

In The Matter Of:

*Division of Insurance - Docket No. G2010-05
Small Business Health Insurance Premiums*

Lawrence

March 4, 2010

Public Informational Hearing

Doris O. Wong Associates, Inc.

Professional Court Reporters

Videoconference Center

50 Franklin Street, Boston, MA 02110

Phone: (617) 426-2432

Original File Hearing_G2010-05_Lawrence.txt

Min-U-Script® with Word Index

Attorney's Notes

Volume I
Pages 1 to 127
Exhibits: None

COMMONWEALTH OF MASSACHUSETTS
OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION
DIVISION OF INSURANCE
Docket No. G2010-05

PUBLIC INFORMATIONAL HEARING ON THE
RISING COSTS OF SMALL BUSINESS HEALTH INSURANCE
PREMIUMS

BEFORE: Joseph G. Murphy, Commissioner
Kevin Kroner, Esq., Counsel to Commissioner
Meg Parker, Esq.

Held at:
Northern Essex Community College
78 Amesbury Street
Lawrence, Massachusetts
Thursday, March 4, 2010
11:06 a.m.

(Diana M. Noel, Registered Professional Reporter,
Certified Realtime Reporter)

* * *

1 PROCEEDINGS
2 COMMISSIONER MURPHY: Good morning. I'm
3 Joe Murphy. I'm the Commissioner of Insurance. I
4 welcome you to today's hearing on the rising cost of
5 small business health insurance premiums, docket
6 G2010-05. Today is March 4, 2010, and we are
7 gathered at Northern Essex Community College in
8 Lawrence.

9 With me are representatives from the
10 division. On my left Meg Parker, counsel to the
11 Commissioner, and on my left Kevin Kroner, our
12 Director of External Relations. The purpose of
13 today's hearing is to hear directly from consumers
14 and small business owners on their reactions to what
15 the Governor announced on February 10th, as well as
16 to hear what they're seeing by way of premium
17 increases.

18 In response to concerns raised by the small
19 business community, on October 20th, 2009, Governor
20 Patrick tasked -- I have a cold, so I apologize --
21 on October 20th, 2009, Governor Patrick tasked the
22 DOI with looking into the drivers of double-digit
23 increases that some small businesses are seeing.
24 Over the course of about 10 weeks, the division

I N D E X

1		
2		
3	SPEAKER	PAGE
4	MS. SULLIVAN	5
5	MR. CARACE	16
6	MR. CARPENTER	23
7	MS. VELOZO	27
8	MR. LICCIARDELLO	30
9	MR. WAS	40
10	MS. JASCOTT	52
11	MR. LINZER	58
12	MR. BEGLEY	62
13	MS. ZOBROSKI	65
14	MR. LINEHAN	70
15	MS. NICHOLSON	73
16	MS. MACKOFF	78
17	MR. EDHOLM	85
18	MR. KOWALIK	94
19	MS. TENZIO	102
20	MR. HOLBROOK	115

* * * *

1 conducted hearings, both in Boston and statewide,
2 with carriers offering coverage through the small
3 group market.

4 We also invited providers to voluntarily
5 participate. We don't directly regulate them. We
6 collected reams of information through the hearing
7 process and through our confidential examination
8 authority.

9 On February 10th, the Governor announced a
10 jobs package that includes both regulatory and
11 legislative efforts to assist small businesses with
12 their health insurance costs.

13 On the regulatory front, the Governor
14 directed the DOI to issue an emergency regulation
15 requiring carriers to file their proposed small
16 group rates at least 30 days in advance, starting
17 with those with 4-1-2010 effective dates. Carriers
18 are now required to file substantial documentation
19 to support their proposed rates. DOI will review
20 this information and determine if the rates should
21 be disapproved.

22 This week the Governor asked me again to
23 travel the state, and hold hearings with consumers
24 and small business owners to hear directly from them

Page 5

1 about their small group premiums and their thoughts
 2 on what we proposed on February 10th. We will be
 3 issuing a report later this month that details the
 4 results of all these hearings.
 5 If you'd like to speak, a sign-in sheet has
 6 been provided and been circulated and back with us.
 7 We didn't receive any advance notices of intent to
 8 speak, so we'll go in the order of the sign-in sheet
 9 for today. When you do come forward, I would ask
 10 you -- we do have a transcriptionist -- make sure to
 11 identify yourself for the record.
 12 The first individual signed in is Christine
 13 Sullivan.
 14 **MS. SULLIVAN:** Hi, my name is Christine
 15 Sullivan. I'm the Director of the Enterprise Center
 16 at Salem State College, which is a small business
 17 incubator growth center. I want to tell you that in
 18 my very dim past, I was Secretary of Consumer
 19 Affairs, and I had the Insurance Division as part of
 20 my secretariat, so I have some understanding and
 21 sympathy for what you go through. However, I have a
 22 very unsympathetic tone today.
 23 The Enterprise Center is a small business
 24 growth center. We put on over 90 programs a year on

