1] - 14:20 <b>45</b> [2] - 20:2, 21:23 <b>46</b> [1] - 57:4 <b>46.3</b> [1] - 14:20 <b>469</b> [1] - 50:3	<b>8</b> [3] - 49:13, 55:8, 58:19 <b>8.4</b> [3] - 47:11, 51:17, 56:11 <b>8.9</b> [1] - 64:18 <b>80</b> [1] - 38:11 <b>87</b> [1] - 19:10 <b>87.3</b> [1] - 32:17 <b>88.5</b> [1] - 33:18 <b>88.9</b> [1] - 33:18
<b>0</b>			<b>5</b>	<b>9</b>
<b>084-001078</b> [1] - 71:18			<b>5</b> [6] - 22:23, 40:8, 50:17, 66:7, 66:15, 66:20 <b>5.2</b> [1] - 67:1 <b>5.3</b> [1] - 29:17 <b>50</b> [1] - 58:13 <b>50th</b> [1] - 38:14 <b>513</b> [1] - 50:8 <b>54</b> [1] - 47:24 <b>54,000</b> [1] - 42:19 <b>55</b> [1] - 54:5 <b>56</b> [1] - 30:11 <b>56.5</b> [1] - 50:1 <b>568</b> [1] - 64:16 <b>5800</b> [1] - 57:17 <b>59</b> [1] - 31:1	<b>9</b> [3] - 14:19, 54:20, 59:15 <b>9,531</b> [1] - 65:3 <b>9,633</b> [1] - 49:8 <b>9,652</b> [1] - 65:3 <b>9,683</b> [1] - 50:15 <b>9.5</b> [3] - 29:22, 66:3, 66:24 <b>9.7</b> [1] - 29:21 <b>90</b> [2] - 19:19, 64:18 <b>90-day</b> [4] - 33:9, 33:11, 37:11, 38:20 <b>90th</b> [2] - 39:5, 39:14 <b>91-0715</b> [1] - 9:14 <b>9300</b> [1] - 14:1 <b>99</b> [1] - 64:16 <b>9:30</b> [1] - 1:16
<b>1</b>		<b>3</b>	<b>6</b>	<b>A</b>
<b>1</b> [8] - 21:20, 21:22, 23:5, 23:19, 25:2, 31:19, 33:17 <b>1,789</b> [1] - 49:19 <b>1.1</b> [3] - 28:17, 66:8, 67:1 <b>1.2</b> [1] - 65:4 <b>1.3</b> [2] - 50:13, 50:15 <b>1.8</b> [1] - 31:23 <b>10</b> [6] - 32:9, 43:19, 54:4, 60:2, 65:8, 66:23 <b>100</b> [1] - 15:7 <b>1023</b> [1] - 57:2 <b>10:30</b> [1] - 4:24 <b>11</b> [2] - 15:18, 60:14 <b>11.1</b> [1] - 29:4 <b>111</b> [1] - 60:6 <b>12</b> [3] - 28:21, 38:24, 39:3 <b>12,792</b> [1] - 49:12 <b>126,000</b> [1] - 42:19 <b>13</b> [4] - 20:7, 22:4,	<b>3</b> [9] - 16:24, 18:21, 29:8, 29:23, 31:10, 46:13, 48:20, 63:20 <b>3,500</b> [1] - 30:8 <b>3.3</b> [2] - 16:1, 29:17 <b>3.4</b> [1] - 34:23 <b>3.5</b> [1] - 29:18 <b>3.9</b> [1] - 30:6 <b>30</b> [1] - 38:20 <b>30-day</b> [1] - 38:23 <b>30.8</b> [1] - 17:1 <b>300</b> [1] - 13:23 <b>30th</b> [1] - 64:5 <b>31.8</b> [1] - 16:23 <b>33</b> [1] - 54:24 <b>3300</b> [1] - 56:18 <b>34</b> [2] - 15:19, 17:14 <b>34.2</b> [1] - 16:2 <b>35</b> [2] - 17:11, 41:22 <b>35.3</b> [1] - 15:24 <b>36</b> [1] - 31:2	<b>6</b> [4] - 24:6, 25:2, 51:20 <b>6.5</b> [2] - 29:5, 32:7 <b>6.7</b> [3] - 16:15, 66:2, 66:23 <b>64</b> [6] - 30:15, 30:17, 30:20, 31:2, 32:7, 52:11 <b>65</b> [8] - 41:7, 47:13, 47:16, 48:21, 49:19, 50:3, 51:11, 51:13 <b>66</b> [1] - 41:8	<b>7</b>	<b>a.m</b> [1] - 1:16 <b>A1C</b> [1] - 58:9 <b>able</b> [2] - 7:14, 60:19 <b>ABOVE</b> [1] - 70:3 <b>above-entitled</b> [1] - 1:12 <b>ABOVE-ENTITLED</b> [1] - 70:3 <b>absolutely</b> [2] - 12:23, 44:4 <b>absorb</b> [1] - 44:23 <b>accept</b> [1] - 59:7 <b>access</b> [1] - 6:11 <b>accident</b> [1] - 55:19 <b>accordingly</b> [1] - 5:6 <b>account</b> [1] - 36:22 <b>accurate</b> [2] - 7:9,
			<b>7</b> [5] - 16:12, 25:17, 56:6, 66:15, 66:20 <b>7,354</b> [1] - 50:12 <b>7.1</b> [2] - 47:14, 51:11 <b>7.3</b> [2] - 29:3, 51:2 <b>70</b> [1] - 1:13 <b>70.6</b> [1] - 49:14 <b>71</b> [1] - 14:3	



