

**Thom Walsh PhD, MS
Colchester, VT**

thom.walsh9@gmail.com

www.thomwalsh.net

Re: Green Mountain Care Board Member

Dear Colleagues:

I am writing to present myself as a candidate for membership on the Green Mountain Care Board. As I understand, board members must be committed to ensuring universal access to safe, reliable, and effective care that demonstrably improves the health and well-being of Vermonters. Board members must work collaboratively and be responsive to stakeholders from all aspects of healthcare delivery and policy to continually improve outcomes that matter to patients while controlling the costs of care. These are qualities and skills I have sought to develop throughout my entrepreneurial, consulting, clinical, writing, and academic career and informed by my life experience.

My clinical career as a physical therapist spanned private practice and academic settings. My experience as a clinician led me to help co-develop a first of its kind interdisciplinary spine center built to incorporate community resources, patient-reported outcome measures, and shared decision making into routine practice. I then pursued a Master of Science in Outcome Research followed by a PhD in Health Policy, both from Dartmouth College. As a part of my two-year post-doctoral effort, I assisted in developing Dartmouth's Master of Health Care Delivery Science (MHCDS) program, which we designed to train executives in disciplines needed to thrive in an ever-changing policy landscape. The MHCDS program has served as a resource for developing shared language and knowledge among healthcare leaders including providers, finance officers, and executives globally as well as Vermont, including members of UVM and DHMC's leadership team, as well as members of One Care and the GMCB. I have maintained a teaching affiliation with Dartmouth where I teach courses on Health Systems & Policy.

In addition to Dartmouth, I am a visiting professor at Boise State University. In 2018 Idaho citizens voted to expand Medicaid, forcing their governmental leaders to move in a direction the largely rural and republican leaning state had previously resisted. State leaders turned to Boise State University to design educational programs for their healthcare workforce. I was hired to design the curriculum plus a multi-stage plan to deliver the content. This past July, we began our fourth cohort of students in a 16-week value-based care certificate program that I teach from my home in Colchester. The planned master's degree program in healthcare administration will launch in 2022.

During the past 18 months I have also taught the principles and practices of high-reliability organizations to senior leaders across the Veterans' Health Administration. In addition to teaching at the VHA, I co-led the development of assessment tools to measure their performance over time. Most recently, I am working with The Joint Commission Center for Transforming Healthcare, where I lead the development of their assessment tools, associated products, programs, and consulting services.

My work has provided experiences with diverse clients and students from six continents. In the U.S. this has ranged from Jacksonville, FL to Casper, WY, San Diego, CA, to Lewiston, ME with additional stops in El Paso, TX, Tulsa, OK, and Lincoln, NE. Some of the people in those areas welcomed healthcare reform while others were taking active measures to curtail change. I have participated in all aspects of healthcare transformation projects, including strategic planning, unit-level execution, financial oversight, and programmatic assessment and monitoring, not only as an academic or executive, but with boots on the ground in units delivering care plus hallways and offices where policies are written. From these experiences I have grown an ability to work well in teams, foster collaborative thinking, connect policy to care delivery, and to make those connections

meaningful to people with diverse backgrounds, including patients and families who are often from surroundings unfamiliar to most governmental leaders and healthcare professionals.

When striving to succeed in disparate locations with a diversity of people, I call on my formal education, professional life, and personal experiences to strengthen relationships and build trust. I am a first-generation college student, and I grew up in a single-parent home in a very rural area on the western edge of the Adirondack Mountains. While my background presented challenges, it also imbued many strengths and ignited a drive to improve healthcare. Because of my past, I am always concerned about how healthcare delivery and policy changes will affect patients and their families, especially those who have endured economic obstacles and structural inequities.

I moved to Colchester in January of 2020 and I have been a resident of the Upper Valley and Vermont since 1998. It is important to me that the next steps in my career are locally focused and in step with people who share my motivations to solve complex, challenging problems. I see commonalities between my lifelong commitment to expanding access to affordable healthcare and GMCB's principles and responsibilities and would like to talk more with you about board membership.

Sincerely,
Thom

Areas of Expertise

Healthcare Systems & Policy, Health System Reliability & Performance Evaluation, High Reliability Healthcare Organizations, Public Health, Population Health, Healthcare Delivery Science, Communicating Complex Topics Across Disciplines, Assessing Value in Healthcare, Healthcare Leadership and Change Management, Executive Coaching, Quality Improvement, Online and Hybrid Education Programs

Non-Clinical Professional Experience**The Joint Commission - Center for Transforming Healthcare (2021-Present)*****Senior Expert on Health System Transformation***

The Center produces and delivers products, programs, assessment tools, and consulting services that help healthcare organizations improve the health and well-being of the people they serve and employ.