Page 6

1 a business plan competition and do all other kinds
 2 of things to help small business owners learn the
 3 skills necessary to run a business. Most people who
 4 start a business didn't do it because they love cash
 5 flow; they do it because they have product or
 6 service.
 7 Last year, 3500 business owners registered
 8 for our programs, and 4,000 more took them online.
 9 So I think you could say that we have a pretty good
 10 sense of what the small business owners of this
 11 state need. Some statistics for context, 86 percent
 12 of all businesses in Massachusetts have five or
 13 fewer employees, and 88 percent of all businesses
 14 here in Essex county have five or fewer employees.
 15 They account for about 30 percent of the work force.
 16 They are the only sector of the economy that grew
 17 jobs between 2001 and 2006, and I'm giving you the
 18 report that we issued as an addendum with those
 19 numbers in it and the rest of the reports on our
 20 Website. If we are interested in creating jobs, the
 21 small businesses of this state are the engine for
 22 that growth.
 23 On a national level, the number of
 24 companies with 10 or fewer employees is about 23

Page 7

1 million, and they account for 70 percent of all the
 2 jobs in the nation. So when we talk in terms of
 3 jobs, we all think about the big companies, the
 4 Proctor & Gamble or something. But you know what?
 5 It's really coming out of the little companies, and
 6 that's why the issue of the cost of health insurance
 7 for small companies and these insurance increases is
 8 so crucial.
 9 The consequence of high health insurance
 10 premiums is the small businesses grow by not hiring
 11 people. They don't hire them full-time, and now
 12 they are starting to not hire them part time,
 13 because to afford a \$16,000 annual insurance premium
 14 for your family as a small business owner is a big
 15 chunk of your business. So we are losing jobs.
 16 Now, the problem in Massachusetts is people
 17 can't find these businesses to talk to. They are
 18 not organized the way big businesses are. But we
 19 talk to them every day. Another consequence of the
 20 problems with health insurance is that entrepreneurs
 21 stay in jobs they hate because they have to have the
 22 health insurance, and they don't start the
 23 businesses that you want them to start so they'll
 24 grow employment. So they are stuck.

Page 8

1 Why are these premiums so high? I know the
 2 answers are very complicated. I don't dispute the
 3 complexity of it, but there's one core thing in
 4 Massachusetts which is that small businesses cannot
 5 aggregate as a group and negotiate lower rates. So
 6 that if I -- if my husband is working as a teacher,
 7 they can get low rates. If I am the entrepreneur, I
 8 can't. Now I don't know why, but it's a problem,
 9 and it's a big problem.
 10 I have, on several occasions, met with the
 11 Connector, with the Secretary of Housing and
 12 Economic Development, and with some people in the
 13 legislature about this problem. I brought in a
 14 woman named Sara Horowitz, who is the President of
 15 Freelancersunion.org. They are the group in New
 16 York City and in New York State and in other states
 17 in the country that provide insurance to
 18 self-employed people, to part-time people, to
 19 freelance people. New York changed its law to allow
 20 small businesses to aggregate as a group.
 21 She offers health insurance to 14,000
 22 businesses in New York City, and guess what? Their
 23 rates are really much lower than you would get
 24 otherwise. She cannot run her business in

Page 9

1 Massachusetts because we don't allow people to do
2 that.
3 So in a very simpleminded way, I want to
4 say to you, I'm sick of tweaks to the system. I
5 want you to do whatever you've gotta do to change
6 the rules so that small businesses can be a group
7 and negotiate lower rates. Do I think this is the
8 solution in Nirvana? Do I think that we are then
9 going to have perfect healthcare? No. Perfect
10 health insurance? No. But at least the impediment,
11 the unfair disadvantage put on small businesses
12 because they happen not to be part of a big company
13 would be removed, and some of the stress around job
14 creation would be removed.
15 You know, when I talk about small
16 businesses -- I hope this is a friendly audience --
17 everybody's eyes glaze over. Oh yeah, those are
18 those people out there, but -- and you don't hear
19 much from them, they are not organized, and it's
20 hard to figure them out. But they are here, and
21 that's why before I came here, I sent an e-mail
22 about -- on Tuesday afternoon -- out, and I said,
23 "If anybody would like to come in on this, I'm going
24 to go testify this morning and just send me

Page 10

1 something. 37 businesses commented, and they tell
2 their own story. I have kind of pasted their
3 e-mails directly into these documents so you can
4 read it for yourself, because if I try to parse it,
5 you can't feel the pain and the frustration of all
6 of this. So I hope you will. And I could go on and
7 on with these, but here's one -- "I'm a sole
8 proprietor. I pay \$8,000 a year for health
9 insurance, plus deductibles and co-pays for drugs.
10 I think that, quite unfortunately,
11 appointed and elected officials and state employees
12 who are going to be listening don't understand the
13 frustration and pressure on small business people,
14 because they receive excellent benefits at low or no
15 costs. They don't feel the pain because they don't
16 have this problem facing them every day. And I do
17 think that's true. If you don't feel it, you don't
18 have it.
19 The Enterprise Center only has two
20 full-time people with a great age disparity between
21 -- and I won't tell you what side I'm on. At any
22 rate, our premiums went up 23 percent this year. I
23 had to give the other person a raise because she
24 earns around 40, and she could not pay for health