<p>62:24  <b>ACL</b> [1] - 54:16  <b>Act</b> [1] - 9:14  <b>action</b> [1] - 4:14  <b>active</b> [2] - 53:16, 59:16  <b>actively</b> [1] - 56:12  <b>activity</b> [1] - 68:23  <b>actual</b> [6] - 60:21, 62:15, 63:20, 64:7, 64:17, 65:7  <b>Actual</b> [2] - 61:18, 63:11  <b>Actuarial</b> [1] - 62:11  <b>acute</b> [2] - 55:5, 55:6  <b>Acute</b> [1] - 61:10  <b>add</b> [4] - 18:9, 36:6, 64:1, 67:3  <b>added</b> [2] - 15:17, 16:5  <b>additional</b> [3] - 24:18, 49:21, 65:11  <b>address</b> [4] - 9:19, 26:20, 38:4, 41:3  <b>addressed</b> [1] - 57:6  <b>adherence</b> [5] - 35:1, 37:15, 37:23, 38:6, 39:14  <b>Adherence</b> [1] - 37:3  <b>adjourn</b> [2] - 69:5, 69:9  <b>adjourned</b> [3] - 69:13, 69:18, 69:24  <b>adjust</b> [1] - 5:6  <b>administration</b> [1] - 64:2  <b>Adult</b> [1] - 60:14  <b>Advisor</b> [2] - 2:9, 12:13  <b>advisor</b> [1] - 24:5  <b>advocate</b> [1] - 59:2  <b>aforesaid</b> [1] - 71:12  <b>age</b> [7] - 30:19, 30:24, 49:14, 49:24, 50:10, 50:16, 60:18  <b>age/gender</b> [1] - 61:8  <b>agenda</b> [6] - 4:8, 4:10, 10:2, 10:3, 61:17, 63:7  <b>ages</b> [1] - 41:7  <b>aggregate</b> [1] - 64:12  <b>ago</b> [1] - 25:19  <b>ahead</b> [2] - 20:21, 58:18  <b>aligned</b> [2] - 30:20, 39:7  <b>alignment</b> [1] - 30:16  <b>ALL</b> [1] - 70:2  <b>allow</b> [3] - 6:2, 6:24, 7:14</p>	<p><b>Allowed</b> [1] - 51:5  <b>allows</b> [1] - 3:22  <b>almost</b> [4] - 13:23, 17:11, 20:2, 21:23  <b>ALSO</b> [1] - 2:12  <b>amount</b> [11] - 15:2, 15:3, 15:5, 15:7, 15:11, 15:12, 16:9, 33:19, 42:14, 51:9, 51:24  <b>amounts</b> [1] - 15:14  <b>analysis</b> [1] - 68:1  <b>Analyst</b> [2] - 45:12, 62:11  <b>AND</b> [2] - 1:2, 70:4  <b>annual</b> [3] - 14:5, 58:9, 58:10  <b>annuitants</b> [6] - 49:6, 49:9, 49:19, 49:21, 50:3, 50:13  <b>Annuity</b> [1] - 3:8  <b>ANNUITY</b> [1] - 1:2  <b>answer</b> [4] - 11:6, 12:14, 24:5, 35:13  <b>answers</b> [3] - 5:16, 6:7, 6:8  <b>antidiabetics</b> [1] - 21:20  <b>Apokyn</b> [1] - 43:20  <b>apologize</b> [1] - 44:6  <b>apology</b> [1] - 44:7  <b>APPEARANCES</b> [1] - 2:1  <b>applicable</b> [2] - 3:15, 64:2  <b>applied</b> [1] - 25:20  <b>appreciate</b> [1] - 44:19  <b>appropriate</b> [2] - 45:1, 68:14  <b>approve</b> [2] - 10:7, 10:15  <b>approved</b> [2] - 10:10, 10:21  <b>April</b> [5] - 1:15, 3:2, 3:6, 3:10, 69:17  <b>area</b> [4] - 34:6, 34:9, 37:21  <b>arteries</b> [1] - 53:7  <b>articulated</b> [2] - 6:1, 29:14  <b>asleep</b> [2] - 42:22, 42:23  <b>assessment</b> [1] - 57:10  <b>Associate</b> [1] - 62:9  <b>assuming</b> [1] - 29:2  <b>AT</b> [1] - 70:4  <b>atherosclerosis</b> [1] - 53:6  <b>attacks</b> [3] - 48:3,</p>	<p>52:4, 52:23  <b>attention</b> [2] - 33:23, 60:24  <b>Attorney</b> [2] - 3:21, 4:2  <b>ATTORNEY</b> [1] - 2:10  <b>AUDIO</b> [3] - 1:3, 2:2, 2:8  <b>Audio</b> [1] - 3:7  <b>audio</b> [3] - 1:12, 3:12, 5:23  <b>August</b> [7] - 6:19, 6:24, 63:1, 65:17, 67:21, 68:10  <b>available</b> [2] - 7:6, 59:4  <b>Average</b> [1] - 30:4  <b>average</b> [14] - 13:22, 16:12, 16:19, 30:21, 30:24, 32:6, 38:14, 49:14, 49:24, 50:10, 50:15, 64:23, 64:24, 65:2  <b>averages</b> [1] - 32:9  <b>awkward</b> [1] - 69:16  <b>AWP</b> [2] - 28:1, 28:8  <b>ayes</b> [2] - 10:18, 69:11</p>	<p><b>BENEFIT</b> [1] - 1:2  <b>Benefits</b> [7] - 3:2, 3:9, 6:19, 24:7, 63:10, 65:17, 69:17  <b>BENEFITS</b> [1] - 1:3  <b>benefits</b> [6] - 11:11, 11:17, 14:2, 14:4, 16:18, 24:18  <b>best</b> [1] - 39:13  <b>BETHANY</b> [1] - 2:17  <b>Bethany</b> [7] - 45:12, 45:16, 55:24, 56:5, 57:6, 59:22, 59:23  <b>better</b> [8] - 4:17, 20:1, 33:13, 38:19, 64:20, 65:8, 66:24  <b>between</b> [3] - 41:7, 60:10, 60:11  <b>beyond</b> [1] - 9:6  <b>big</b> [2] - 38:2, 47:22  <b>biggest</b> [1] - 48:23  <b>billing</b> [1] - 58:22  <b>bit</b> [10] - 6:3, 18:23, 30:11, 34:21, 34:23, 36:12, 36:19, 46:20, 50:20, 60:3  <b>black</b> [2] - 18:8, 21:13  <b>bladder</b> [1] - 58:23  <b>BLAIR</b> [2] - 2:5, 8:10  <b>Blair</b> [1] - 8:9  <b>blood</b> [5] - 26:10, 48:3, 52:3, 52:19, 53:1  <b>blue</b> [5] - 42:23, 60:17, 60:23, 61:4, 61:5  <b>BOARD</b> [1] - 2:10  <b>Board</b> [5] - 6:10, 7:11, 7:16, 9:15, 9:17  <b>board</b> [2] - 6:20, 69:19  <b>book</b> [22] - 14:8, 14:11, 14:12, 16:20, 19:8, 19:11, 20:5, 20:16, 20:19, 21:5, 21:22, 22:2, 22:16, 22:18, 22:22, 23:21, 30:13, 31:1, 32:6, 33:21, 42:3  <b>bottom</b> [15] - 13:9, 18:3, 18:7, 20:10, 22:8, 30:23, 32:2, 32:16, 33:7, 50:11, 52:13, 53:15, 54:8, 64:11, 64:14  <b>box</b> [6] - 18:8, 21:13, 32:1, 32:15, 33:6, 60:5  <b>boxes</b> [1] - 34:18  <b>bracket</b> [3] - 14:14, 17:3, 18:3  <b>brand</b> [8] - 15:4,</p>	<p>15:10, 15:15, 19:3, 29:15, 32:12, 32:14  <b>breakdown</b> [2] - 43:11, 60:10  <b>breakout</b> [1] - 50:21  <b>breast</b> [2] - 53:20, 58:16  <b>brief</b> [2] - 9:19, 21:11  <b>bring</b> [1] - 34:24  <b>brings</b> [2] - 28:12, 29:6  <b>broken</b> [3] - 43:13, 64:8  <b>buck</b> [1] - 20:1  <b>Budget</b> [1] - 61:18  <b>budgeted</b> [1] - 62:16  <b>buildup</b> [1] - 53:7  <b>bully</b> [1] - 28:3  <b>BUMP</b> [3] - 2:17, 45:17, 60:1  <b>Bump</b> [1] - 45:12  <b>BUMP-WHITE</b> [3] - 2:17, 45:17, 60:1  <b>Bump-White</b> [1] - 45:12  <b>burden</b> [3] - 60:21, 61:6, 61:11  <b>BURKE</b> [1] - 2:11  <b>BURNS</b> [9] - 2:11, 2:11, 3:17, 7:24, 9:6, 9:9, 13:18, 28:3, 69:23  <b>business</b> [26] - 14:9, 14:12, 14:13, 16:20, 19:8, 19:11, 20:5, 20:16, 20:20, 21:5, 21:22, 22:2, 22:16, 22:18, 22:22, 23:21, 30:13, 31:2, 32:6, 33:21, 42:4, 64:1, 69:3, 71:8  <b>buying</b> [1] - 15:10  <b>BY</b> [3] - 2:2, 2:8, 2:11</p>
<b>B</b>				
<p><b>backdrop</b> [1] - 68:9  <b>background</b> [1] - 7:13  <b>bang</b> [1] - 20:1  <b>bar</b> [6] - 18:18, 50:2, 50:11, 50:22, 60:17, 60:23  <b>bars</b> [3] - 49:16, 61:4, 61:5  <b>based</b> [7] - 29:15, 30:19, 31:21, 36:7, 61:7, 63:23, 64:4  <b>basis</b> [5] - 14:5, 55:5, 58:10, 64:13, 65:7  <b>begin</b> [3] - 11:23, 27:21, 45:5  <b>behalf</b> [2] - 7:11, 15:22  <b>behind</b> [1] - 24:14  <b>below</b> [4] - 14:3, 14:22, 16:3, 67:15  <b>Benchmark</b> [1] - 43:14  <b>benchmark</b> [2] - 30:14, 33:18  <b>benchmarks</b> [1] - 32:5  <b>Benefit</b> [3] - 3:9, 27:22, 63:1  <b>benefit</b> [9] - 21:2, 24:10, 24:16, 25:24, 27:4, 27:20, 37:19, 38:19, 57:1</p>	<p><b>backdrop</b> [1] - 68:9  <b>background</b> [1] - 7:13  <b>bang</b> [1] - 20:1  <b>bar</b> [6] - 18:18, 50:2, 50:11, 50:22, 60:17, 60:23  <b>bars</b> [3] - 49:16, 61:4, 61:5  <b>based</b> [7] - 29:15, 30:19, 31:21, 36:7, 61:7, 63:23, 64:4  <b>basis</b> [5] - 14:5, 55:5, 58:10, 64:13, 65:7  <b>begin</b> [3] - 11:23, 27:21, 45:5  <b>behalf</b> [2] - 7:11, 15:22  <b>behind</b> [1] - 24:14  <b>below</b> [4] - 14:3, 14:22, 16:3, 67:15  <b>Benchmark</b> [1] - 43:14  <b>benchmark</b> [2] - 30:14, 33:18  <b>benchmarks</b> [1] - 32:5  <b>Benefit</b> [3] - 3:9, 27:22, 63:1  <b>benefit</b> [9] - 21:2, 24:10, 24:16, 25:24, 27:4, 27:20, 37:19, 38:19, 57:1</p>	<p><b>BENEFIT</b> [1] - 1:2  <b>Benefits</b> [7] - 3:2, 3:9, 6:19, 24:7, 63:10, 65:17, 69:17  <b>BENEFITS</b> [1] - 1:3  <b>benefits</b> [6] - 11:11, 11:17, 14:2, 14:4, 16:18, 24:18  <b>best</b> [1] - 39:13  <b>BETHANY</b> [1] - 2:17  <b>Bethany</b> [7] - 45:12, 45:16, 55:24, 56:5, 57:6, 59:22, 59:23  <b>better</b> [8] - 4:17, 20:1, 33:13, 38:19, 64:20, 65:8, 66:24  <b>between</b> [3] - 41:7, 60:10, 60:11  <b>beyond</b> [1] - 9:6  <b>big</b> [2] - 38:2, 47:22  <b>biggest</b> [1] - 48:23  <b>billing</b> [1] - 58:22  <b>bit</b> [10] - 6:3, 18:23, 30:11, 34:21, 34:23, 36:12, 36:19, 46:20, 50:20, 60:3  <b>black</b> [2] - 18:8, 21:13  <b>bladder</b> [1] - 58:23  <b>BLAIR</b> [2] - 2:5, 8:10  <b>Blair</b> [1] - 8:9  <b>blood</b> [5] - 26:10, 48:3, 52:3, 52:19, 53:1  <b>blue</b> [5] - 42:23, 60:17, 60:23, 61:4, 61:5  <b>BOARD</b> [1] - 2:10  <b>Board</b> [5] - 6:10, 7:11, 7:16, 9:15, 9:17  <b>board</b> [2] - 6:20, 69:19  <b>book</b> [22] - 14:8, 14:11, 14:12, 16:20, 19:8, 19:11, 20:5, 20:16, 20:19, 21:5, 21:22, 22:2, 22:16, 22:18, 22:22, 23:21, 30:13, 31:1, 32:6, 33:21, 42:3  <b>bottom</b> [15] - 13:9, 18:3, 18:7, 20:10, 22:8, 30:23, 32:2, 32:16, 33:7, 50:11, 52:13, 53:15, 54:8, 64:11, 64:14  <b>box</b> [6] - 18:8, 21:13, 32:1, 32:15, 33:6, 60:5  <b>boxes</b> [1] - 34:18  <b>bracket</b> [3] - 14:14, 17:3, 18:3  <b>brand</b> [8] - 15:4,</p>	<p>15:10, 15:15, 19:3, 29:15, 32:12, 32:14  <b>breakdown</b> [2] - 43:11, 60:10  <b>breakout</b> [1] - 50:21  <b>breast</b> [2] - 53:20, 58:16  <b>brief</b> [2] - 9:19, 21:11  <b>bring</b> [1] - 34:24  <b>brings</b> [2] - 28:12, 29:6  <b>broken</b> [3] - 43:13, 64:8  <b>buck</b> [1] - 20:1  <b>Budget</b> [1] - 61:18  <b>budgeted</b> [1] - 62:16  <b>buildup</b> [1] - 53:7  <b>bully</b> [1] - 28:3  <b>BUMP</b> [3] - 2:17, 45:17, 60:1  <b>Bump</b> [1] - 45:12  <b>BUMP-WHITE</b> [3] - 2:17, 45:17, 60:1  <b>Bump-White</b> [1] - 45:12  <b>burden</b> [3] - 60:21, 61:6, 61:11  <b>BURKE</b> [1] - 2:11  <b>BURNS</b> [9] - 2:11, 2:11, 3:17, 7:24, 9:6, 9:9, 13:18, 28:3, 69:23  <b>business</b> [26] - 14:9, 14:12, 14:13, 16:20, 19:8, 19:11, 20:5, 20:16, 20:20, 21:5, 21:22, 22:2, 22:16, 22:18, 22:22, 23:21, 30:13, 31:2, 32:6, 33:21, 42:4, 64:1, 69:3, 71:8  <b>buying</b> [1] - 15:10  <b>BY</b> [3] - 2:2, 2:8, 2:11</p>	
<b>C</b>				
<p><b>calculation</b> [1] - 62:24  <b>calendar</b> [2] - 11:12, 63:23  <b>call-in</b> [1] - 4:5  <b>Cancer</b> [3] - 53:11, 53:15, 59:17  <b>cancer</b> [8] - 53:13, 53:17, 53:20, 53:22, 53:23, 58:17, 59:5, 59:21  <b>capita</b> [2] - 64:13, 65:7  <b>cardiac</b> [1] - 53:2  <b>cardiologist</b> [1] - 58:3  <b>Care</b> [3] - 48:11,</p>	<p><b>calculation</b> [1] - 62:24  <b>calendar</b> [2] - 11:12, 63:23  <b>call-in</b> [1] - 4:5  <b>Cancer</b> [3] - 53:11, 53:15, 59:17  <b>cancer</b> [8] - 53:13, 53:17, 53:20, 53:22, 53:23, 58:17, 59:5, 59:21  <b>capita</b> [2] - 64:13, 65:7  <b>cardiac</b> [1] - 53:2  <b>cardiologist</b> [1] - 58:3  <b>Care</b> [3] - 48:11,</p>	<p><b>calculation</b> [1] - 62:24  <b>calendar</b> [2] - 11:12, 63:23  <b>call-in</b> [1] - 4:5  <b>Cancer</b> [3] - 53:11, 53:15, 59:17  <b>cancer</b> [8] - 53:13, 53:17, 53:20, 53:22, 53:23, 58:17, 59:5, 59:21  <b>capita</b> [2] - 64:13, 65:7  <b>cardiac</b> [1] - 53:2  <b>cardiologist</b> [1] - 58:3  <b>Care</b> [3] - 48:11,</p>	<p><b>calculation</b> [1] - 62:24  <b>calendar</b> [2] - 11:12, 63:23  <b>call-in</b> [1] - 4:5  <b>Cancer</b> [3] - 53:11, 53:15, 59:17  <b>cancer</b> [8] - 53:13, 53:17, 53:20, 53:22, 53:23, 58:17, 59:5, 59:21  <b>capita</b> [2] - 64:13, 65:7  <b>cardiac</b> [1] - 53:2  <b>cardiologist</b> [1] - 58:3  <b>Care</b> [3] - 48:11,</p>	

48:12, 49:1  
**care** [6] - 49:2, 57:10, 57:24, 58:7, 58:11, 58:13  
**caregiver** [1] - 56:22  
**Cares** [1] - 48:18  
**case** [5] - 14:24, 22:24, 23:23, 24:12, 46:11  
**cases** [3] - 41:22, 46:7, 46:8  
**cataplexy** [1] - 42:22  
**catastrophic** [3] - 46:7, 46:8, 46:11  
**categories** [7] - 25:8, 41:1, 51:22, 51:23, 57:6, 61:6, 61:12  
**category** [31] - 41:12, 47:23, 48:5, 52:1, 52:5, 52:8, 52:16, 53:5, 53:10, 53:15, 53:18, 53:23, 53:24, 54:2, 54:3, 54:5, 54:12, 54:13, 54:17, 54:19, 54:21, 54:24, 55:2, 55:3, 55:5, 55:10, 55:14, 55:15, 55:20, 57:14, 64:9  
**CAVANAUGH** [1] - 2:20  
**Cavanaugh** [1] - 62:8  
**CCPF** [2] - 27:16, 38:8  
**certainly** [5] - 43:9, 44:16, 44:22, 68:17, 68:22  
**Certified** [1] - 71:6  
**cervical** [1] - 58:17  
**Chair** [4] - 4:11, 5:10, 7:11, 7:15  
**CHAIRMAN** [17] - 3:5, 7:20, 8:3, 8:6, 8:17, 9:2, 9:12, 10:11, 10:14, 10:19, 43:23, 44:5, 44:15, 68:19, 69:7, 69:10, 69:12  
**Chairman** [2] - 3:17, 11:13  
**change** [11] - 13:14, 21:15, 25:3, 25:7, 40:16, 40:21, 41:12, 41:24, 50:5, 67:20  
**changed** [1] - 16:6  
**changes** [4] - 16:8, 17:13, 25:9, 67:10  
**channel** [3] - 33:12, 33:15, 37:12  
**channels** [2] - 19:15, 34:4  
**chart** [5] - 21:4, 64:7, 64:11, 64:14, 65:20

**charts** [1] - 64:6  
**chemotherapy** [1] - 59:19  
**Chicago** [1] - 1:14  
**Choice** [12] - 19:18, 22:1, 22:6, 33:6, 38:17, 39:9, 66:2, 66:3, 66:8, 67:6, 67:7  
**choice** [4] - 19:23, 20:4, 20:8, 56:21  
**cholesterol** [1] - 53:7  
**choose** [1] - 56:20  
**Chorus** [2] - 10:18, 69:11  
**Chronic** [1] - 61:2  
**chronic** [2] - 52:4, 55:3  
**circulate** [1] - 6:8  
**circulatory** [3] - 47:23, 48:2, 48:5  
**Circulatory** [2] - 52:5, 52:16  
**Circuitry** [1] - 52:2  
**City** [1] - 1:14  
**claim** [1] - 64:3  
**claims** [11] - 35:18, 35:21, 39:14, 46:1, 57:4, 57:20, 57:21, 63:24, 66:5, 67:7, 67:13  
**class** [2] - 39:14, 41:5  
**Class** [3] - 20:23, 24:8, 43:16  
**Classes** [1] - 25:2  
**classes** [8] - 21:1, 21:16, 23:3, 24:1, 24:22, 25:22, 39:15, 40:24  
**classified** [1] - 46:11  
**clients** [4] - 14:13, 21:6, 26:11, 56:14  
**Clinical** [1] - 12:13  
**clinical** [7] - 12:15, 12:16, 24:4, 51:22, 51:23, 56:3, 57:11  
**close** [1] - 58:13  
**closely** [2] - 30:20, 39:7  
**closing** [1] - 58:7  
**closure** [1] - 58:14  
**CMS** [2] - 17:6, 17:13  
**co** [3] - 28:24, 39:11, 40:15  
**co-member** [1] - 40:15  
**co-pay** [1] - 39:11  
**co-pays** [1] - 28:24  
**column** [13] - 14:6, 16:15, 28:16, 30:15, 38:9, 38:13, 40:11,

40:13, 41:10, 41:19, 42:1, 43:20, 64:9  
**columns** [2] - 13:12, 40:12  
**comfortable** [1] - 56:23  
**coming** [3] - 17:5, 17:9, 28:20  
**commencing** [1] - 1:15  
**comment** [4] - 9:13, 9:21, 10:1, 36:1  
**commented** [1] - 33:4  
**comments** [5] - 8:4, 11:1, 26:15, 68:1, 69:2  
**commercial** [2] - 12:10, 35:24  
**commercialization** [1] - 42:7  
**COMMITTEE** [1] - 1:4  
**committee** [5] - 4:15, 4:22, 5:20, 9:18, 68:15  
**Committee** [18] - 3:2, 3:9, 4:9, 4:11, 4:13, 4:20, 6:9, 6:19, 7:11, 7:16, 9:19, 11:8, 45:1, 63:2, 63:10, 65:17, 69:6, 69:18  
**comparable** [2] - 35:10, 35:15  
**compare** [3] - 14:11, 35:9, 60:21  
**compared** [19] - 15:19, 19:10, 33:18, 38:13, 47:20, 49:9, 49:20, 49:23, 50:6, 50:9, 51:18, 52:9, 54:4, 54:23, 55:12, 56:13, 61:12, 62:16, 62:20  
**compares** [1] - 64:12  
**comparing** [2] - 13:13, 19:7  
**comparison** [3] - 14:8, 38:7, 40:19  
**competition** [1] - 33:2  
**complication** [1] - 55:17  
**complications** [5] - 52:18, 52:20, 52:21, 52:24, 55:15  
**comply** [1] - 3:15  
**component** [2] - 31:5, 36:10  
**components** [1] - 28:13  
**concise** [1] - 27:1  
**concludes** [2] - 67:2,