- Lead the update and refinement of assessment tools with associated products and programs

Safe & Reliable Healthcare (2020-2021)***High Reliability Organization Expert***

S&R helps organizations improve their safety, reliability, and outcomes to increase their clinical, operational, and financial value.

- Co-lead development of the assessment and monitoring tools for the Veterans' Healthcare Administration's enterprise-wide effort to improve the reliability and safety of care
- Development of the policies, analytic plans, standard operating procedures, and templates for assessing a healthcare organization
- Teaching principles and practices of high reliability organizations

Cardinal Point Healthcare Solutions (2014-2019)***Founder and Chief Strategy Officer***

Cardinal Point used principles and practices of high reliability organizations to support healthcare systems, providers, and leaders.

Selected Client List Available

- **US Navy Medicine**
Navy Medicine provides care for 500,000+ sailors, marines, and their dependents
 - Coaching/mentoring leadership team
 - Created and delivered Value Based Care curriculum for the Bureau of Medicine and Surgery, The Johns Hopkins Lab, and senior military leaders
- **Comprendo**
Comprendo develops healthcare apps focused on personalized patient experiences, changing behaviors, improving treatment adherence, and improving health outcomes
 - Advised and mentored Dean Hovey, Founder & CEO of Comprendo
- **One Health Nebraska**
One Health Nebraska is a 700-member independent physician organization facing integration threats due to consolidation between hospitals across the state
 - Advised and mentored Geoff McCullen MD, founder, and CEO of OneHealth Nebraska
- **Health Delivery Science, LLC**
Health Delivery Science was a consulting company advising healthcare systems, providers, and educators on organizational strategy and operations
 - Advised Jeffrey Alderman MD, CEO of HDS and Gerald Clancy MD, President of the University of Tulsa, on the structure of blended (residential and online) education
- **Connecticut Institute for Primary Care Innovation**
CIPCI is a statewide primary care learning collaborative

- Advised Greg Makoul PhD, founder and CEO of CIPCI and SVP of St. Francis Hospital and Medical Center, on emerging trends in reimbursement models, outcome measurement, cost allocation methods, and principles of high-reliability organizations
- **Maine Medical Center**
MMC is Maine's largest hospital and has repeatedly been a pioneer site for innovative payment models
 - Advised the Chief Medical Officer, Doug Salvador MD, MPH
 - Created educational content for senior leaders on the principles of high-reliability organizations, the use of variation analysis in outcomes, and quality improvement efforts

The Dartmouth Center for Healthcare Delivery Science (2010-2014)

Curriculum Specialist

The Dartmouth Center was created to provide executive education for high reliability organizations and global leaders of healthcare delivery systems

- Participated in the development of the nation's first blended education program in healthcare delivery science, a Masters in Healthcare Delivery Science (MHCDS)
- Developed course content and co-wrote cases

Clinical Work Experience

Areas of Expertise

- Physical Therapist, Orthopedic Clinical Specialist; care of patients with spine pain

Locations

- Summit Physical Therapy (2020) – Syracuse, NY
- F-Squared Physical Therapy (2019-2020)– Manhattan, NYC
- Silver Lake Spine & Sports (2014-2019)– Los Angeles, CA
- The River Valley Club (2008-2014) – Lebanon, NH
- The Spine Center, Dartmouth-Hitchcock Medical Center (1998-2008) – Lebanon, NH
- Spine & Sport Physical Therapy (1992-1998) – Watertown, NY

Academic Appointments

Current

- **The College of Health Sciences, Boise State University**, Lead Faculty, Value-Based Care & High Reliability Organizations
- **The Dartmouth Institute for Health Policy and Clinical Practice**, Adjunct Faculty, residential and hybrid masters in public health & masters in healthcare delivery science

Prior

- **The University of Tulsa**, Visiting Associate Professor of Community Medicine

Education

Post-Doctoral Fellow in Healthcare Delivery Sciences, The Dartmouth Institute

PhD, Health Policy, The Dartmouth Institute

Performance Enhancement Specialist, The National Academy of Sports Medicine

MS, The Dartmouth Institute for Health Policy and Clinical Practice

Diplomat, The McKenzie Institute International, Wellington, New Zealand

Board Certified Orthopedic Clinical Specialist, American Physical Therapy Association

MSPT, D'Youville College

Please visit my [LinkedIn](#) page or [website](#) for more information about board memberships, selected publications, and presentations.