Page 11

1 insurance if I didn't give her a raise. What kind
2 of insanity are we looking at? And we are a hiring
3 nonprofit organization on an extremely limited
4 budget, and we haven't been giving anybody a raise
5 recently, but to keep the insurance, we had to do
6 that. So that's my own story.
7 Here's another one. "At current levels,
8 health insurance premium levies are equivalent to a
9 10 percent tax on payroll. If health insurance
10 premiums were increased at a 25 percent rate year
11 after year, it would take 10 years to pay 100
12 percent of your salary for health insurance -- of
13 your average income for health insurance, equivalent
14 to hiring a second worker at the same salary, but
15 without the benefits of second worker productivity.
16 If they -- clearly, these rate increases are
17 unsustainable over the long term, if they are not to
18 become a major disincentive to hiring labor," on and
19 on and on.
20 This is riddled with those kinds of
21 comments. And I have comments here, by the way,
22 from businesses with 50 people, with a hundred
23 people; a hotel; a manufacturing company, and they
24 are in the same boat. So I'll stop talking at this

Page 12

1 point and say it is overdue to make them a group.
2 If you want me to bring in Sara Horowitz,
3 who I've done in conjunction with Congressman
4 Tierney's office, to meet with you, I'm sure she
5 would hop a plane. She has -- it isn't like there
6 isn't a solution. There is a solution. She is an
7 incredible woman with an incredible solution. It's
8 time to take advantage of that solution and to take
9 -- and to pick her brain. Why shouldn't she be
10 allowed to do business in Massachusetts? You know,
11 people out in western Mass. go get her insurance and
12 run to doctors in New York? What? So let me know.
13 **MR. KRONER:** I have a few questions for
14 you.
15 **MS. SULLIVAN:** Sure.
16 **MR. KRONER:** First of all, do you happen to
17 know when New York changed its law? Do you happen
18 to know the year?
19 **MS. SULLIVAN:** It was fairly recent, in the
20 last two or three years.
21 **MR. KRONER:** You mentioned your own
22 nonprofit, your rates went up 23 percent.
23 How exactly do you get your health
24 insurance? Do you go through an intermediary? Do

Page 13

1 you apply directly to a company?
 2 **MS. SULLIVAN:** We don't have an
 3 intermediary. We have a broker who is really good
 4 and did all of the work of trying to compare
 5 programs for us.
 6 There is a piece of testimony here about a
 7 man who has a high tech company, and his insurance
 8 rates go up and up and up, and he said he spends two
 9 weeks a year of his own time researching health
 10 plans, because every single year he has to go
 11 through it, and it's a ludicrous waste of his time
 12 that he has to do that, but he does.
 13 **MR. KRONER:** The last question I have is
 14 under the current system, when small businesses --
 15 when they come to you and ask for advice on the
 16 specific topic, what is the advice you give them
 17 under the status quo?
 18 **MS. SULLIVAN:** I don't know what to tell
 19 them. I tell them, "You can try the Connector." It
 20 does not have a great reputation among small
 21 business people. They just go, "Oh!"
 22 I say you could -- "Here's the broker we
 23 use. Maybe they could help you out." It's really a
 24 hard thing.

Page 14

1 **MR. KRONER:** Do you have a sense as to
 2 where the frustration is about the Connector?
 3 **MS. SULLIVAN:** That they can't get decent
 4 rates out of the Connector. They can't get the rate
 5 their brother or friend is paying because the
 6 brother or friend is working for the state
 7 government or, you know, or working for a big
 8 company. They can't understand why they are being
 9 discriminated against like this, and I don't
 10 understand it either.
 11 You know, it's such a complicated subject.
 12 It took me -- I must be stupid -- seven years to
 13 figure out that the problem was that they are not a
 14 group. I mean, it's really a simple problem. They
 15 are not a group. If they could be a group, at least
 16 they could be competitive with others. I'm not
 17 saying the employment problems would disappear, but
 18 I'm saying they could be much more competitive, and
 19 because it is a -- because if you can do this in
 20 New York and Arizona and other states in the
 21 country, it's not a national problem. It's a local
 22 one.
 23 **COMMISSIONER MURPHY:** The idea of the group
 24 purchasing cooperatives that you talked about, and