68:2  
**condition** [5] - 52:17, 53:2, 53:4, 55:7, 61:3  
**conditions** [6] - 52:4, 52:14, 52:15, 56:5, 57:19, 59:6  
**conduct** [1] - 3:22  
**CONFERENCE** [2] - 2:2, 2:8  
**confirmed** [1] - 59:22  
**Congestive** [1] - 61:1  
**Connection** [1] - 55:22  
**Connections** [2] - 56:7, 58:19  
**connective** [2] - 54:14, 54:17  
**consider** [1] - 58:11  
**consistent** [4] - 4:1, 4:7, 9:14, 33:20  
**constraints** [1] - 9:15  
**consultant** [1] - 15:3  
**Consultant** [1] - 45:12  
**contact** [3] - 61:21, 68:13, 68:24  
**containment** [1] - 33:12  
**contains** [1] - 71:13  
**continue** [1] - 66:10  
**continued** [1] - 67:16  
**continues** [1] - 47:19  
**contract** [3] - 34:12, 64:24, 65:5  
**contracts** [1] - 65:3  
**contributing** [1] - 16:18  
**control** [1] - 34:5  
**convene** [2] - 3:7, 68:16  
**convey** [1] - 31:4  
**conveyed** [2] - 7:8, 35:2  
**COOK** [1] - 1:1  
**Cook** [16] - 1:14, 3:7, 13:3, 18:12, 19:7, 19:17, 20:7, 20:17, 22:5, 22:17, 23:20, 38:8, 45:6, 56:17, 58:21, 63:10  
**cooperation** [1] - 69:14  
**coordinate** [1] - 10:23  
**copay** [2] - 16:7, 28:20  
**copays** [6] - 16:4, 16:9, 16:11, 16:22, 28:19, 32:22  
**COPD** [1] - 61:2  
**coronary** [1] - 53:6  
**correct** [1] - 71:11

**Cost** [9] - 16:10, 16:12, 31:3, 31:10, 31:13, 32:2, 32:3, 32:8, 47:14  
**cost** [67] - 14:18, 15:24, 16:22, 16:23, 17:19, 18:11, 20:10, 20:11, 22:9, 22:10, 22:11, 23:15, 25:11, 28:12, 28:14, 28:23, 29:3, 29:5, 29:6, 29:10, 29:19, 31:5, 31:7, 31:11, 31:22, 31:23, 32:19, 33:10, 33:12, 33:14, 34:3, 34:13, 34:17, 34:22, 35:11, 35:18, 36:4, 36:5, 36:14, 37:7, 37:12, 39:10, 40:13, 40:17, 43:12, 47:1, 47:2, 47:9, 47:17, 47:22, 48:6, 48:24, 50:24, 51:1, 51:5, 51:24, 52:8, 52:15, 53:12, 53:18, 54:3, 54:21, 55:10, 59:21, 62:19, 65:10  
**Cost** [1] - 16:4  
**costly** [1] - 23:18  
**costs** [25] - 16:17, 17:7, 18:1, 18:4, 18:11, 23:4, 23:10, 25:12, 28:1, 28:9, 28:18, 29:20, 29:24, 39:24, 40:3, 43:17, 47:7, 51:6, 53:23, 55:20, 56:3, 61:16, 64:2, 65:22, 68:8  
**Costs** [1] - 14:16  
**counsel** [1] - 3:14  
**COUNTY** [1] - 71:2  
**County** [17] - 1:14, 3:8, 13:3, 18:12, 19:7, 19:17, 20:7, 20:18, 22:5, 22:17, 23:20, 38:8, 45:6, 56:17, 58:21, 63:10, 71:8  
**COUNTY/FOREST** [1] - 1:1  
**couple** [5] - 13:12, 25:19, 34:1, 34:18, 40:12  
**course** [4] - 27:19, 36:11, 64:24, 67:8  
**court** [1] - 71:7  
**coverage** [4] - 24:18, 24:20, 24:23  
**covered** [2] - 11:9, 56:5

<p><b>covers</b> [1] - 53:10  <b>create</b> [1] - 65:12  <b>CRISTINA</b> [1] - 2:19  <b>Cristina</b> [1] - 62:6  <b>CSR</b> [1] - 71:17  <b>cumbersome</b> [1] - 39:3  <b>current</b> [3] - 21:9, 41:20, 45:21  <b>Current</b> [2] - 43:14, 43:20  <b>CVS</b> [15] - 2:13, 11:11, 11:15, 11:20, 12:2, 12:14, 19:20, 27:4, 33:8, 34:11, 38:15, 44:18, 57:22, 62:7, 64:2</p>	<p><b>describing</b> [1] - 43:21  <b>design</b> [1] - 16:17  <b>detail</b> [4] - 50:20, 59:12, 60:3, 68:17  <b>details</b> [1] - 29:24  <b>determined</b> [1] - 9:15  <b>develop</b> [1] - 68:7  <b>device</b> [1] - 55:16  <b>diabetes</b> [4] - 38:10, 39:16, 57:18, 58:1  <b>Diabetes</b> [1] - 61:10  <b>diabetic</b> [3] - 26:8, 26:11, 58:9  <b>diagnosed</b> [2] - 41:6, 41:16  <b>diagnosis</b> [2] - 53:11, 53:13  <b>diagnostic</b> [2] - 52:14, 55:2  <b>DIAHANN</b> [1] - 2:4  <b>dial</b> [1] - 7:4  <b>dialogue</b> [1] - 4:14  <b>dialysis</b> [1] - 55:4  <b>difference</b> [2] - 41:12, 64:18  <b>different</b> [4] - 6:3, 17:5, 18:24, 67:10  <b>differs</b> [1] - 25:20  <b>difficulty</b> [1] - 42:22  <b>direct</b> [3] - 5:15, 6:6, 11:5  <b>directed</b> [1] - 5:19  <b>directives</b> [1] - 4:1  <b>directly</b> [2] - 18:16, 63:17  <b>Director</b> [3] - 2:9, 5:2, 5:11  <b>disc</b> [1] - 54:9  <b>discount</b> [3] - 28:9, 28:10, 33:1  <b>discounts</b> [1] - 33:14  <b>discuss</b> [2] - 5:21, 68:16  <b>discussed</b> [1] - 3:11  <b>discussion</b> [1] - 6:2  <b>disease</b> [6] - 58:2, 60:17, 60:20, 60:21, 61:5, 61:11  <b>Disease</b> [1] - 60:15  <b>diseases</b> [1] - 57:6  <b>Disorder</b> [1] - 42:17  <b>disorder</b> [1] - 54:9  <b>Disorders</b> [1] - 42:10  <b>disorders</b> [1] - 42:21  <b>dispense</b> [1] - 23:7  <b>dispensed</b> [4] - 29:16, 32:18, 34:11, 36:9  <b>dispensing</b> [2] - 32:13, 32:17</p>	<p><b>District</b> [2] - 3:8, 65:21  <b>DISTRICT</b> [1] - 1:1  <b>divide</b> [1] - 31:14  <b>doctor</b> [4] - 37:24, 56:23, 58:10, 58:12  <b>doctors</b> [1] - 42:8  <b>dollars</b> [7] - 14:19, 15:18, 28:20, 42:20, 57:5, 64:16, 64:19  <b>done</b> [1] - 54:16  <b>DONOVAN</b> [4] - 2:14, 12:1, 13:2, 13:20  <b>Donovan</b> [2] - 11:22, 12:2  <b>dONOVAN</b> [1] - 36:3  <b>door</b> [1] - 39:1  <b>down</b> [22] - 4:8, 6:4, 6:18, 14:14, 15:24, 16:23, 17:2, 17:21, 18:10, 18:18, 28:12, 28:21, 29:21, 31:3, 31:13, 33:10, 33:23, 43:3, 47:2, 50:2, 64:8  <b>draw</b> [1] - 18:8  <b>drill</b> [1] - 43:3  <b>drive</b> [2] - 18:10, 19:22  <b>driven</b> [2] - 34:3, 55:9  <b>driver</b> [3] - 39:20, 39:24, 59:22  <b>drivers</b> [1] - 47:22  <b>driving</b> [5] - 23:3, 29:24, 34:17, 53:23, 55:20  <b>dropped</b> [3] - 16:22, 17:20, 47:1  <b>drove</b> [1] - 17:15  <b>Drug</b> [3] - 14:15, 32:10, 43:19  <b>drug</b> [14] - 12:18, 14:17, 18:24, 23:6, 23:14, 23:18, 23:19, 23:21, 24:18, 25:18, 25:22, 63:24, 64:22, 67:18  <b>Drugs</b> [1] - 43:11  <b>drugs</b> [12] - 12:15, 23:2, 23:3, 23:11, 23:24, 24:22, 25:16, 25:22, 25:23, 26:5, 26:6, 29:15  <b>DU</b> [1] - 71:2  <b>due</b> [8] - 15:20, 42:7, 55:15, 55:19, 62:3, 64:20, 66:4, 66:11  <b>DuPage</b> [1] - 71:8  <b>dysrhythmia</b> [1] - 53:3</p>	<p style="text-align: center;"><b>E</b></p> <p><b>economic</b> [1] - 68:17  <b>edits</b> [1] - 34:13  <b>educate</b> [1] - 48:16  <b>educated</b> [1] - 11:9  <b>education</b> [1] - 48:19  <b>educational</b> [5] - 4:12, 6:15, 6:23, 44:20, 68:5  <b>effect</b> [2] - 4:12, 6:21  <b>effective</b> [2] - 37:12, 48:19  <b>effort</b> [1] - 44:19  <b>efforts</b> [2] - 34:12, 48:15  <b>EGWP</b> [28] - 11:18, 12:5, 12:18, 13:4, 13:10, 14:1, 14:8, 14:11, 14:12, 15:9, 17:3, 17:4, 17:19, 21:6, 21:7, 22:17, 23:21, 24:13, 25:13, 26:18, 35:19, 36:2, 36:3, 36:5, 36:8, 36:17, 64:21, 67:18  <b>either</b> [1] - 5:18  <b>electronic</b> [1] - 57:21  <b>Eligibility</b> [2] - 30:3, 30:24  <b>eligible</b> [4] - 20:3, 21:24, 30:9, 31:15  <b>Eligible</b> [1] - 30:5  <b>Emergency</b> [3] - 48:13, 48:22, 48:24  <b>employees</b> [1] - 32:7  <b>Employer</b> [2] - 13:5, 43:14  <b>employer</b> [6] - 30:13, 30:21, 31:1, 32:6, 38:15, 67:18  <b>employers</b> [2] - 30:15, 37:16  <b>encompass</b> [1] - 54:7  <b>end</b> [6] - 4:24, 24:15, 29:20, 45:23, 46:1  <b>endocrinologist</b> [1] - 58:2  <b>engaged</b> [2] - 57:3  <b>engagement</b> [1] - 56:15  <b>Enhanced</b> [1] - 24:7  <b>enhanced</b> [3] - 24:9, 24:16, 25:24  <b>enroll</b> [1] - 57:1  <b>entire</b> [1] - 65:1  <b>entitled</b> [6] - 1:12, 27:16, 27:22, 30:1, 37:2, 56:6  <b>ENTITLED</b> [1] - 70:3</p>	<p><b>environment</b> [1] - 68:18  <b>equal</b> [1] - 66:18  <b>equalled</b> [1] - 17:10  <b>ER</b> [1] - 49:3  <b>erosion</b> [3] - 28:24, 29:11, 31:22  <b>especially</b> [1] - 68:6  <b>essential</b> [1] - 4:9  <b>essentially</b> [8] - 15:14, 16:4, 18:24, 19:24, 20:15, 21:2, 22:15, 24:9  <b>exactly</b> [2] - 20:19, 22:21  <b>example</b> [2] - 46:24, 49:1  <b>examples</b> [1] - 48:4  <b>exception</b> [1] - 29:10  <b>excuse</b> [1] - 59:9  <b>Executive</b> [12] - 2:9, 3:3, 3:20, 5:2, 5:11, 37:2, 46:14, 50:19, 52:11, 60:4, 63:11, 63:13  <b>exempt</b> [1] - 47:17  <b>exist</b> [1] - 41:17  <b>expect</b> [4] - 60:16, 60:19, 61:7, 66:19  <b>expectation</b> [2] - 4:17, 5:7  <b>expected</b> [1] - 4:13  <b>expenditures</b> [1] - 40:11  <b>expenses</b> [3] - 63:21, 64:15, 64:17  <b>Expenses</b> [2] - 61:18, 63:12  <b>expensive</b> [2] - 32:24, 36:21  <b>experience</b> [5] - 64:4, 64:7, 65:11, 66:18, 67:13  <b>experienced</b> [2] - 29:11, 68:8  <b>expert</b> [1] - 62:7  <b>explain</b> [2] - 3:18, 38:7  <b>explanation</b> [1] - 44:13  <b>extent</b> [1] - 68:12  <b>extra</b> [2] - 24:20, 31:23</p>
<b>D</b>				
<p><b>Dan</b> [8] - 35:13, 35:24, 61:20, 61:22, 62:1, 65:16, 67:2, 67:24  <b>DAN</b> [1] - 2:19  <b>dark</b> [1] - 60:23  <b>data</b> [8] - 45:19, 45:22, 46:12, 46:19, 57:20, 57:21, 62:23, 65:18  <b>date</b> [1] - 7:7  <b>DATE</b> [1] - 70:4  <b>dates</b> [2] - 45:22, 46:4  <b>days</b> [2] - 36:15, 38:21  <b>Days'</b> [1] - 33:16  <b>deal</b> [2] - 4:9, 34:10  <b>dealt</b> [1] - 34:16  <b>DEBBIE</b> [1] - 71:17  <b>DEBORAH</b> [1] - 71:6  <b>December</b> [4] - 13:13, 13:15, 45:24, 46:5  <b>decision</b> [2] - 6:18, 6:24  <b>decrease</b> [6] - 16:11, 17:24, 18:14, 18:16, 42:14, 50:9  <b>decreases</b> [2] - 46:22, 47:4  <b>deemed</b> [1] - 4:9  <b>deeper</b> [1] - 33:1  <b>definition</b> [1] - 29:13  <b>DELEON</b> [1] - 2:19  <b>DeLeon</b> [1] - 62:6  <b>delve</b> [1] - 46:18  <b>demographic</b> [1] - 36:11  <b>Demographic</b> [1] - 49:4  <b>demographics</b> [1] - 36:8  <b>dependents</b> [2] - 30:22, 65:6</p>				
<b>DEBBIE TYRRELL REPORTING SERVICE</b>	<b>(630) 292-1742</b>			
<b>F</b>				<p><b>fact</b> [1] - 39:19  <b>factor</b> [3] - 15:23, 16:21, 17:18  <b>FAHRENBACH</b> [11] - 2:9, 3:1, 8:8, 8:11, 8:13, 8:15, 8:18,</p>