**APPLICATION FOR CANDIDATES
FOR GREEN MOUNTAIN CARE BOARD**

Date of Application:

GENERAL

1. Name: Thom Walsh
2. Mailing Address: 51 Wells Ave, Unit 4
3. Town of Residence: Colchester
4. Cell: 603-381-1170
5. Email Address: thom.walsh9@gmail.com. Preferred method of contact: email, please.

DIRECTIONS: *The following questions may be answered by typing in the space below each question or by attaching a separate document containing your answers to each question. If attaching a separate document containing your answers, please label each answer with the corresponding application question number (ex., "Question 8") so the Committee can easily identify which question you are answering. Please note that the Affidavit and Waiver at the conclusion of this application questionnaire must be signed and included when you submit your application.*

EDUCATION

6. Please list secondary schools, colleges, and other schools attended, dates of attendance, and degree or credits received.
 - The Dartmouth Center for Healthcare Delivery Science, Postdoctoral Specialization, 2014
 - The Dartmouth Institute for Health Policy and Clinical Practice, PhD, 2012
 - The Center for Evaluative Clinical Sciences at Dartmouth, MS 2002
 - D'Youville College, MS Physical Therapy, 1992
7. If you have a medical or other advanced degree, please provide information concerning your areas of practice and specific areas of expertise.
 - I hold an MS in Physical Therapy. I began my clinical career as a physical therapist and orthopedic clinical specialist with a sub-specialization in the mechanical diagnosis and treatment of chronic and disabling spine pain. This spanned private practice and academic settings. My experience as a clinician led me to help co-develop a first of its kind interdisciplinary spine center at Dartmouth-Hitchcock Medical Center, built to incorporate community resources, patient-reported outcome measures, and shared decision making into routine practice. I then pursued a Master of Science in Outcome Research followed by a PhD in Health Policy, both from Dartmouth College. As a part of my two-year post-doctoral effort, I assisted in developing Dartmouth's Master of Health Care Delivery Science (MHCDS) program, which we designed to train healthcare executives in disciplines needed to thrive in an ever-changing policy landscape. The MHCDS program has served as a resource for developing shared language and knowledge among healthcare leaders including providers, finance officers, and executives globally as well as Vermont. This has included members of UVMHC and DHMC's leadership team, members of One

Care, and the GMCB. I have maintained a teaching affiliation with Dartmouth where I teach courses on Health Systems & Policy.

EMPLOYMENT AND EXPERIENCE

8. Please attach a current resume or curriculum vitae to your application and explain any gap in employment lasting longer than six months.

- Please see attached resume and cover letter

9. If not included in your curriculum vitae, please describe the general nature of your current employment in 100 words or less.

- Please see attached resume and cover letter.

10. Please describe your experience with health care. Areas of experience may include health care policy, health care financing, health care delivery, health information technology, or health care quality measurement.

- In addition to my teaching role at Dartmouth, I am a visiting professor at Boise State University. In 2018 Idaho citizens voted to expand Medicaid, forcing their governmental leaders to move in a direction the largely rural and Republican-leaning state had previously resisted. State leaders turned to Boise State University to design educational programs for their healthcare workforce. I was hired to design the curriculum for the Value-Based Care Certificate Program, plus a multi-stage plan to deliver the content. This past July, we began our fourth cohort of students in a 16-week program that I teach from my home in Colchester. The planned Master of Healthcare Administration program will launch in 2022.
- During the past 18 months I have also taught the principles and practices of high-reliability organizations to senior leaders across the Veterans' Health Administration. In addition to teaching at the VHA, I co-led the development of assessment tools to measure health system performance over time at their 171 medical centers and 1,283 outpatient settings around the world. Most recently, I was hired by The Joint Commission Center for Transforming Healthcare to lead the development of their assessment tools, associated products, programs, and consulting services.
- I have worked with diverse clients and students from six continents. In the U.S. this has ranged from Jacksonville, FL to Casper, WY, San Diego, CA, to Lewiston, ME with additional stops in El Paso, TX, Tulsa, OK, and Lincoln, NE. Some of the people in those areas welcomed healthcare reform while others were taking active measures to curtail change. I have participated in all aspects of healthcare transformation projects, including strategic planning, unit-level execution, financial oversight, and programmatic assessment and monitoring. These roles have not only been as an academic or executive, but with 'boots on the ground' in units delivering care, as well as in the hallways and offices where policies are written. From these experiences I have developed an ability to work well in teams, foster collaborative thinking, connect policy to care delivery, and to make those connections meaningful to people with diverse backgrounds. This has included patients.

and families who are often from communities and environments unfamiliar to most governmental leaders and healthcare professionals.