Page 15

1 Sara Horowitz, that is something the Governor asked
 2 us to look into. They are -- obviously, these are
 3 complicated issues. There are arguments on both
 4 sides. There are concerns for market segmentation,
 5 and so we are looking at that. That's something we
 6 are going to report on, and what types of consumer
 7 protections need to be in there to get around some
 8 of those issues.
 9 **MS. SULLIVAN:** She is -- I mean -- I rarely
 10 in my life have met anyone as intelligent. She's a
 11 McArthur Genius grant recipient -- intelligent,
 12 committed, and thoroughly versed as this woman, and
 13 that's why I urge you to talk to her. I think it
 14 could -- you could get a good conversation with her.
 15 She really runs a great organization. I'm sure
 16 there's somebody else in the country. What I want
 17 to do is get the problem solved, and if the
 18 problem's solution is to bring her company in and
 19 let others come in as well, great. Just let's solve
 20 it.
 21 **MR. KRONER:** Did you have materials you
 22 wanted to produce?
 23 **COMMISSIONER MURPHY:** I have it.
 24 **MS. SULLIVAN:** I have a packet I've given,

Page 16

1 and I'm happy to talk to you at any time.
 2 Thank you.
 3 **COMMISSIONER MURPHY:** Thank you.
 4 Andrew Carace. I apologize if I didn't
 5 pronounce your last name.
 6 **MR. CARACE:** My name is Andrew Carace. I'm
 7 the owner of Pest End Exterminators, and we service
 8 New Hampshire and Massachusetts. I have an office
 9 in Massachusetts, and I'd say probably about a dozen
 10 of my employees take the insurance. We've been
 11 offering it for over 20 years -- Blue Cross -- and
 12 we have Blue Cross value which did not have
 13 prescriptions, and it was a very good policy we had.
 14 And last year, I think in July when we
 15 renew our policy, my guy from Blue Cross said, "No,
 16 you have to have prescription on it." I said,
 17 "Well, you know what, we've been doing it
 18 inhouse for the last 20 years." It worked for us.
 19 We give everybody a thousand dollars. We have a
 20 paid deductible, a thousand bucks a year, and
 21 occasionally someone brought one in. It worked for
 22 the company. It worked for my employees and it
 23 worked. It worked great.
 24 Well, now my employees receive notification

1 that they didn't comply. So now they have to dish
2 out. Well, of course, the employer is going to look
3 at me and say, "You're the employer. I took the
4 insurance you gave me." So to keep everybody from
5 going nuts, I'm going to pay their fine.

6 So I said, "Well, there must be a mistake.
7 Why didn't you make an issue of this to me?"
8 Because what happened was, he said, "Well, your
9 policy is grandfathered in." That's what I was
10 told. So I says, "Okay, fine. My policy is
11 grandfathered in. I'm doing it inhouse. They get
12 the coverage. What's the problem?"

13 They get this notification. They bring it
14 to me. I call my guy. He says, Well, you know this
15 and that -- so Blue Cross does this (indicating).
16 So he says, "You want to call the Commissioner's
17 office." I called the Commissioner's office. "No,
18 not us. You need to talk to the Connector." Called
19 the Connector. "I don't know what you're talking
20 about." I'm like, "This is what happened. I need
21 to have an answer. There may be some kind of
22 way..." because this is a brand new thing. It's the
23 first year. Not to mention that my policies go from
24 July to June at that time.

1 fine them, fine them a little bit. No, they fine
2 them the same, and there is no one you can get an
3 answer from, and that's my story.

4 **MR. KRONER:** I'm sorry --

5 **MR. CARACE:** No, I'm done.

6 **MR. KRONER:** You said up until this, you
7 handled it inhouse.

8 **MR. CARACE:** Yes.

9 **MR. KRONER:** Can you describe it in a
10 little bit more detail exactly how you handled it
11 inhouse?

12 **MR. CARACE:** Inhouse, we would give anybody
13 on a family plan 5 -- I'm sorry, \$1,000 a year
14 towards prescriptions, and any individual 500. They
15 had to pay a \$25 deductible, and we would cut --
16 they didn't have to pay it -- they bring in a
17 receipt. If it was a hundred dollars, and we'd
18 reimburse them 75.

19 **MR. KRONER:** Through your own HR.

20 **MR. CARACE:** When I tell you, it was
21 extremely effective, because you might have had one
22 prescription a month that came in from somebody.
23 Why -- I mean, obviously, if a small company like
24 myself and a man like myself can figure this out and

1 So the first part of 2009 was still
2 attached to the year before's policy, and I did
3 provide the RX. So anyway, it was only half the
4 year anyway that they didn't have it the way it was
5 probably required. So they didn't know what to do.

6 They said, "You need to call the Insurance
7 Commissioner." I says, "Well, I gotta tell you, the
8 Insurance Commission told me to call you guys. And
9 you guys are telling me to call them. So what do I
10 do at this point?" So she says -- I said, "Can you
11 get a manager?" The manager -- we talked. Ten
12 minutes later, they get back on and they say, "No,
13 you need to talk to the Department of Revenue."