8:20, 8:22, 8:24, 9:3  
**failure** [3] - 52:23,  
 55:4, 55:6  
**Failure** [2] - 61:2  
**fall** [6] - 42:23, 48:4,  
 52:2, 54:12, 54:16,  
 63:22  
**falling** [1] - 42:22  
**familiar** [1] - 24:12  
**family** [1] - 56:22  
**far** [5] - 14:6, 16:14,  
 22:3, 30:14, 39:15  
**favor** [3] - 10:17,  
 37:22, 69:10  
**favorable** [2] - 56:13,  
 67:14  
**February** [1] - 65:2  
**Federal** [1] - 67:17  
**feed** [1] - 57:22  
**feedback** [1] - 13:16  
**fellow** [1] - 11:3  
**female** [1] - 58:16  
**femur** [1] - 55:18  
**few** [4] - 36:13, 40:2,  
 40:23, 56:9  
**fiduciary** [1] - 3:13  
**figure** [2] - 17:22, 18:9  
**figures** [5] - 13:14,  
 14:11, 18:7, 64:12,  
 65:20  
**filled** [2] - 20:9, 22:7  
**filling** [2] - 21:18, 38:1  
**fills** [1] - 15:16  
**final** [2] - 7:10, 54:13  
**finally** [7] - 12:12,  
 48:20, 50:11, 51:16,  
 53:5, 53:21, 55:8  
**Financial** [3] - 27:22,  
 40:8, 50:18  
**financial** [1] - 37:9  
**financials** [1] - 62:12  
**finish** [1] - 59:23  
**first** [9] - 10:3, 11:10,  
 11:16, 12:17, 25:9,  
 40:5, 41:4, 51:7,  
 52:1  
**five** [1] - 42:16  
**flat** [10] - 28:10, 29:9,  
 30:9, 31:1, 31:7,  
 31:18, 47:7, 49:20,  
 49:23  
**flow** [1] - 68:22  
**flows** [1] - 17:5  
**focus** [11] - 12:4,  
 12:10, 13:10, 18:7,  
 26:23, 47:8, 56:16,  
 57:9, 58:23, 59:15,  
 59:18  
**focused** [1] - 56:3  
**focuses** [1] - 47:10

**focusing** [1] - 57:7  
**fold** [1] - 62:14  
**folks** [2] - 56:10, 57:13  
**follow** [1] - 3:14  
**following** [1] - 33:15  
**followup** [1] - 24:2  
**FOR** [1] - 2:10  
**foregoing** [1] - 71:11  
**foremost** [1] - 41:4  
**Forest** [1] - 3:8  
**forum** [1] - 4:18  
**forward** [2] - 13:14,  
 45:1  
**foundation** [1] - 6:17  
**foundational** [1] -  
 6:22  
**four** [2] - 39:4, 67:10  
**fourth** [1] - 54:19  
**fractures** [1] - 55:18  
**free** [3] - 24:3, 26:19,  
 68:13  
**friendly** [1] - 58:11  
**front** [1] - 24:15  
**full** [2] - 6:20, 69:19  
**function** [1] - 62:3  
**Fund** [47] - 3:9, 12:7,  
 12:9, 13:4, 15:5,  
 15:7, 16:7, 17:16,  
 18:1, 18:12, 19:8,  
 19:9, 19:24, 20:7,  
 20:18, 21:14, 22:5,  
 22:17, 23:20, 24:21,  
 25:13, 26:6, 29:2,  
 29:12, 29:15, 29:20,  
 30:16, 31:1, 32:4,  
 32:12, 32:23, 33:13,  
 34:8, 34:9, 37:6,  
 37:13, 37:16, 38:5,  
 38:9, 38:18, 39:6,  
 39:17, 40:1, 42:3,  
 45:6, 65:11, 65:21  
**FUND** [1] - 1:2  
**Fund"** [1] - 63:11  
**Fund's** [6] - 7:6,  
 17:21, 28:13, 29:19,  
 33:9, 64:21  
**future** [4] - 4:17, 5:17,  
 25:7  
**FYI** [1] - 25:15

## G

**gap** [5] - 58:7, 58:8,  
 58:11, 58:13, 58:14  
**gaps** [1] - 38:2  
**gate** [1] - 29:9  
**gender** [1] - 60:18  
**General** [2] - 3:21, 4:2  
**generic** [5] - 32:13,  
 32:14, 32:16, 32:19,

39:12  
**generics** [7] - 19:4,  
 19:10, 19:12, 32:22,  
 33:10, 37:11, 39:10  
**gina** [1] - 6:6  
**Gina** [21] - 5:15, 5:16,  
 5:19, 6:6, 10:22,  
 11:5, 11:10, 12:22,  
 13:2, 24:4, 24:10,  
 26:3, 26:15, 26:20,  
 26:22, 27:11, 43:4,  
 59:14, 61:24, 68:20,  
 68:24  
**given** [3] - 5:4, 71:10,  
 71:13  
**Glance** [1] - 13:8  
**Glance"** [2] - 18:22,  
 30:2  
**global** [2] - 40:13,  
 40:17  
**glucose** [1] - 26:10  
**goal** [1] - 37:15  
**Goerges** [2] - 12:13,  
 27:13  
**GOERGES** [6] - 2:15,  
 40:5, 43:9, 44:4,  
 44:7, 44:16  
**Going"** [1] - 51:21  
**GOODE** [3] - 2:4, 8:12,  
 69:8  
**Goode** [2] - 8:11, 69:8  
**Government** [1] -  
 35:20  
**government** [1] -  
 36:22  
**Governor** [2] - 3:19,  
 4:2  
**Governor's** [2] - 3:3,  
 4:7  
**graph** [2] - 18:17, 61:9  
**great** [10] - 9:9, 18:2,  
 18:19, 19:13, 25:12,  
 32:19, 34:10, 59:11,  
 61:14, 61:23  
**greatly** [1] - 17:6  
**Gross** [1] - 31:13  
**gross** [13] - 14:17,  
 15:24, 22:11, 23:15,  
 28:14, 31:7, 31:9,  
 34:22, 35:18, 36:3,  
 36:5, 43:11, 51:5  
**group** [4] - 30:18,  
 31:18, 67:18, 67:19  
**Group** [1] - 13:5  
**guidance** [3] - 3:21,  
 4:11, 5:11  
**guides** [1] - 48:17

## H

**half** [3] - 14:3, 16:12,  
 16:24  
**hand** [17] - 12:20,  
 14:6, 16:14, 17:22,  
 18:17, 20:6, 21:4,  
 21:21, 22:3, 23:7,  
 23:15, 28:15, 30:14,  
 34:15, 38:9, 39:15,  
 40:10  
**handful** [1] - 34:16  
**handle** [1] - 10:22  
**happy** [1] - 26:20  
**hard** [1] - 5:24  
**hate** [1] - 28:3  
**Health** [11] - 3:2, 3:9,  
 6:19, 12:3, 45:12,  
 61:18, 63:1, 63:9,  
 65:17, 69:5, 69:17  
**health** [8] - 34:12,  
 37:19, 38:15, 57:12,  
 57:15, 59:5, 61:16,  
 62:15  
**HEALTH** [2] - 1:3, 2:13  
**HEALTHCARE** [1] -  
 2:16  
**healthy** [4] - 15:19,  
 18:13, 25:10, 37:15  
**hear** [4] - 7:17, 8:3,  
 11:11, 39:21  
**heard** [1] - 13:16  
**hearing** [1] - 62:2  
**heart** [7] - 48:2, 52:4,  
 52:23, 53:8, 53:9,  
 57:18, 58:2  
**Heart** [1] - 61:2  
**heartbeat** [1] - 53:3  
**held** [2] - 1:13, 3:19  
**help** [5] - 6:17, 17:6,  
 57:18, 58:13, 68:6  
**helping** [3] - 27:15,  
 29:18, 33:9  
**helps** [1] - 62:11  
**hesitate** [1] - 68:24  
**Hi** [1] - 63:6  
**high** [18] - 19:2, 20:10,  
 22:9, 34:2, 36:14,  
 39:10, 48:3, 52:3,  
 52:19, 53:1, 53:6,  
 53:19, 53:21, 57:5,  
 57:13, 59:21, 63:13,  
 63:15  
**higher** [7] - 30:11,  
 34:23, 36:19, 56:14,  
 61:4, 61:6, 65:4  
**highest** [3] - 47:19,  
 48:22, 56:17  
**hip** [1] - 60:8  
**historically** [1] - 12:4

**HIV** [2] - 41:14, 41:21  
**HOGAN** [8] - 2:14,  
 27:11, 28:7, 35:12,  
 35:15, 35:24, 36:6,  
 37:1  
**Hogan** [2] - 12:9, 27:6  
**Hogan's** [1] - 28:5  
**hold** [2] - 5:13, 5:19  
**home** [3] - 17:15,  
 19:22, 58:12  
**hopefully** [2] - 6:18,  
 68:10  
**hour** [1] - 1:16  
**hours** [1] - 4:21  
**Hughes** [2] - 8:13,  
 10:12  
**HUGHES** [3] - 2:5,  
 8:14, 10:12  
**hurdle** [1] - 37:9  
**hyperlipidemia** [1] -  
 39:16  
**Hypertension** [1] -  
 61:10  
**hypertension** [3] -  
 39:16, 52:3, 52:18

## I

**idea** [1] - 32:4  
**identifies** [1] - 51:22  
**identify** [4] - 9:23,  
 46:7, 48:18, 60:19  
**ILLINOIS** [1] - 71:1  
**Illinois** [3] - 1:14, 3:21,  
 71:9  
**illustrate** [1] - 65:24  
**illustrated** [2] - 64:3,  
 65:15  
**immediate** [1] - 58:24  
**impact** [1] - 52:22  
**impacting** [3] - 23:24,  
 52:11, 55:12  
**impacts** [3] - 47:23,  
 54:5, 54:24  
**important** [1] - 5:18  
**improved** [1] - 57:12  
**IN** [2] - 2:8, 70:3  
**in-person** [4] - 5:20,  
 11:5, 68:10, 68:16  
**inbound** [2] - 58:20,  
 58:21  
**include** [3] - 46:12,  
 65:5, 65:20  
**including** [3] - 6:16,  
 9:17, 19:20  
**increase** [36] - 15:19,  
 15:21, 16:2, 17:1,  
 17:11, 17:15, 20:12,  
 20:16, 20:18, 22:11,  
 22:21, 29:18, 31:19,