11. Please describe any regulatory experience, whether as a regulator or as a regulated entity.
 - N/A

12. Please describe your executive or management experience, including the supervision of personnel.
 - My executive experience primarily developed as a founding entrepreneur and chief strategy officer for the consulting company Cardinal Point Healthcare Solutions. As consultants, our typical clientele were the executive leadership teams of health systems. In addition, I have gained valuable experience teaching and mentoring executive students as they design and execute their capstone projects.
 - My experience as a supervisor consists of collaborative work with small teams, generally 5-8 individuals, each of which has multiple specialists and staff members reporting to them.
 - One notable exception to this model is the Health Systems and Policy course that I teach at The Dartmouth Institute. The course serves roughly 125 combined residential and online students. It is the only course taught at the Institute in this manner. To do so, I collaborate with two co-instructors and manage a staff of two Curriculum Specialists, an Instructional Design Specialist, an IT specialist, and six Teaching Assistants.

13. Please describe your experience working in a collaborative manner as part of a work group or management team.
 - My work includes teaching, mentoring, and consulting with executives and executive teams in a highly collaborative environment. In my experience, developing a trusting relationship is key to making progress and earning other's trust is central to my leadership and management approach. I have benefited from working with people from diverse communities of various races and ethnicities, with different socioeconomic backgrounds and political leanings. Some people I have worked with welcome healthcare reform while others have actively opposed it. I believe this diversity of experiences has helped grow my ability to work well as part of a team.

14. Please describe your experience in financial management, including the development and monitoring of budgets.
 - My financial experience has been entrepreneurial and client focused. As the founder and chief strategy officer for Cardinal Point Healthcare Solutions (CPHS), I was intimately involved in the financial oversight and management of the company, including the development and monitoring of budgets. In addition, our clients were primarily healthcare organizations requesting assistance with specific financial aspects of change management and value-based care. My contributions to those organizations included reviewing financial statements and balance sheets to identify strategic opportunities and monitor change over time. I have also led the development of education modules on cost allocation and authored a white paper comparing alternatives examining time-driven-activity-based costing for The

Connecticut Institute for Primary Care Innovation. CIPCI is based in Saint Francis Hospital in Hartford and is a state-wide organization assisting providers affiliated with Trinity Health of New England. I have also served as Subject Matter Expert on provider independence and health system integration for OneHealth Nebraska. OneHealth is a physician organization representing 60+ medical clinics and over 500 healthcare providers across the state.

15. Please describe any other related expertise you think relevant.

- Hardships and opportunities in early personal life drove me to become a healthcare provider. My early clinical career, during the Clinton-era healthcare reform efforts, led to a desire to study health outcomes and costs. My academic work focused on measuring hard to assess aspects of care delivery such as collaboration and perceived well-being, as well as unwarranted variation in utilization and charges. My consulting career began during the Obama-era reform efforts helping healthcare leaders better understand payment reform such as MACRA/MIPS, two-sided shared savings, all-payer models, Accountable Care Organizations, and hospital and provider consolidation. The scale of my work with hospital systems has changed over time. It began with senior leaders within a single healthcare delivery entity and has grown to include multi-facility health systems in the United States and internationally. However, I have been lucky to be able to call this area my home since the late '90s. As a result, the bulk of my professional and academic experience occurred in the Upper Valley and focused on care delivery in rural Vermont and New Hampshire.

PROFESSIONAL, CIVIC AND PUBLIC SERVICE

16. If you have served as an appointed or elected official in any local, county, state, or federal government position, or if you have experience as a member of any administrative, legislative, or regulatory boards, commissions, or study committees, please list them, giving names and dates served, please provide details, dates and describe the nature of your service.

- N/A

17. If you have experience as a member of any private, corporate or non-profit boards, please list them, giving names and dates served, and describe the nature of your service.