14 So I call the Department of Revenue, and
15 they have no idea. They are, like, "No, you just
16 have to go to this part on the Website and it'll
17 tell you what the appeal process is."

18 So now my people all applied for the
19 waiver, and it's funny I'm here, because this is
20 just good timing, and they denied the waiver. So
21 now these people have to pay this. Now, they had
22 the RX. They didn't even take into consideration
23 that we gave them most of the insurance you would
24 need. It was just that one part. You're going to

1 it works, why am I being forced -- why are my
2 employees being forced to have to dish out this
3 money? You're the commissioner here. Can you tell
4 me? Is there something I can do? Is there? I
5 mean, is there? Because if you can tell me, I can
6 have my guys fix this problem. But I don't think
7 there is, because everyone does this (indicating).
8 I don't know? What do I do? It's not me. It's my
9 employees who actually wind up having to pay it.
10 But again, I've gotta pay.

11 **COMMISSIONER MURPHY:** We've heard that
12 consistently -- we were in Barnstable on Monday, and
13 Pittsfield yesterday -- about small employers and
14 their frustration with sort of the requirements
15 under health reform to offer the pharmacy products.
16 So it's definitely something that warrants further
17 exploration as to whether that's something that
18 should be required moving forward.

19 **MR. CARACE:** Moving forward, but it doesn't
20 resolve last year. It doesn't resolve the fact that
21 again half the year was only the part that they
22 didn't have it, because I think -- I'm guessing that
23 if anything carried over from 2008, they allowed
24 that, right? They weren't going to stop every

Page 21

1 policy on January 1st and start new, so then
 2 everybody had it -- I'm guessing this.
 3 **MR. KRONER:** I believe that's right.
 4 **COMMISSIONER MURPHY:** So when did you hear
 5 back on the waiver exemption request?
 6 **MR. CARACE:** They just got it back, and
 7 they said no, you have -- you make enough income --
 8 that was the response to this particular -- you make
 9 enough income, and you have to pay out whatever it
 10 is, and I'm guessing it's maybe almost 1200 bucks
 11 for that particular individual. So by the time
 12 we're done, I'll probably be dishing out an
 13 additional, you know, whatever -- 10 grand.
 14 Do you think I need to spend 10 grand for
 15 something I already paid for? And no one can sit
 16 here today at the end of the day, and say, "You
 17 know, Andy, I got your card. I'm going to look into
 18 this and see what we can do tomorrow -- because
 19 you're not the only one -- so that we can resolve
 20 for all these people that work."
 21 These are working people. How are you
 22 going to resolve it? I get this feeling that it may
 23 not happen that way because there is so much
 24 complexity. This probably falls somewhere at the

Page 22

1 bottom. But I'll tell you, 10 grand -- that's a lot
 2 for my business. I don't need to -- who am I
 3 sending it to? What am I sending it to? What do
 4 they call that, the co-op -- that organization --
 5 **COMMISSIONER MURPHY:** The Connector.
 6 **MR. CARACE:** The Connector.
 7 **MR. KRONER:** How many employees do you have
 8 total?
 9 **MR. CARACE:** Probably about 25, and -- but
 10 not all of them are in Massachusetts though, because
 11 we have two offices in New Hampshire.
 12 **MR. KRONER:** How many are Massachusetts
 13 employees?
 14 **MR. CARACE:** I would say it's probably 10,
 15 and again, does that put me under the limit of what
 16 a small business would have been required anyway?
 17 And if it does, this is a moot point. And how do
 18 they send it out? Or is it five or less employees?
 19 **COMMISSIONER MURPHY:** Over 10, you said,
 20 right?
 21 **MR. CARACE:** I think probably 10 in that
 22 office. That's over the number.
 23 **COMMISSIONER MURPHY:** Yes.
 24 Which of these numbers can we reach you at?

Page 23

1 I do feel badly you got sort of this response.
 2 That's not acceptable.
 3 **MR. CARACE:** I can give you my cell number.
 4 **COMMISSIONER MURPHY:** I'm sorry you got
 5 bounced around between state agencies.
 6 **MR. CARACE:** You know what the problem is?
 7 Even if somebody calls me, I have a sneaking
 8 feeling, sneaking suspicion it's going to be, you
 9 know, "We understand the problem. We'll try to fix
 10 it in the future," and it still leaves me out
 11 hanging.
 12 **COMMISSIONER MURPHY:** But you need relief
 13 now.
 14 **MR. CARACE:** Today, yesterday. You know,
 15 this isn't unreasonable what I'm asking. It's not
 16 unreasonable. They have the coverage. I don't have
 17 people calling you up saying, "My boss screwed me,"
 18 because they had the coverage.
 19 **COMMISSIONER MURPHY:** Thank you.
 20 **MR. CARACE:** I appreciate it. Thank you
 21 for your time.
 22 **COMMISSIONER MURPHY:** Thank you.
 23 Wil Carpenter.
 24 **MR. CARPENTER:** Thank you for the