33:24, 41:10, 41:21, 42:2, 42:5, 42:19, 47:12, 47:17, 48:7, 48:10, 49:13, 50:13, 51:2, 51:12, 51:14, 51:18, 52:9, 54:22, 55:11, 66:4, 66:7 <b>increased</b> [4] - 17:14, 47:14, 50:15, 54:4 <b>increases</b> [10] - 22:19, 34:7, 41:6, 46:22, 47:5, 62:19, 66:1, 66:2, 66:11, 67:17 <b>indicates</b> [1] - 61:5 <b>individual</b> [5] - 5:3, 42:18, 46:8, 49:17, 52:14 <b>individuals</b> [7] - 41:16, 52:19, 56:12, 57:2, 57:4, 57:17, 59:20 <b>industry</b> [1] - 66:13 <b>Infarction</b> [1] - 61:11 <b>inflation</b> [1] - 29:1 <b>information</b> [10] - 4:16, 5:14, 5:21, 6:5, 6:11, 7:8, 11:7, 44:24, 68:3, 68:9 <b>informational</b> [2] - 6:15, 44:20 <b>informative</b> [1] - 44:21 <b>informed</b> [2] - 6:18, 6:24 <b>injectables</b> [2] - 20:11, 22:10 <b>injury</b> [2] - 53:8, 55:20 <b>Injury</b> [1] - 55:8 <b>instead</b> [1] - 49:2 <b>intended</b> [1] - 4:16 <b>interest</b> [2] - 41:15, 68:16 <b>interrupt</b> [3] - 35:5, 43:24, 44:5 <b>interruption</b> [2] - 7:22, 28:2 <b>interventions</b> [2] - 57:7, 57:8 <b>intervertebral</b> [1] - 54:9 <b>introduce</b> [6] - 11:23, 27:8, 34:13, 45:4, 59:4, 61:22 <b>introduced</b> [2] - 27:9, 27:14 <b>introducing</b> [1] - 24:11 <b>investment</b> [2] - 37:6, 37:17 <b>involved</b> [1] - 35:20 <b>irregular</b> [1] - 53:3	<b>issue</b> [3] - 58:23, 69:1 <b>item</b> [3] - 10:3, 11:10, 61:17 <b>items</b> [1] - 4:10  <b>J</b> <b>JAMES</b> [2] - 2:7, 2:14 <b>James</b> [1] - 12:9 <b>Jane</b> [4] - 24:4, 26:3, 26:15, 26:20 <b>January</b> [7] - 13:13, 13:15, 45:23, 46:1, 46:4, 65:1, 65:11 <b>Jim</b> [6] - 8:4, 12:8, 12:20, 26:23, 27:6, 27:7 <b>job</b> [1] - 43:7 <b>JOHN</b> [1] - 2:5 <b>joined</b> [1] - 7:23 <b>joining</b> [2] - 8:1, 45:11 <b>joint</b> [2] - 48:8, 54:11 <b>joints</b> [1] - 54:11 <b>JOSEPH</b> [1] - 2:6 <b>jot</b> [1] - 6:4 <b>June</b> [3] - 64:5, 65:18, 65:19 <b>jurisdiction</b> [1] - 9:20  <b>K</b> <b>Kathy</b> [7] - 12:13, 27:13, 33:24, 40:2, 40:4, 43:4, 43:24 <b>KATHY</b> [1] - 2:15 <b>keep</b> [5] - 11:3, 33:9, 43:5, 57:15, 59:12 <b>keeping</b> [2] - 17:2, 27:1 <b>KEVIN</b> [1] - 2:6 <b>Key</b> [3] - 13:7, 18:22, 30:1 <b>key</b> [6] - 37:21, 39:20, 39:24, 56:3, 63:4, 67:5 <b>Kidney</b> [3] - 54:20, 54:21, 54:23 <b>kidney</b> [3] - 52:23, 55:3, 55:6 <b>kind</b> [6] - 13:8, 21:10, 24:16, 39:13, 43:15, 46:20 <b>knee</b> [1] - 60:8 <b>Kouruklis</b> [1] - 8:15 <b>Kwame</b> [1] - 3:22  <b>L</b> <b>labeled</b> [18] - 13:3, 13:7, 14:7, 14:15,	14:22, 16:3, 16:15, 17:3, 18:22, 19:14, 20:22, 23:8, 24:7, 45:5, 46:13, 50:2, 52:1, 63:9 <b>lack</b> [1] - 37:8 <b>large</b> [5] - 15:20, 18:18, 20:18, 22:21, 49:7 <b>largely</b> [3] - 64:20, 66:4, 66:11 <b>larger</b> [2] - 29:2, 55:15 <b>largest</b> [1] - 50:4 <b>last</b> [3] - 10:16, 11:12, 61:17 <b>Lawrence</b> [2] - 35:7, 35:12 <b>LAWRENCE</b> [1] - 2:3 <b>laws</b> [1] - 3:16 <b>lead</b> [1] - 45:4 <b>leading</b> [2] - 35:1, 37:14 <b>left</b> [11] - 17:22, 21:4, 21:21, 28:15, 37:2, 38:9, 39:15, 40:10, 56:8, 56:11, 61:9 <b>left-hand</b> [7] - 17:22, 21:4, 21:21, 28:15, 38:9, 39:15, 40:10 <b>Legal</b> [1] - 2:9 <b>legal</b> [1] - 5:12 <b>leisure</b> [1] - 26:14 <b>less</b> [4] - 31:19, 32:24, 39:11, 61:11 <b>letter</b> [3] - 57:23, 58:4, 58:6 <b>level</b> [6] - 19:2, 20:1, 21:8, 34:2, 63:14, 63:15 <b>levels</b> [2] - 53:19, 53:21 <b>LEVIN</b> [7] - 2:19, 35:14, 35:17, 36:11, 36:18, 61:24, 67:4 <b>Levin</b> [3] - 35:13, 61:21, 62:1 <b>liability</b> [1] - 17:21 <b>License</b> [1] - 71:18 <b>lifts</b> [1] - 68:18 <b>ligament</b> [1] - 54:15 <b>light</b> [1] - 60:17 <b>lighter</b> [1] - 61:5 <b>limit</b> [1] - 11:1 <b>limited</b> [2] - 5:23, 62:4 <b>line</b> [7] - 12:8, 19:4, 27:13, 33:17, 35:14, 38:16, 46:24 <b>listening</b> [2] - 6:5, 62:7 <b>lists</b> [1] - 46:16	<b>location</b> [1] - 19:21 <b>locations</b> [1] - 19:20 <b>long-term</b> [1] - 55:7 <b>look</b> [31] - 10:6, 13:8, 16:14, 17:22, 20:5, 22:2, 25:8, 26:1, 35:17, 41:10, 41:20, 41:24, 44:11, 44:22, 46:23, 47:6, 47:11, 47:12, 47:20, 49:11, 51:10, 53:15, 54:8, 60:5, 60:18, 62:19, 63:14, 64:14, 67:7, 67:9, 67:15 <b>looked</b> [1] - 50:19 <b>looking</b> [18] - 13:21, 13:24, 25:12, 35:8, 40:7, 45:22, 46:4, 46:19, 47:24, 49:5, 49:7, 49:17, 49:18, 50:11, 50:17, 50:23, 51:6, 63:18 <b>looks</b> [3] - 50:23, 51:21, 60:16 <b>loss</b> [1] - 46:12 <b>love</b> [3] - 19:18, 20:8, 22:6 <b>low</b> [3] - 39:9, 56:10, 57:14 <b>lower</b> [4] - 32:22, 33:14, 36:20, 48:24 <b>LTD</b> [1] - 2:11 <b>lung</b> [1] - 53:22 <b>lungs</b> [1] - 61:3  <b>M</b> <b>Madison</b> [1] - 1:13 <b>mail</b> [1] - 19:17 <b>mailings</b> [2] - 57:16, 57:17 <b>main</b> [2] - 61:21, 62:9 <b>maintenance</b> [4] - 19:19, 19:23, 20:3, 20:8 <b>Maintenance</b> [5] - 21:24, 22:6, 33:6, 38:17, 39:9 <b>major</b> [5] - 19:6, 19:9, 21:17, 25:4, 36:10 <b>manage</b> [1] - 21:7 <b>management</b> [1] - 34:10 <b>Manager</b> [2] - 62:9, 62:10 <b>managing</b> [1] - 16:16 <b>mandatory</b> [2] - 38:17, 39:9 <b>manner</b> [1] - 7:16 <b>manufacturer</b> [1] -	15:13 <b>manufactures</b> [1] - 15:6 <b>maps</b> [1] - 48:17 <b>March</b> [1] - 65:2 <b>MARGARET</b> [1] - 2:9 <b>market</b> [3] - 33:3, 49:7, 67:12 <b>Mary</b> [2] - 3:11, 8:3 <b>MARY</b> [1] - 2:11 <b>materials</b> [1] - 7:15 <b>matter</b> [1] - 1:12 <b>matters</b> [3] - 9:20, 11:9, 12:14 <b>McFadden</b> [24] - 2:4, 3:5, 3:17, 7:20, 8:3, 8:6, 8:8, 8:16, 8:17, 9:2, 9:12, 10:11, 10:14, 10:19, 11:14, 43:23, 44:5, 44:15, 68:19, 69:7, 69:10, 69:12 <b>mean</b> [1] - 66:17 <b>meaning</b> [1] - 42:22 <b>meaningful</b> [1] - 68:11 <b>means</b> [3] - 24:9, 38:10, 44:12 <b>meant</b> [1] - 6:16 <b>meanwhile</b> [1] - 66:6 <b>measured</b> [1] - 58:8 <b>median</b> [1] - 41:7 <b>medical</b> [9] - 46:9, 46:18, 47:19, 57:20, 63:24, 66:5, 66:14, 67:13 <b>Medical</b> [1] - 45:6 <b>Medicare</b> [57] - 11:17, 12:5, 12:6, 12:11, 12:18, 12:20, 13:5, 13:11, 14:1, 14:15, 17:6, 17:7, 17:9, 18:12, 21:6, 22:18, 24:14, 24:17, 26:18, 26:23, 27:4, 27:16, 27:19, 30:6, 30:18, 35:9, 35:10, 38:9, 47:11, 47:13, 47:16, 48:21, 49:18, 50:2, 50:12, 51:10, 51:13, 51:16, 60:10, 60:11, 62:21, 64:22, 66:1, 66:6, 66:10, 66:15, 66:16, 66:19, 66:20, 66:22, 66:24, 67:8, 67:11, 67:14, 67:18 <b>medication</b> [22] - 15:4, 15:11, 15:15, 19:1, 21:18, 22:9, 23:8, 33:19, 34:11, 34:21, 36:9, 37:9, 37:10,
--	--	---	--	---

37:24, 38:1, 38:12, 38:23, 42:6, 42:12, 42:15, 43:2, 43:21  
**medications** [17] - 14:18, 15:10, 19:3, 19:19, 20:9, 20:11, 22:7, 22:20, 24:3, 32:11, 32:18, 32:24, 33:1, 34:8, 36:13, 36:15, 44:11  
**MEETING** [2] - 1:3, 70:3  
**Meeting** [3] - 3:7, 63:10, 69:6  
**meeting** [30] - 1:12, 3:12, 3:15, 3:19, 4:3, 4:6, 4:8, 4:12, 4:21, 4:23, 5:16, 6:15, 6:23, 7:1, 7:4, 7:5, 7:23, 9:17, 10:4, 10:15, 62:3, 63:2, 65:17, 68:4, 68:11, 69:18, 69:20, 69:24  
**meetings** [3] - 3:23, 4:17, 9:18  
**meets** [1] - 6:19  
**member** [19] - 9:8, 9:22, 16:4, 16:22, 17:19, 28:18, 28:19, 28:23, 28:24, 29:10, 30:24, 31:22, 33:14, 38:24, 39:9, 39:10, 40:15, 42:11, 43:1  
**Member** [26] - 15:4, 15:16, 16:3, 16:10, 16:12, 18:4, 18:9, 18:11, 32:3, 32:8, 36:4, 37:13, 41:24, 46:16, 47:1, 47:14, 50:24, 51:1, 51:14, 51:17, 52:8, 53:11, 54:2, 55:22, 56:6, 58:19  
**Members** [1] - 30:5  
**members** [67] - 4:4, 4:15, 4:22, 6:9, 6:14, 7:3, 7:15, 9:18, 11:7, 11:19, 11:23, 13:22, 13:23, 14:1, 15:9, 16:9, 18:12, 19:3, 19:12, 19:17, 19:24, 20:8, 21:1, 21:17, 21:18, 22:5, 23:13, 24:21, 26:6, 28:20, 29:5, 30:6, 30:8, 30:10, 30:17, 31:15, 32:8, 32:21, 33:8, 34:9, 34:16, 35:2, 37:7, 37:19, 38:11, 38:19, 47:24, 49:12,

49:14, 50:7, 50:8, 50:14, 52:12, 53:13, 54:6, 55:4, 55:13, 56:4, 57:9, 58:4, 58:5, 58:21, 59:16, 60:18, 61:7, 68:15  
**membership** [3] - 32:12, 37:8, 49:11  
**Membership** [1] - 49:22  
**mention** [1] - 25:5  
**mentioned** [5] - 17:20, 24:10, 34:14, 52:10, 59:21  
**metric** [4] - 33:10, 35:11, 38:22, 51:4  
**Metrics** [5] - 13:7, 18:22, 30:1, 49:4, 50:18  
**metrics** [2] - 38:3, 43:17  
**Metrics"** [1] - 37:3  
**MICHAEL** [2] - 2:16, 2:17  
**Michael** [1] - 45:3  
**middle** [2] - 19:14, 60:5  
**might** [1] - 39:11  
**Mike** [4] - 45:10, 45:13, 45:17, 55:22  
**mild** [1] - 66:7  
**million** [29] - 14:19, 14:20, 14:21, 15:18, 16:1, 16:2, 16:23, 17:1, 17:10, 17:12, 17:16, 17:21, 17:23, 20:14, 22:13, 23:16, 28:11, 28:16, 28:20, 29:7, 29:8, 29:17, 29:18, 29:21, 64:16, 64:18, 64:19  
**minds** [1] - 57:16  
**minimize** [1] - 7:13  
**minutes** [13] - 5:5, 5:7, 8:1, 10:4, 10:6, 10:7, 10:9, 10:15, 10:20, 11:2, 43:6, 56:9, 59:10  
**miss** [1] - 39:2  
**missing** [1] - 38:1  
**mitigate** [1] - 29:19  
**mitigating** [2] - 34:4, 34:13  
**mix** [1] - 19:1  
**Mix** [1] - 32:10  
**mode** [1] - 43:8  
**moderate** [3] - 31:22, 56:10, 57:14  
**modest** [1] - 66:1  
**Money** [1] - 51:21

**money** [4] - 20:12, 22:11, 32:21, 32:23  
**monies** [1] - 29:14  
**monitored** [1] - 38:22  
**monitors** [1] - 26:10  
**Month** [17] - 18:4, 18:9, 18:11, 30:5, 36:4, 41:24, 46:16, 47:1, 47:14, 50:24, 51:1, 51:14, 51:17, 52:8, 53:12, 54:2, 55:10  
**month** [4] - 40:15, 45:24, 46:5, 64:8  
**months** [1] - 65:1  
**morning** [6] - 8:10, 12:1, 40:5, 45:9, 45:11, 56:1  
**Morris** [2] - 45:4, 45:10  
**MORRIS** [2] - 2:16, 45:8  
**most** [3] - 37:12, 37:16, 51:23  
**motion** [6] - 10:7, 10:13, 10:14, 69:5, 69:9, 69:13  
**move** [14] - 10:9, 13:6, 18:21, 20:21, 25:17, 27:3, 31:13, 34:18, 40:12, 43:8, 46:13, 47:8, 48:24, 51:20  
**moved** [1] - 15:23  
**Movement** [1] - 42:10  
**movement** [2] - 16:8, 25:2  
**moving** [9] - 13:14, 14:14, 17:2, 29:4, 31:3, 31:5, 32:10, 38:13, 39:5  
**MR** [22] - 8:5, 12:1, 13:2, 13:20, 27:11, 28:7, 35:12, 35:14, 35:15, 35:17, 35:24, 36:3, 36:6, 36:11, 36:18, 37:1, 45:8, 55:24, 59:14, 61:24, 63:6, 67:4  
**MS** [34] - 2:11, 3:1, 3:17, 7:24, 8:8, 8:11, 8:13, 8:15, 8:18, 8:20, 8:22, 8:24, 9:3, 9:6, 9:9, 11:13, 12:23, 13:18, 26:24, 28:3, 40:5, 43:4, 43:9, 44:4, 44:7, 44:16, 44:17, 45:17, 59:9, 60:1, 61:14, 67:24, 69:23, 69:24  
**multi** [1] - 32:12

**Musculoskeletal** [4] - 53:24, 54:2, 54:14, 54:18  
**musculoskeletal** [2] - 54:7, 59:24  
**mute** [4] - 7:13, 13:19, 28:4, 28:6  
**Myocardial** [1] - 61:10