- Since 2018, I have served on the board of directors for The McKenzie Institute, USA. The McKenzie Institute is a New Zealand-based international organization of medical providers specializing in the diagnosis and treatment of spine pain. My role on the BOD is primarily as a subject matter expert on value-based care, adult education, and change management. Along with the rest of the board, we have a fiduciary role and are accountable to the International BOD.

ACADEMIC EXPERIENCE

18. If not included in your curriculum vitae, please describe any relevant academic experience.

- Please see attached resume and cover letter

DISCLOSURE OF POTENTIAL CONFLICTS OF INTEREST

19. If you are now an officer, director, or otherwise engaged in the management of any for profit or not-for-profit organization, state the name of such organization and describe the

nature of the business and your duties.

- N/A

20. Do you have any plans, commitments, or agreements to pursue outside employment or engagements, with or without compensation, during your service on the Board? If so, please explain.

- If selected to the GMCB, I would like to continue on a more limited basis my work at The Joint Commission, teaching, and board service.

21. Do you or any family member have any personal or business relationship(s) which might present conflicts of interest in the position you are seeking? If so, please explain.

- No

22. Should a personal or professional conflict arise; explain how you will identify and resolve the conflict.

- Should a conflict of interest arise, I would seek out and follow the advice from the Board and their counsel.

MISCELLANEOUS

23. Have you or your professional liability insurance carrier ever settled a claim against you for professional malpractice? If so, please give particulars, including the amounts paid, if permitted by settlement.

- No

24. Have you ever been disciplined for a breach of ethics or unprofessional conduct? If so, please provide details.

- No

25. Were all your taxes (federal, state, and local) current (*i.e.*, filed and paid) as of the date of this application?

- Yes

26. Has a tax lien or other collection procedure (including receipt of balance due notices) been instituted against you by any federal, state, or local tax authority in the last seven years? If so, please explain and describe the outcome.

- No

27. Have you been the subject of an audit, investigation, or inquiry for federal, state, or local taxes in the last seven years? If so, give full details.

- No

28. List the names, addresses and phone numbers of at least three, but no more than six, persons who are in a position to comment on your qualifications for a position on the Green Mountain Care Board, and of whom inquiry may be made by the Green Mountain Care Nominating Board. Please describe how each reference knows you and whether you have notified them of your application for this position.

- I have notified the following individuals of my application for membership in the GMCB, and they have agreed to answer any questions you may have about me and my career.
 - Craig Westling PhD
 - Director of Education at The Dartmouth Institute
 - craig.r.westling@dartmouth.edu
 - 603-729-6118
 - Professional colleague and friend for 10+ yrs
 - Todd Krupa MA, MPSL
 - Director of Consulting; Reliability & Safety Expert
 - todd@safeandrelialecare.com
 - 336-970-0478
 - Supervisor - Safe & Reliable Healthcare
 - Barry Smith, MD
 - Chairman Professor Emeritus, the Geisel School of Medicine at Dartmouth
 - barry.d.smith@dartmouth.edu
 - 603-748-1332
 - Personal friend and healthcare reform advocate
 - Marisa Melamed, MPH
 - Health policy and public health professional serving Vermont
 - Marisa.melamed@vermont.gov
 - 802-377-0194
 - Public health student and personal friend
 - Tim Link, MHCDS
 - Director of Strategic Initiatives at UnitedHealth Group
 - tim.m.link@gmail.com
 - 626-457-1182
 - Healthcare Delivery Science Mentee and personal friend

29. Why do you want to be appointed to the Green Mountain Care Board and how do you feel you can contribute to the Board?

- I have dedicated my career to improving patient care and shifting our understanding of payment models in an effort to ensure that the system does not bankrupt those getting sick, nor those caring for the sick. I want to work with the GMCB because it is important to me that the next steps in my career are locally focused and in step with people who share my motivations to solve complex, challenging problems. I see commonalities between my lifelong commitment to expanding access to affordable healthcare and GMCB's principles and responsibilities of regulating and reducing cost while improving healthcare quality and outcomes.
- While I have spent my clinical career spent building the capacity to adapt to policy reform efforts, and my academic career studying and teaching unwarranted variation, my contributions are also informed by my lived experience growing up in rural

upstate New York in a single-parent household. I have spent decades working to improve health systems and health policy, developing relationships, while collaborating with and mentoring senior leaders of multi-center hospital systems. I understand and can speak to the policy, regulations, financial statements, yet have built my career on connecting with patients and providers to build a shared understanding of health and health outcomes that matter to patients. I have helped providers, hospital administrators, and healthcare leaders navigate all aspects of healthcare reform.