Page 24

1 opportunity. I'm Wil Carpenter, Vice President for
 2 the Merrimack Valley Chamber of Commerce, one of the
 3 largest chambers in the Commonwealth, with over 1200
 4 business members.
 5 Andy happens to be one of our members, and
 6 what you just heard is very representative of the
 7 frustration being felt by a large segment of our
 8 membership.
 9 I'd also like to recognize Christine
 10 Sullivan. I want to thank her for her testimony.
 11 We do things collaboratively with her group as well.
 12 I'm going to echo many of the same sentiments that
 13 Christine and Andy just expressed.
 14 The chamber is a great sounding board for
 15 business, and particularly small business. Albeit
 16 that our membership is eclectic and fully wide range
 17 across the board, statistics will tell us that
 18 roughly 85 percent of that 1200 group of business
 19 people or businesses are, quote, unquote, small
 20 businesses. They are businesses of 10 or less
 21 employees. They are the ones that are truly feeling
 22 the pinch along with the slightly larger as with
 23 Andy's situation.
 24 Historically, we were able to say, you

Page 25

1 know, we are providing you with an access group
2 through our intermediary. We aligned ourselves way
3 back in the late eighties with NBA and HSA, along
4 with other chambers across the state, to provide an
5 intermediary access group, which, in essence, gave
6 our truly small business members an opportunity to
7 access what we call group rates as opposed to the
8 slightly higher individual rates. But today that
9 seems to be almost negligible.

10 I've been getting calls from some of my
11 members saying that with the premium increase, they
12 just got notified by mail, as high as 80 to 90
13 percent. I had a gentleman call me yesterday who
14 has a group of six employees. I will not disclose
15 the name of the business, but this is just one
16 example. His typical premium went from \$1100 to
17 \$2,000. Now, I'm not quick at math, but I know
18 that's somewhere between an 80 and 90 percent
19 increase. That's ludicrous.

20 I mean, how can business survive? How can
21 you suddenly go to a small business person in
22 Lawrence or Lowell or Haverhill, who is struggling
23 as it is to survive? We just popped your insurance
24 premiums for you and your employers by 85 percent.

Page 26

1 I mean, something's gotta be done. I mean, we
2 really feel for these people. It seems to be out of
3 control. Unpredictable. There is no predictability
4 about it. We're here to help -- we want to be able
5 to help. We want to work with everyone in resolving
6 this issue.

7 We even created a healthcare subcommittee
8 within the chamber where we're bringing forward,
9 every three or four months, different panelists or
10 guest speakers from the industry. For instance, we
11 have coming up later on this month the CEO of Tufts,
12 Jim Roosevelt, to see what light he might be able to
13 shed on the subject. Many of our members take
14 Tufts, either through the intermediary or
15 independently on their own.

16 So that's why I'm here, to speak on behalf
17 of the small businesses that are truly hurting with
18 these spiralling costs.

19 **COMMISSIONER MURPHY:** I appreciate you
20 appearing. I know it's difficult for small
21 businesses that are struggling just to survive in
22 this economy.

23 **MR. CARPENTER:** It is. Absolutely.

24 **COMMISSIONER MURPHY:** Sort of in the

Page 27

1 aftermath of what the Governor announced on
2 February 10th, aside from these hearings, I've been
3 getting calls, one, a small business person who has
4 a specialty food store, which, as you imagine in
5 this economy, people are probably going to Costco's
6 or BJ's instead of a specialty food store. His
7 annual premium went from -- I think about 20
8 individuals -- five or six family plans -- from
9 \$125,000 to \$175,000, and that's a full-time
10 employee.

11 **MR. CARPENTER:** This case that I just
12 quoted, I mean, these are exact figures that the
13 gentleman gave me. That's an credible increase. He
14 said, "What am I to do? I'm using the chamber and
15 an intermediary." I said, "I don't know what to
16 tell you."

17 **COMMISSIONER MURPHY:** Thank you.
18 Joanne Velozo.

19 **MS. VELOZO:** My name is Joanne Velozo. My
20 husband and I own Rogers Automotive. We are located
21 in Woburn. We are an auto repair facility. We also
22 sell used cars. Besides my husband and I, we have
23 four mechanics, one we hired last summer.

24 Being in the automotive industry, we have a

Page 28

1 lot of challenges keeping up with technology and the
2 aftereffects of the Cash for Clunkers Program, that
3 it had on small independent repair shops and the
4 used car industry, but our biggest challenge is
5 providing affordable healthcare to our employees.

6 We are in the process of hiring a new
7 service advisor this month. That's been put on hold
8 ever since I got my new rates. Our family plan last
9 year was \$12,336 for one family plan. That exact
10 same plan, \$16,464. It's a rate increase of \$4,128
11 per family. I don't know what's going on. I don't
12 know how to solve the problem.