## N

**name** [7] - 12:2, 15:4, 15:10, 15:11, 15:15, 19:3, 45:10  
**narcolepsy** [1] - 42:21  
**narrow** [1] - 46:3  
**nature** [2] - 5:23, 68:5  
**nearly** [1] - 38:11  
**need** [8] - 15:1, 25:7, 44:8, 44:9, 48:10, 54:15, 56:24, 58:24  
**needed** [2] - 42:14, 44:7  
**negative** [6] - 18:15, 18:16, 18:19, 25:10, 29:8, 31:12  
**negotiated** [2] - 15:2, 15:21  
**net** [6] - 16:23, 25:11, 29:6, 31:11, 31:21, 31:22  
**network** [1] - 48:17  
**Neivius** [2] - 9:3, 9:7  
**NEVIUS** [4] - 2:6, 9:5, 9:8, 9:11  
**new** [4] - 41:17, 41:22, 68:6, 69:3  
**newer** [1] - 6:16  
**newly** [1] - 41:16  
**news** [1] - 18:2  
**next** [21] - 6:21, 9:12, 14:2, 14:14, 14:22, 16:3, 24:6, 27:3, 29:23, 30:1, 40:12, 41:14, 41:23, 42:17, 43:2, 43:10, 51:4, 55:23, 58:18, 68:23, 69:19  
**nice** [2] - 43:7, 61:15  
**nine** [1] - 3:5  
**NM** [1] - 38:8  
**noise** [1] - 7:13  
**Non** [5] - 27:16, 38:9, 50:2, 51:10, 51:13  
**non** [20] - 9:8, 27:4, 27:19, 30:6, 30:18, 35:9, 36:17, 47:13, 47:16, 48:21, 49:18, 60:11, 62:21, 66:1, 66:15, 66:19, 66:20,

66:22, 67:8, 67:11  
**non-EGWP** [1] - 36:17  
**non-Medicare** [18] - 27:4, 27:19, 30:6, 30:18, 35:9, 47:13, 47:16, 48:21, 49:18, 60:11, 62:21, 66:1, 66:15, 66:19, 66:20, 66:22, 67:8, 67:11  
**Non-Medicare** [5] - 27:16, 38:9, 50:2, 51:10, 51:13  
**non-member** [1] - 9:8  
**nonspecialty** [1] - 34:6  
**note** [1] - 48:20  
**noted** [1] - 8:1  
**notes** [1] - 71:12  
**nothing** [1] - 25:14  
**Notice** [1] - 4:2  
**Number** [15] - 3:20, 13:6, 18:21, 20:22, 21:20, 21:22, 22:23, 23:5, 23:19, 23:20, 24:6, 25:17, 40:8, 43:19, 63:19  
**number** [22] - 4:5, 26:9, 26:10, 31:15, 34:19, 35:9, 42:13, 48:7, 49:5, 49:24, 50:7, 50:14, 51:7, 52:17, 53:17, 55:3, 55:14, 55:16, 55:18, 57:19, 59:6, 62:18  
**numbers** [8] - 13:9, 14:4, 14:8, 16:18, 19:1, 60:6, 63:18, 67:20  
**nurse** [3] - 56:13, 57:3, 59:2  
**nurses** [2] - 57:8, 59:18

## O

**o'clock** [1] - 3:6  
**O'Rourke** [3] - 7:22, 7:24, 8:18  
**O'ROURKE** [5] - 2:7, 7:21, 8:2, 8:5, 8:19  
**oath** [1] - 71:7  
**obtain** [1] - 37:9  
**obtaining** [1] - 38:12  
**Ochalla** [1] - 8:22  
**OCHALLA** [2] - 2:6, 8:23  
**October** [3] - 10:4, 10:9, 10:15  
**OF** [4] - 1:3, 1:11, 71:1, 71:2

**offers** [1] - 24:17  
**offset** [4] - 17:7, 17:20, 64:1, 66:11  
**Offsets** [1] - 17:3  
**offsets** [1] - 17:9  
**offsetting** [1] - 47:5  
**often** [6] - 20:11, 22:9, 26:10, 39:10, 58:4, 58:22  
**old** [1] - 69:3  
**older** [2] - 36:12, 36:21  
**omitted** [1] - 9:4  
**once** [2] - 5:12, 42:17  
**Oncology** [1] - 41:4  
**oncology** [3] - 36:13, 41:6, 59:18  
**one** [29] - 9:24, 13:4, 18:22, 20:22, 21:12, 21:14, 23:11, 24:7, 25:8, 25:18, 25:20, 26:9, 26:11, 37:21, 42:11, 42:18, 45:24, 46:5, 47:22, 50:19, 52:7, 52:17, 53:17, 55:3, 55:14, 60:13, 62:14, 63:9, 68:23  
**One** [1] - 26:9  
**One-Touch** [1] - 26:9  
**onus** [1] - 38:24  
**onward** [1] - 13:1  
**open** [2] - 7:2, 63:8  
**opens** [1] - 39:1  
**opportunities** [1] - 57:12  
**opportunity** [8] - 9:13, 10:5, 27:12, 39:1, 42:24, 44:11, 48:23, 59:3  
**opposed** [2] - 10:19, 69:12  
**opt** [1] - 56:21  
**option** [6] - 19:18, 19:23, 20:4, 20:8, 22:1, 22:6  
**Optum** [1] - 45:13  
**OR** [1] - 2:8  
**order** [4] - 3:15, 4:6, 4:19, 42:24  
**Order** [3] - 3:4, 3:20, 4:7  
**orders** [1] - 3:16  
**osteoarthritis** [1] - 54:10  
**Osteoarthritis** [1] - 54:12  
**otherwise** [1] - 39:2  
**outlayers** [1] - 19:9  
**outline** [1] - 3:13  
**outlook** [1] - 25:6

**outreach** [1] - 57:8  
**outs** [1] - 25:4  
**overall** [1] - 14:17, 16:11, 17:24, 25:11, 33:16, 37:19, 41:21, 49:8, 49:11, 50:14, 52:7  
**overview** [2] - 21:11, 45:18  
**own** [3] - 22:24, 23:22, 26:14

## P

**Page** [17] - 13:6, 27:21, 29:23, 35:1, 37:2, 37:15, 38:6, 40:8, 45:18, 46:13, 48:20, 49:4, 50:17, 60:2, 65:9, 67:10  
**page** [12] - 29:23, 31:6, 43:10, 46:15, 50:22, 52:13, 53:16, 54:9, 55:23, 60:6, 61:1, 64:6  
**PAGE** [1] - 71:2  
**pages** [2] - 37:5, 63:14  
**paid** [2] - 51:7, 51:8  
**Paid** [1] - 51:8  
**pain** [2] - 54:8, 54:9  
**pandemic** [1] - 68:18  
**pardon** [1] - 7:21  
**pared** [1] - 4:8  
**Park** [1] - 65:21  
**Parkinson's** [1] - 43:21  
**part** [1] - 15:20  
**Part** [1] - 14:15  
**participant's** [1] - 65:22  
**participate** [2] - 4:6, 56:20  
**participating** [3] - 4:23, 11:1, 69:22  
**particular** [16] - 25:14, 40:7, 40:21, 41:1, 41:11, 41:18, 42:1, 42:12, 42:20, 43:2, 43:13, 44:10, 52:8, 60:20, 61:6, 61:12  
**parties** [1] - 14:24  
**parts** [1] - 31:5  
**pass** [1] - 15:7  
**passes** [1] - 69:13  
**past** [1] - 48:16  
**Pat** [3] - 3:11, 43:23, 68:19  
**Pat's** [1] - 8:4  
**PATRICIA** [1] - 2:11  
**PATRICK** [1] - 2:4

**pattern** [2] - 30:19, 37:22  
**pay** [3] - 39:11, 65:23  
**paying** [1] - 16:9  
**payment** [1] - 46:1  
**pays** [1] - 28:24  
**peer** [2] - 21:22, 30:11  
**Peers** [2] - 14:7, 16:15  
**peers** [2] - 19:8, 21:6  
**peggy** [1] - 8:7  
**Pension** [26] - 12:7, 12:9, 13:4, 15:5, 15:7, 16:7, 17:16, 18:1, 18:12, 19:8, 19:9, 19:24, 20:7, 20:18, 21:14, 22:5, 22:17, 23:20, 24:21, 25:13, 26:6, 34:8, 38:8, 38:18, 45:6, 63:10  
**pension** [1] - 19:17  
**people** [9] - 5:1, 13:18, 37:23, 38:20, 41:6, 44:2, 53:6, 53:16, 62:3  
**Per** [32] - 18:4, 18:9, 18:11, 30:5, 36:4, 41:24, 46:16, 46:24, 47:1, 47:13, 47:14, 50:24, 51:1, 51:13, 51:14, 51:17, 52:8, 53:11, 53:12, 54:2, 55:10  
**per** [7] - 23:19, 40:15, 42:23, 55:10, 64:13, 65:7, 65:11  
**percent** [82] - 14:3, 14:20, 15:8, 15:20, 16:1, 16:12, 16:16, 16:24, 17:11, 17:15, 17:24, 18:15, 19:10, 20:2, 20:7, 20:13, 21:23, 22:4, 22:12, 23:10, 28:17, 28:21, 29:3, 29:4, 29:5, 29:8, 29:17, 29:21, 30:7, 30:11, 31:10, 31:19, 31:23, 32:7, 32:17, 33:17, 34:21, 34:23, 38:10, 38:11, 42:2, 47:14, 47:18, 47:24, 48:9, 48:11, 49:13, 50:5, 50:8, 50:13, 50:15, 51:2, 51:14, 52:6, 52:9, 52:11, 53:11, 53:12, 54:1, 54:4, 54:5, 54:20, 54:22, 54:24, 55:9, 55:11, 55:13, 56:11, 57:4, 58:14,

60:20, 65:4, 65:8, 66:3, 66:8, 66:15, 66:20, 66:21, 66:23, 67:1, 67:10  
**percentage** [7] - 16:10, 16:11, 29:2, 30:10, 34:20, 34:22, 40:16  
**percentile** [3] - 38:14, 39:6, 39:14  
**Performance** [1] - 45:6  
**performance** [1] - 11:12  
**performing** [1] - 39:17  
**period** [12] - 45:22, 47:12, 47:15, 47:18, 49:14, 50:6, 50:10, 50:14, 51:3, 51:12, 51:15, 51:19  
**PERSON** [1] - 2:8  
**Person** [1] - 55:10  
**person** [4] - 5:20, 11:5, 68:10, 68:16  
**personal** [1] - 59:5  
**perspective** [1] - 36:4  
**PETER** [1] - 2:20  
**Peter** [1] - 62:8  
**pharmaceutical** [2] - 15:6, 15:13  
**pharmacist** [1] - 27:15  
**pharmacy** [6] - 11:17, 27:4, 37:18, 39:3, 57:21, 62:6  
**phone** [5] - 5:6, 7:12, 12:12, 28:5, 59:7  
**Phone** [1] - 28:2  
**phones** [3] - 7:13, 13:19, 28:4  
**physically** [2] - 3:23, 4:18  
**physician** [1] - 38:13  
**picture** [1] - 61:16  
**PINELLI** [1] - 2:11  
**place** [2] - 38:18, 56:4  
**plan** [22] - 11:11, 16:17, 24:15, 24:17, 30:9, 30:20, 30:21, 31:15, 31:20, 32:7, 33:20, 37:18, 37:23, 38:17, 41:13, 49:12, 51:7, 51:8, 61:16, 62:20, 67:6, 67:15  
**Plan** [8] - 11:18, 12:5, 13:5, 15:9, 45:6, 66:3, 66:9  
**plan's** [1] - 37:22  
**Plans** [1] - 66:8  
**plans** [5] - 24:14, 38:16, 39:8, 64:22,

68:7  
**plaque** [1] - 53:7  
**Plus** [3] - 66:3, 66:8, 67:7  
**plus** [1] - 5:9  
**PMPM** [10] - 18:4, 31:14, 31:23, 33:16, 35:8, 35:11, 35:22, 51:5, 51:8, 51:11  
**PMPMs** [1] - 46:17  
**point** [4] - 9:12, 31:23, 34:3, 66:7  
**points** [2] - 63:4, 63:17  
**Poisoning** [1] - 55:8  
**population** [49] - 12:11, 12:18, 12:21, 13:11, 14:2, 17:7, 21:7, 25:14, 26:23, 31:17, 32:18, 36:8, 36:12, 36:21, 37:20, 41:15, 41:18, 42:3, 47:11, 47:13, 47:17, 47:19, 48:1, 48:16, 48:21, 49:6, 49:8, 49:9, 49:18, 49:24, 50:4, 50:5, 50:10, 50:12, 50:21, 50:23, 51:1, 51:16, 51:24, 52:6, 53:20, 53:22, 55:1, 56:15, 56:18, 58:16, 60:11, 60:22, 61:13  
**Population** [1] - 46:24  
**Population"** [1] - 40:9  
**populations** [2] - 46:17, 60:12  
**portion** [3] - 26:17, 65:21, 65:23  
**positive** [2] - 17:13, 32:15  
**possibly** [2] - 57:18, 58:3  
**pre** [3] - 12:11, 12:20, 26:23  
**pre-Medicare** [3] - 12:11, 12:20, 26:23  
**predicate** [1] - 6:13  
**prefer** [1] - 33:8  
**preferred** [1] - 33:12  
**preliminary** [5] - 62:18, 62:22, 65:12, 65:14, 65:24  
**Preliminary** [1] - 63:12  
**preparation** [1] - 3:12  
**prepare** [2] - 5:17, 63:22  
**prepared** [2] - 63:8, 63:9  
**prescribed** [2] - 37:24,