- I would contribute my knowledge of health systems and policy, my love of writing and ability to explain and connect and describe a path forward, as well as the skills I have built through my consulting career.
- One of my greatest strengths is my experience as a healthcare provider which I believe is an important perspective to have represented on the Board. While I understand that the role of the Board is as a regulator, I believe that the addition of a Board member with experience as a provider and an ability to understand the challenges of those operating within the healthcare system would be an asset.

30. How would you propose to ensure that the Green Mountain Care Board establishes public confidence and is both transparent and accountable?

- I have been especially committed to building trust and transparency in healthcare workgroups and management teams by advocating for the wider inclusion of people from a diversity of backgrounds and roles, including patients and families. I believe that public comment periods and public hearings are key to allowing the people most affected by the decisions of the Board to be heard. I also strongly support maintaining relationships with other key players in Vermont representing the perspectives of providers and patients. I believe that their participation is key to remaining transparent and accountable. If there are areas of improvement identified either by the GMCB members or team, or by the general public, I would want to understand those perspectives on how we might improve accountability.

31. With respect to the principles identified as the foundation for 18 V.S.A. Chapter 220 (Act 48), in 600 words or less, reflect on the principle most compelling to you.

I find Provision 1, the statement declaring the right of Vermonters to access to and coverage of high-quality, affordable, and appropriate care, in the absence of barriers such as cost, the most compelling. My desire to be appointed to the board and my belief in my ability to contribute are based on my personal philosophy and experiences in health policy, leadership, and academia as it relates to these principles:

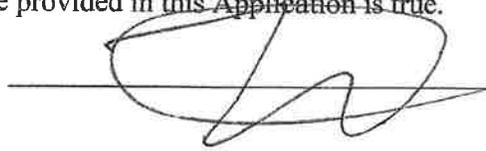
- Fundamentally, I believe healthcare is a right and access to healthcare is necessary for the pursuit of life, liberty, and happiness. As a right, access to healthcare is a necessity, but simply having access is insufficient if there is some structural barrier impeding your ability to utilize care.
- Much of my career has been spent attempting to understand the complexities of unequal access and variation in healthcare. From my experience, I know that access to health services alone does not guard against unwarranted variation in outcomes, dubious pricing, persistent inequalities, or structural inequities. I believe quality improvement efforts, transparency requirements, the construction of a safety culture, and the conscious manufacturing of a learning system are ways to address those shortcomings.

However, these tools are often insufficient because their influence lies only within the systems we create through policies and regulations. I see the role of the GMCB, in its regulatory capacity, as overseeing and evaluating the development, implementation, and quality monitoring of the effectiveness of Vermont's healthcare system, particularly as it relates to payment and delivery system reform. This resonates with me based on my life's work to increase quality and restructure cost to ensure the longevity of our systems.

- My focus on cost and payment reform stems from my experience seeing patients, providers, employers, and entire towns bankrupted by cost and billing practices elsewhere in the United States. I am deeply committed to Vermont and to the long-term sustainability of the healthcare system here and hope to be a part of the state's efforts to ensure access to affordable care. I see alignment between my knowledge and experience as a healthcare provider, professor, consultant, and subject matter expert and the work on the GMCB to oversee the transformation and development of a high-quality, just, and equitable healthcare system in Vermont.

AFFIDAVIT

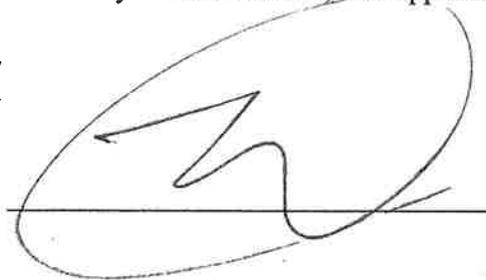
THOM WALSH, being first duly sworn, deposes and says that all of the information I have provided in this Application is true.

 Signature of Candidate

WAIVER

I hereby waive my right to privacy as it relates to the Green Mountain Care Board Nominating Committee of any relevant information, including the right of the Committee to freely communicate with any person about me, unless otherwise indicated in writing, with the understanding that any information will be held in confidence by the Committee. I hereby authorize the custodian of any records or information to permit the examination or receipt of such information, whether written or oral, by the Green Mountain Care Board Nominating Committee. I also understand and agree that if I am determined to be qualified by the Committee, this application shall be forwarded to the Governor's office.

Dated: 8/10/21

 Signature of Candidate