13 The cost of healthcare directly affects our
14 business, our employees, and any potential future
15 staff. Something needs to be done. We need an
16 affordable health plan. I don't know the answers,
17 but I need answers.

18 **COMMISSIONER MURPHY:** How many employees do
19 you have? Four?

20 **MS. VELOZO:** There's six total.

21 **COMMISSIONER MURPHY:** Six total.

22 **MR. KRONER:** And how do you currently -- do
23 you go through an agent? Do you go through the
24 Chamber of Commerce? How do you get your plan?

Page 29

1 **MS. VELOZO:** In years past I used to go
 2 with an agent, and over the years I've had to get a
 3 little creative. We switched companies. We've
 4 reimbursed employees for some deductibles that, you
 5 know, they've incurred to offset our price increases
 6 and our -- currently I'm going directly through a
 7 company, but now I have -- I am reaching out to
 8 anyone and anyone that can help me with a decent
 9 plan at an affordable rates.

10 **MR. KRONER:** Right now you contact the
 11 company directly?

12 **MS. VELOZO:** Yes.

13 **MR. KRONER:** And approximately how many
 14 companies did you contact when you were shopping
 15 around this last time?

16 **MS. VELOZO:** Well, I've contacted Fallon,
 17 Blue Cross, Tufts, Harvard. I've -- through
 18 business associations. Honestly, I have so many
 19 calls out there -- I haven't heard back from a lot
 20 of people, and a lot of people I have heard back
 21 from said, "I'm working on it. We are inundated."
 22 Because of the crisis I haven't even gotten -- now
 23 the weeks are going by, and it's been two weeks
 24 since I've started this, and it's really consumed my

Page 30

1 position at the company for the last two weeks, and
 2 it's just very concerning. I really don't know what
 3 to do about it, but we definitely need some relief.

4 **MR. KRONER:** Thank you.

5 **COMMISSIONER MURPHY:** I'm going to need a
 6 little bit of help. Thomas Licciardello.

7 **MR. LICCIARDELLO:** Thank you. Thank you
 8 for giving me the opportunity to speak, and I am
 9 quite used to having people not being able to
 10 pronounce my name.

11 I'll give you just a little bit of
 12 background on who I am and what it is I do for a
 13 living. I'm in the financial services business.
 14 I've been in the business now for about 29 years.

15 Prior to that, I was an educator teacher in
 16 the Town of North Andover, so it gives me a little
 17 bit of a perspective on the public employees' point
 18 of view as to what health care means for them.

19 Additionally, I am Past Chairman of the
 20 Board of Selectmen in the Town of North Andover, so
 21 again, I have a pretty broad view from that
 22 perspective. In my position as the owner of
 23 Licciardello Financial Services and Compass Capital
 24 Corporation, my company does two things. I am a fee

Page 31

1 based financial planner, Certified Financial
 2 Planner, so I do a lot of retirement planning and
 3 that kind of things for my clients, and many of them
 4 are business owners, and that's why the other half
 5 of my business is employee benefits. So I have the
 6 very interesting view into what the impact is not
 7 only on the businesses, but on the business owners
 8 from their own personal financial planning
 9 perspective as well as their employees. It's truly
 10 a catastrophic issue. It's one that affects
 11 employees directly because the cost shifting that
 12 has to happen means that they need to pick up for
 13 the deductibles and coinsurances.

14 Those who are fortunate enough to perhaps
 15 even retire early face the specter of what do I do
 16 about health insurance if I'm under age 65. I get
 17 to see it from a number of perspectives.

18 What we deal with on a very regular basis
 19 is the small business owner who is looking at his
 20 health insurance options and what happens at
 21 renewal. You've already heard it a couple of times.

22 I can attest to the fact that we have, in
 23 fact, seen renewals that have been in the 80 percent
 24 range. Not the rule, but the rule has been in the

Page 32

1 20 percent range. And you've also heard everybody
 2 tell you these are untenable. They cannot be
 3 continued. I think that's obvious to everybody.

4 The difficulty that I think a lot of
 5 business owners face when they face these kinds of
 6 challenges is that sometimes they make bad
 7 decisions, and in desperation a business owner can
 8 do a couple of things that we see that could be
 9 potentially catastrophic. We see some business
 10 owners reaching out to what, in our office, what we
 11 refer to as telephone pole health insurance, you
 12 know, the kind when you get off the highway, unique
 13 affordable health insurance company. They might be
 14 discount plans or some crazy type of plan that
 15 really isn't going to solve the problem; doesn't
 16 meet minimum credible requirements. It's just an
 17 absolute disaster.

18 We also see smaller companies that are
 19 attempting to do plans that are partially
 20 self-insured, which shifts the risk to the business
 21 owner, again, potentially catastrophic, doing things
 22 that in a million years any advisor would never
 23 suggest for them to do, but there's a lot of
 24 desperation out there.