<p>38:12  <b>prescription</b> [7] - 23:19, 28:1, 28:8, 29:3, 63:24, 64:22, 67:18  <b>Prescription</b> [1] - 27:22  <b>prescriptions</b> [4] - 14:5, 20:3, 21:24, 23:17  <b>present</b> [11] - 3:24, 4:18, 7:14, 8:12, 8:14, 8:17, 8:19, 8:21, 9:1, 9:5, 27:12  <b>PRESENT</b> [2] - 2:2, 2:8  <b>presentation</b> [23] - 5:5, 11:16, 11:21, 11:24, 26:2, 26:17, 26:21, 27:1, 27:3, 27:16, 28:23, 36:2, 39:19, 43:6, 44:8, 44:21, 45:3, 45:5, 45:15, 47:10, 61:23, 62:14, 63:8  <b>presentations</b> [5] - 10:23, 11:15, 62:8, 68:3  <b>presented</b> [1] - 27:18  <b>presenting</b> [1] - 5:8  <b>PRESERVE</b> [1] - 1:1  <b>Preserve</b> [1] - 3:8  <b>President</b> [2] - 2:3, 2:4  <b>pressure</b> [4] - 48:3, 52:3, 52:19, 53:1  <b>pretty</b> [5] - 19:4, 33:17, 33:20, 49:19, 69:16  <b>Prevalence</b> [1] - 60:14  <b>prevalence</b> [2] - 41:5, 60:17  <b>prevalent</b> [1] - 41:17  <b>previews</b> [1] - 25:21  <b>previous</b> [4] - 23:1, 23:24, 37:5, 50:22  <b>previously</b> [3] - 29:13, 31:12, 43:22  <b>pricing</b> [1] - 15:21  <b>primarily</b> [3] - 34:7, 38:20, 58:16  <b>primary</b> [2] - 56:22, 57:24  <b>printer</b> [1] - 45:19  <b>Pritzker's</b> [1] - 3:20  <b>procedures</b> [1] - 3:13  <b>proceed</b> [3] - 7:19, 10:1, 12:24  <b>PROCEEDINGS</b> [2] - 1:11, 70:2  <b>proceedings</b> [2] -</p>	<p>71:10, 71:13  <b>program</b> [3] - 11:17, 57:2, 59:17  <b>Program</b> [1] - 59:17  <b>programs</b> [4] - 56:4, 56:16, 56:19, 59:4  <b>project</b> [1] - 65:12  <b>Projected</b> [1] - 63:12  <b>projected</b> [8] - 63:24, 64:15, 64:21, 65:3, 65:4, 65:8, 66:5, 66:18  <b>projection</b> [3] - 63:21, 64:9, 65:13  <b>Projections</b> [1] - 61:19  <b>projections</b> [2] - 63:23, 64:3  <b>prone</b> [1] - 36:8  <b>prospective</b> [9] - 14:18, 16:17, 19:2, 21:12, 25:12, 31:21, 31:24, 33:13, 46:21  <b>provide</b> [6] - 40:15, 44:13, 44:24, 68:8, 68:14  <b>provided</b> [5] - 3:21, 4:3, 4:5, 40:24, 42:7  <b>provider</b> [1] - 58:1  <b>providers</b> [2] - 57:24, 58:4  <b>provides</b> [3] - 24:21, 63:13, 63:14  <b>providing</b> [2] - 40:19, 48:17  <b>Psoriasis</b> [1] - 41:23  <b>Public</b> [1] - 9:14  <b>public</b> [10] - 4:5, 4:18, 6:14, 7:2, 7:3, 9:13, 9:18, 9:21, 9:22, 9:24  <b>publicly</b> [1] - 4:4  <b>pull</b> [1] - 25:4  <b>purpose</b> [1] - 62:14  <b>purposes</b> [1] - 65:15  <b>pursuant</b> [2] - 3:3, 3:19  <b>put</b> [1] - 4:4  <b>putting</b> [1] - 61:15</p>	<p>26:21, 44:12, 44:23, 68:13, 68:22  <b>quite</b> [6] - 26:10, 34:4, 34:21, 36:13, 39:17, 40:23  <b>quorum</b> [1] - 8:24</p>	<p>58:5  <b>receives</b> [2] - 15:4, 15:5  <b>receiving</b> [2] - 5:14, 15:15  <b>recently</b> [1] - 67:14  <b>recognizing</b> [1] - 30:17  <b>recommend</b> [1] - 25:15  <b>recommendations</b> [1] - 6:20  <b>recommending</b> [2] - 3:14, 42:8  <b>reconvene</b> [1] - 67:21  <b>record</b> [1] - 9:23  <b>recorded</b> [2] - 3:3, 7:4  <b>recording</b> [1] - 3:1  <b>reduce</b> [1] - 48:23  <b>reduction</b> [7] - 28:17, 29:4, 29:7, 30:6, 31:10, 31:11, 31:17  <b>refer</b> [2] - 12:6, 63:19  <b>reference</b> [2] - 22:24, 23:23  <b>referenced</b> [1] - 28:22  <b>references</b> [3] - 13:4, 45:21, 46:6  <b>referral</b> [1] - 59:8  <b>referred</b> [1] - 11:18  <b>refill</b> [2] - 38:3, 38:24  <b>refills</b> [2] - 38:1, 39:2  <b>reflected</b> [4] - 17:15, 18:4, 18:17, 23:2  <b>refresh</b> [1] - 62:23  <b>refresher</b> [1] - 15:1  <b>regarding</b> [2] - 5:14, 6:20  <b>REGINA</b> [1] - 2:9  <b>regular</b> [1] - 69:19  <b>reimbursements</b> [1] - 46:12  <b>reiterate</b> [1] - 68:20  <b>relate</b> [1] - 63:18  <b>related</b> [6] - 12:15, 26:9, 34:7, 54:10, 54:19, 54:21  <b>relation</b> [1] - 32:5  <b>Relationship</b> [2] - 62:9, 62:10  <b>relatively</b> [7] - 28:10, 30:9, 31:7, 31:18, 47:7, 49:22  <b>relevant</b> [1] - 9:20  <b>remain</b> [1] - 28:24  <b>remind</b> [4] - 6:13, 7:2, 10:24, 59:10  <b>reminder</b> [2] - 58:11, 58:12  <b>reminders</b> [1] - 58:15</p>	<p><b>Renal</b> [1] - 61:2  <b>repair</b> [2] - 54:16, 54:17  <b>repairs</b> [1] - 55:19  <b>replacement</b> [2] - 54:11, 60:8  <b>report</b> [3] - 18:2, 18:19, 67:2  <b>REPORT</b> [1] - 1:11  <b>reported</b> [1] - 71:9  <b>Reporter</b> [1] - 71:7  <b>reporter</b> [1] - 71:7  <b>represent</b> [1] - 57:4  <b>representatives</b> [1] - 44:18  <b>request</b> [4] - 5:10, 7:10, 9:19  <b>requests</b> [1] - 9:21  <b>respect</b> [2] - 5:2, 11:16  <b>respectful</b> [1] - 4:21  <b>response</b> [2] - 35:16, 68:14  <b>rest</b> [3] - 7:15, 26:13, 47:10  <b>result</b> [2] - 58:20, 59:3  <b>resulting</b> [1] - 29:5  <b>results</b> [1] - 53:8  <b>retail</b> [2] - 19:16, 19:20  <b>retiree</b> [2] - 66:2, 66:10  <b>retirees</b> [3] - 12:6, 64:22, 66:7  <b>Review</b> [2] - 40:8, 45:7  <b>review</b> [3] - 20:24, 26:18, 34:1  <b>Review"</b> [2] - 20:23, 24:8  <b>reviewed</b> [1] - 37:5  <b>Revlimid</b> [2] - 23:6, 23:12  <b>right-hand</b> [8] - 14:6, 16:14, 18:17, 20:6, 22:3, 23:7, 23:15, 30:14  <b>rise</b> [1] - 34:23  <b>risk</b> [4] - 56:10, 56:17, 57:13, 57:14  <b>road</b> [1] - 6:18  <b>roll</b> [1] - 8:7  <b>Room</b> [3] - 48:13, 48:22, 48:24  <b>routine</b> [1] - 55:5  <b>row</b> [8] - 14:3, 14:22, 16:3, 30:4, 30:23, 32:2, 32:16, 33:6  <b>run</b> [1] - 46:5</p>
<b>R</b>				
<p><b>radiation</b> [2] - 53:17, 59:19  <b>raise</b> [2] - 13:22, 68:24  <b>raised</b> [1] - 14:18  <b>rank</b> [2] - 21:5, 21:9  <b>Rank</b> [6] - 21:8, 21:9, 43:14, 43:15, 43:20  <b>ranking</b> [2] - 21:12, 24:24  <b>ranks</b> [3] - 21:12, 21:14  <b>Raoul</b> [1] - 3:22  <b>rate</b> [11] - 18:5, 18:15, 32:13, 32:17, 37:15, 38:6, 38:13, 56:14, 58:14, 65:10, 67:6  <b>Rates</b> [1] - 63:12  <b>rates</b> [11] - 6:21, 65:14, 65:24, 66:2, 66:6, 66:10, 66:19, 66:20, 66:22, 66:24, 68:10  <b>reach</b> [3] - 56:8, 58:5, 59:1  <b>ready</b> [1] - 7:18  <b>real</b> [1] - 21:16  <b>realize</b> [1] - 59:1  <b>really</b> [14] - 17:15, 19:22, 20:8, 22:6, 25:4, 25:12, 33:8, 39:20, 47:6, 47:9, 51:5, 51:22, 57:7, 59:7  <b>reason</b> [2] - 5:22, 48:6  <b>reasonable</b> [1] - 9:15  <b>reasons</b> [2] - 5:1, 23:11  <b>rebate</b> [2] - 15:1, 36:18  <b>Rebate</b> [2] - 31:3, 32:2  <b>rebates</b> [16] - 15:17, 15:21, 15:23, 15:24, 16:21, 17:18, 18:10, 29:7, 29:12, 31:11, 33:13, 35:20, 35:23, 64:1, 66:12, 67:17  <b>Rebates</b> [2] - 31:10, 31:14  <b>Rebates"</b> [1] - 14:23  <b>receive</b> [2] - 4:16, 17:5  <b>received</b> [2] - 17:17,</p>	<p><b>Q</b></p> <p><b>qualified</b> [1] - 56:18  <b>qualify</b> [2] - 57:3, 59:20  <b>questions</b> [23] - 4:19, 5:13, 5:15, 5:18, 5:24, 6:4, 6:6, 6:7, 11:4, 11:5, 11:6, 11:8, 12:14, 24:2, 26:4, 26:15, 26:19,</p>			
<b>DEBBIE TYRRELL REPORTING SERVICE</b> (630) 292-1742				



## S

**save** [2] - 32:21, 32:23  
**saw** [18] - 16:8, 19:5, 31:6, 47:4, 47:11, 47:22, 48:7, 49:20, 49:23, 50:6, 50:9, 51:12, 51:15, 51:18, 52:7, 52:10, 54:4, 54:23  
**scene** [1] - 24:14  
**schedule** [1] - 59:12  
**scheduled** [3] - 68:3, 69:19, 69:20  
**schedulings** [1] - 5:6  
**screening** [1] - 58:17  
**screenings** [1] - 58:15  
**Script** [1] - 19:18  
**se** [1] - 42:23  
**Sean** [13] - 11:22, 12:2, 13:1, 26:24, 27:9, 27:14, 27:17, 28:22, 29:13, 33:4, 35:23, 36:1, 36:20  
**SEAN** [1] - 2:14  
**second** [6] - 10:13, 32:16, 33:7, 51:4, 53:10, 69:7  
**secondarily** [1] - 53:19  
**secondary** [3] - 53:2, 53:4, 55:5  
**seconded** [1] - 10:11  
**seconds** [1] - 69:8  
**Secretary** [1] - 2:4  
**section** [8] - 19:14, 20:17, 22:9, 30:24, 31:4, 32:3, 33:5, 33:23  
**see** [72] - 13:12, 13:22, 14:2, 14:10, 14:17, 15:18, 16:1, 16:16, 17:14, 18:8, 18:13, 19:13, 20:2, 20:12, 21:21, 21:23, 22:11, 23:5, 23:6, 23:15, 25:1, 27:24, 28:8, 28:15, 28:16, 30:4, 30:15, 30:23, 31:16, 32:1, 32:15, 33:5, 33:21, 33:24, 34:2, 34:7, 34:19, 35:10, 35:21, 37:14, 37:18, 37:21, 38:2, 38:6, 38:8, 38:10, 39:14, 40:23, 41:19, 41:23, 42:18, 45:21, 48:10, 48:12, 49:12, 49:19, 50:3, 52:1, 52:5, 52:21, 52:23, 54:11,

54:13, 55:7, 55:14, 57:19, 61:11, 61:12, 64:23, 66:11  
**seeing** [22] - 16:19, 20:15, 20:19, 22:15, 22:19, 22:22, 25:10, 38:5, 42:8, 46:21, 51:23, 52:15, 52:18, 52:20, 53:4, 53:14, 53:19, 53:21, 58:10, 60:22, 66:12, 66:14  
**seemingly** [1] - 37:8  
**SEGAL** [1] - 2:18  
**Segal** [7] - 5:9, 15:3, 34:12, 61:17, 61:21, 62:16, 64:9  
**send** [1] - 57:16  
**sending** [1] - 57:23  
**sent** [1] - 57:17  
**separately** [2] - 67:7, 67:9  
**service** [2] - 45:23, 46:4  
**set** [7] - 4:24, 5:3, 12:22, 15:2, 15:3, 15:11, 15:14  
**setting** [3] - 49:1, 49:2, 68:11  
**setup** [2] - 40:10, 40:22  
**seven** [3] - 21:13, 21:14, 21:16  
**several** [2] - 39:15, 68:22  
**Share** [4] - 16:10, 16:13, 32:3, 32:8  
**share** [10] - 11:7, 16:22, 17:19, 28:23, 29:5, 29:10, 31:22, 33:14, 37:7, 39:10  
**shared** [1] - 68:14  
**shift** [1] - 25:1  
**shifts** [2] - 19:6, 21:17  
**shortchange** [1] - 44:2  
**shorter** [1] - 18:23  
**Shorthand** [1] - 71:6  
**shorthand** [2] - 71:9, 71:12  
**showcase** [1] - 40:3  
**showing** [5] - 14:8, 17:24, 20:6, 21:11, 22:3  
**shown** [3] - 23:2, 31:12, 67:10  
**shows** [2] - 44:10, 64:7  
**shrunk** [1] - 50:5  
**side** [18] - 16:14, 17:23, 18:17, 20:6,

21:4, 21:21, 22:3, 23:7, 23:15, 35:24, 36:3, 39:16, 46:18, 56:8, 56:11, 61:1, 61:9, 67:15  
**sign** [1] - 56:15  
**significant** [2] - 18:20, 42:19  
**SilverScript** [3] - 11:18, 12:3, 12:5  
**similar** [9] - 22:19, 25:18, 27:17, 28:22, 33:4, 49:22, 50:18, 60:18, 61:8  
**simply** [2] - 38:1, 42:8  
**single** [1] - 32:12  
**size** [2] - 31:17, 49:9  
**skip** [3] - 58:18, 59:15, 63:16  
**Sleep** [1] - 42:17  
**sleep** [1] - 42:20  
**Slide** [5] - 51:20, 56:6, 58:19, 59:15, 63:19  
**slide** [34] - 13:3, 13:4, 13:8, 13:21, 14:10, 17:2, 18:21, 20:21, 21:11, 22:23, 23:1, 23:22, 23:24, 24:6, 24:19, 25:17, 25:18, 25:21, 26:13, 30:1, 35:2, 40:7, 40:10, 40:21, 41:1, 43:2, 43:13, 44:10, 51:20, 51:21, 58:19, 60:13, 60:14  
**slides** [4] - 25:19, 34:1, 40:3, 63:7  
**slight** [7] - 16:11, 28:16, 29:7, 30:6, 31:10, 31:11, 66:11  
**slightly** [3] - 66:23, 66:24, 67:12  
**smaller** [1] - 49:16  
**someone** [1] - 10:6  
**sometimes** [2] - 5:24, 15:12  
**sorry** [3] - 13:16, 43:24, 44:5  
**sort** [4] - 6:22, 23:1, 57:15, 60:19  
**source** [2] - 32:12, 32:13  
**span** [1] - 62:15  
**speaking** [2] - 13:19, 28:5  
**speaks** [1] - 24:19  
**SPECIAL** [1] - 1:3  
**Special** [1] - 3:7  
**special** [1] - 59:16  
**specialty** [15] - 20:17,

22:9, 22:19, 23:9, 34:6, 34:10, 34:15, 34:20, 34:22, 36:14, 39:20, 39:23, 40:24, 41:5, 42:6  
**Specialty** [3] - 23:8, 33:23, 40:8  
**specific** [7] - 12:15, 12:16, 20:17, 22:16, 24:3, 25:16, 55:10  
**specifically** [4] - 23:14, 24:19, 24:23, 26:19  
**specifics** [1] - 43:3  
**spend** [7] - 46:9, 46:10, 47:20, 52:7, 54:1, 54:20, 55:9  
**spine** [1] - 48:7  
**split** [1] - 61:8  
**SS** [1] - 71:1  
**staff** [1] - 5:12  
**STAFF** [1] - 2:8  
**stand** [1] - 32:5  
**standard** [2] - 24:17, 66:13  
**start** [3] - 5:12, 30:2, 63:20  
**started** [2] - 12:24, 45:14  
**STATE** [1] - 71:1  
**State** [2] - 1:14, 71:8  
**STENOGRAPHIC** [1] - 1:11  
**STEPHEN** [1] - 2:5  
**still** [3] - 16:16, 16:18, 36:19  
**stop** [1] - 46:12  
**strategic** [1] - 25:6  
**stream** [1] - 65:8  
**Street** [1] - 1:13  
**strips** [1] - 26:9  
**strokes** [3] - 48:3, 52:3, 52:24  
**subsets** [3] - 46:17, 47:20, 49:17  
**subsidiaries** [1] - 66:12  
**Subsidies** [1] - 17:3  
**subsides** [9] - 17:5, 17:9, 17:14, 17:20, 18:10, 35:19, 36:22, 64:21, 67:17  
**subsidy** [1] - 64:1  
**suggest** [1] - 27:5  
**suitable** [1] - 30:16  
**Suite** [1] - 1:13  
**summarized** [2] - 27:2, 61:16  
**summarizes** [1] - 64:11

**Summary** [6] - 37:3, 50:19, 52:11, 60:4, 63:11, 63:13  
**summary** [1] - 7:5  
**Summary"** [2] - 27:23, 46:14  
**supplies** [3] - 33:9, 37:12, 38:20  
**supply** [3] - 19:19, 26:8, 38:23  
**Supply** [1] - 33:16  
**Support** [1] - 59:17  
**support** [4] - 27:15, 56:4, 56:24, 59:5  
**surgeries** [4] - 48:8, 54:11, 60:7, 60:9  
**surgery** [2] - 55:16, 59:19  
**surgical** [1] - 55:17  
**surprise** [1] - 41:9  
**sustainability** [1] - 32:20  
**system** [1] - 6:1

## T

**table** [1] - 46:16  
**takeaways** [1] - 63:15  
**Target** [2] - 19:20, 33:9  
**team** [7] - 11:20, 26:16, 27:8, 45:4, 57:11, 61:22, 62:1  
**tear** [1] - 54:15  
**telephonic** [1] - 56:16  
**telephonically** [1] - 56:9  
**Ten** [1] - 20:22  
**ten** [2] - 20:24, 24:1  
**tend** [1] - 52:21  
**term** [1] - 55:7  
**terms** [18] - 16:8, 16:17, 19:2, 21:17, 24:3, 24:13, 24:18, 24:24, 25:6, 25:9, 25:15, 26:11, 26:14, 26:18, 46:21, 50:7, 53:18, 67:23  
**test** [2] - 26:9, 58:10  
**THE** [5] - 1:3, 2:10, 10:6, 70:2, 70:3  
**themselves** [1] - 67:6  
**Therapeutic** [2] - 20:23, 43:16  
**therapeutic** [4] - 21:1, 21:16, 24:1, 24:8  
**therapy** [1] - 59:19  
**third** [3] - 43:19, 50:2, 53:24  
**THIS** [1] - 70:4

<p><b>THOMAS</b> [1] - 2:20  <b>thousand</b> [2] - 64:16, 64:18  <b>three</b> [4] - 11:19, 42:16, 63:7, 64:4  <b>throughout</b> [3] - 16:5, 21:2, 21:19  <b>TIME</b> [1] - 70:4  <b>timeframe</b> [1] - 27:18  <b>timeframes</b> [1] - 5:2  <b>tissue</b> [1] - 54:17  <b>tissues</b> [1] - 54:14  <b>today</b> [16] - 5:8, 5:15, 9:22, 10:1, 10:2, 11:1, 11:9, 12:8, 12:17, 14:13, 15:1, 27:12, 27:21, 45:20, 62:3, 62:13  <b>today's</b> [1] - 7:1  <b>together</b> [5] - 5:20, 11:4, 58:3, 61:15, 68:10  <b>Tom</b> [4] - 62:10, 63:4, 67:4, 68:1  <b>top</b> [23] - 13:7, 13:9, 13:11, 13:21, 14:7, 20:24, 21:4, 21:16, 23:5, 23:24, 25:18, 25:22, 27:24, 30:2, 30:4, 32:24, 39:15, 41:1, 46:15, 50:22, 53:14, 55:2, 64:7  <b>Top</b> [2] - 20:22, 43:11  <b>topic</b> [1] - 12:17  <b>total</b> [19] - 16:22, 17:8, 28:10, 28:14, 29:2, 29:6, 31:6, 31:14, 31:24, 33:16, 40:13, 46:9, 46:10, 49:6, 50:23, 51:6, 62:19, 65:10, 65:22  <b>Total</b> [2] - 14:15, 46:24  <b>Touch</b> [1] - 60:14  <b>Touch</b> [1] - 26:9  <b>towards</b> [2] - 23:14, 58:7  <b>track</b> [2] - 43:5, 67:22  <b>trade</b> [2] - 19:8, 27:15  <b>trained</b> [1] - 59:18  <b>transcript</b> [3] - 7:5, 7:9, 71:11  <b>treat</b> [1] - 42:6  <b>treatment</b> [3] - 53:17, 59:5, 59:16  <b>trend</b> [7] - 18:19, 25:11, 31:18, 31:24, 66:14, 67:1, 67:16  <b>trends</b> [1] - 67:12  <b>true</b> [1] - 71:11  <b>Trustee</b> [19] - 7:22,</p>	<p>7:24, 8:8, 8:9, 8:11, 8:13, 8:15, 8:16, 8:18, 8:20, 8:22, 9:3, 9:7, 10:8, 10:12, 10:13, 35:7, 69:4, 69:8  <b>trustee</b> [1] - 6:12  <b>TRUSTEE</b> [18] - 7:21, 8:2, 8:10, 8:12, 8:14, 8:19, 8:21, 8:23, 9:5, 9:8, 9:11, 10:8, 10:12, 35:4, 36:16, 36:23, 69:4, 69:8  <b>trustees</b> [5] - 3:22, 3:23, 5:5, 6:2, 11:3  <b>TRUSTEES</b> [1] - 2:2  <b>Trustees</b> [8] - 6:14, 6:16, 6:17, 7:2, 9:16, 44:22, 68:6  <b>try</b> [2] - 43:7, 48:16  <b>trying</b> [2] - 35:5, 59:1  <b>TUCZAK</b> [10] - 2:9, 11:13, 12:23, 26:24, 43:4, 44:17, 59:9, 61:14, 67:24, 69:24  <b>Tuesday</b> [2] - 3:6, 3:9  <b>turn</b> [11] - 26:22, 27:6, 36:1, 40:4, 45:2, 45:15, 49:4, 55:21, 61:20, 63:3, 65:9  <b>turning</b> [2] - 45:18, 60:2  <b>two</b> [11] - 11:15, 11:23, 24:13, 49:21, 55:16, 59:10, 60:11, 62:14, 62:18, 63:14, 64:6  <b>two-fold</b> [1] - 62:14  <b>type</b> [1] - 23:7  <b>types</b> [3] - 21:18, 32:11, 68:8  <b>typically</b> [3] - 63:1, 65:18, 65:23  <b>TYRRELL</b> [2] - 71:6, 71:17</p>	<p><b>UnitedHealthcare</b> [4] - 45:7, 45:11, 56:13, 58:6  <b>up</b> [26] - 5:3, 15:17, 16:5, 18:9, 23:10, 29:1, 29:18, 31:18, 31:23, 34:2, 34:21, 35:1, 39:1, 43:8, 44:3, 45:24, 47:2, 47:3, 48:6, 48:8, 48:11, 59:23, 63:8, 66:20, 66:23  <b>upcoming</b> [1] - 63:23  <b>update</b> [1] - 65:16  <b>Urgent</b> [4] - 48:10, 48:12, 48:18, 49:1  <b>usage</b> [1] - 26:12  <b>Utilization</b> [1] - 33:5  <b>utilization</b> [13] - 12:19, 21:17, 29:1, 30:10, 30:19, 33:11, 33:17, 34:15, 36:7, 37:22, 40:11, 41:20, 42:5  <b>Utilization"</b> [1] - 19:15  <b>utilized</b> [3] - 23:12, 32:11, 33:20  <b>utilizer</b> [2] - 41:10, 41:19  <b>utilizers</b> [7] - 23:17, 34:20, 40:18, 40:19, 41:11, 41:13, 43:17  <b>utilizing</b> [5] - 14:4, 19:16, 21:2, 26:7, 35:3</p>	<p>45:16, 45:19, 46:6  <b>WALL</b> [3] - 2:17, 55:24, 59:14  <b>Wall</b> [2] - 45:13, 55:22  <b>wants</b> [1] - 9:22  <b>ways</b> [1] - 34:15  <b>website</b> [2] - 4:4, 7:6  <b>Wednesday</b> [1] - 1:15  <b>welcome</b> [2] - 9:10, 37:1  <b>WERE</b> [1] - 70:2  <b>West</b> [1] - 1:13  <b>WHICH</b> [1] - 70:2  <b>White</b> [1] - 45:12  <b>WHITE</b> [3] - 2:17, 45:17, 60:1  <b>whole</b> [4] - 17:10, 21:2, 48:1, 51:1  <b>Wilson</b> [5] - 8:20, 10:8, 35:7, 69:4  <b>WILSON</b> [7] - 2:3, 8:21, 10:8, 35:4, 36:16, 36:23, 69:4  <b>Wilson's</b> [1] - 10:13  <b>win</b> [2] - 19:23  <b>win-win</b> [1] - 19:23  <b>wind</b> [1] - 44:3  <b>wondering</b> [2] - 23:1, 23:23  <b>Wrap</b> [8] - 11:18, 24:10, 24:16, 24:23, 25:22, 25:23, 26:5, 26:6  <b>wrap</b> [2] - 24:20, 43:8  <b>wraps</b> [1] - 24:16  <b>Wyszomirski</b> [2] - 62:11, 63:4  <b>WYSZOMIRSKI</b> [2] - 2:20, 63:6</p>
<p><b>U</b></p> <p><b>UHC</b> [6] - 43:8, 45:3, 45:4, 61:15, 64:2, 67:13  <b>under</b> [7] - 14:1, 30:17, 43:20, 47:13, 49:19, 51:10, 55:3  <b>undergoing</b> [1] - 53:16  <b>underneath</b> [1] - 49:16  <b>unique</b> [1] - 34:7  <b>UNITED</b> [1] - 2:16</p>	<p><b>V</b></p> <p><b>various</b> [7] - 5:8, 19:3, 19:15, 23:2, 24:13, 44:10, 56:5  <b>veins</b> [1] - 52:22  <b>vendors</b> [7] - 4:22, 5:3, 5:4, 5:8, 7:3, 7:7, 7:14  <b>versus</b> [9] - 27:19, 28:9, 38:20, 40:14, 40:20, 48:13, 60:7, 60:9, 63:20  <b>Versus</b> [2] - 61:18, 63:11  <b>Vice</b> [1] - 2:4  <b>Vice-President</b> [1] - 2:4</p>	<p><b>W</b></p> <p><b>Waiver</b> [1] - 13:5  <b>wakefulness</b> [1] - 42:24  <b>walk</b> [5] - 11:20, 40:2,</p>	<p><b>Y</b></p> <p><b>year</b> [35] - 6:21, 10:16, 11:12, 14:19, 16:5, 17:10, 18:1, 18:14, 18:15, 18:16, 20:13, 21:3, 21:19, 22:12, 23:10, 31:20, 39:1, 39:3, 40:14, 41:22, 58:14, 60:7, 60:9, 63:22, 63:23, 65:1, 65:19, 68:23  <b>years</b> [6] - 12:10, 25:7, 47:6, 49:15, 64:4, 65:2  <b>young</b> [1] - 30:21  <b>yourself</b> [2] - 5:21, 9:23</p>