Page 33

1 There are some other things that happen as
2 well. I think you just heard from the previous
3 person who was presenting testimony about hiring new
4 employees. I can tell you that not only do
5 employers consider whether or not to expand their
6 work force, but they also won't tell you this, but
7 it happens.

8 They take a look at how much snow is on the
9 roof. I can tell you -- and I'm glad I'm not
10 looking for a job, because as qualified as I am, I
11 know if I went to work for a small business at my
12 age, I'm going to have a deleterious effect on the
13 rates of that group. So business owners are looking
14 at that as an impact in terms of what they do with
15 their work force.

16 The other thing that is terribly difficult
17 is the myriad of choices. Insurance carriers are
18 trying their best to come up with as many different
19 choices as possible, and trying to explain that to
20 an employer is an important task that we provide.
21 It's an important service that we provide,
22 everything from PPOs to HRAs, having specialized
23 networks. There are so many choices that it makes
24 perhaps the business owner's head twirl, and you've

Page 34

1 heard a couple of people say that they spend weeks
2 and weeks going through this stuff.

3 Then the Connector, who is supposed to be
4 helping us -- I just got a letter from the Connector
5 to my business, and also to my running club,
6 interestingly, because we are filed as a
7 corporation, suggesting, "Why don't you just give us
8 a call and we'll take care of your health insurance.
9 You come to us directly, and we'll save you a whole
10 lot of money."

11 There are two problems with that letter
12 that's gone out. Firstly, we've cross-tested it,
13 and we've gone on the Connector and done
14 side-by-side comparison with plans that our clients
15 have, because we've been inundated with phone calls,
16 and quite frankly, not only is it not less expensive
17 -- and in the letter it indicates it's \$300 less
18 per employee. In fact, it's more expensive, but
19 worse than that, it puts all of the pressure onto
20 the employer to now go through a myriad of plans,
21 and trying to figure out how to do a quote online,
22 frankly, isn't easy.

23 The Connector doesn't make it easy.
24 Insurance companies don't make it all that easy

Page 35

1 either, but it's because there are so many choices.
2 So business owners are now facing this
3 tsunami of information, and everybody has a
4 brilliant idea of how to lower their costs, and at
5 the end of the day, when the price comes in, they
6 say, "I have no help here."
7 And the other bad choice that some
8 employers are making, if they are not mandated by
9 the state to provide coverage, they are saying, "The
10 heck with it; I'm just not going to have coverage.
11 I'll take my chances." That's probably the worst
12 thing that could possibly happen.

13 Reform is certainly needed. There are a
14 number of things that are necessary. Some of the
15 insurance carriers are -- have proposals that, I
16 think, are worthwhile. Transparency is a term that
17 I'm sure you folks have been hearing a lot. I think
18 the study that Coakley did recently indicated that
19 perhaps some of the driving costs are negotiated
20 fees that aren't necessarily commensurate with the
21 quality of the service. So I think that's one of
22 the areas that certainly needs to be looked at. So
23 that area of cost control is important.

24 I think we need more education. I think we

Page 36

1 need to get more information out to the public in
2 general as to where the problems lie, and at the end
3 of the day, the toughest thing is we are going to
4 have to just get everybody thinking about better
5 health. I'm not sure. Good luck to you on that
6 one.

7 So again, we see it. Our clients are
8 suffering. We're all suffering under this, and I
9 wish I had a good theory on this.

10 **MR. KRONER:** I have just a couple of
11 questions. You say you do consulting, not just on
12 finances, but you actually help companies with their
13 benefits.

14 Can you give me a ballpark idea of the
15 number of businesses you do that particular kind of
16 consulting for?

17 **MR. LICCIARDELLO:** Probably a hundred.

18 **MR. KRONER:** And of that group, how many of
19 them either have or have given serious consideration
20 to what you mentioned, that's going down the
21 self-funded groups?

22 **MR. LICCIARDELLO:** We, at this point, only
23 had two clients that approached me on that concept,
24 and fortunately, in both cases, once we had an

Page 37

1 opportunity to talk to them about that -- they were
 2 small companies.
 3 Self-funding is not a bad concept if you
 4 have in excess of a hundred people.
 5 **COMMISSIONER MURPHY:** Not for a small
 6 company.
 7 **MR. LICCIARDELLO:** This company is
 8 proposing -- you know, from 3 to 10 people, it's a
 9 great idea, and it's very difficult for an employer
 10 who, when the pitch is, "This is going to save you a
 11 lot of money. You might get a lot of money back."
 12 Wouldn't we all like to believe that.
 13 **COMMISSIONER MURPHY:** We've taken, most
 14 recently, some enforcement action against some
 15 entities that were pushing small businesses into
 16 that, saddling one small business with about a
 17 hundred thousand dollars in medical claims, so the
 18 point is well taken.
 19 Have you had any experience -- we've heard
 20 through our hearing process from at least one
 21 carrier that they have a limited network product
 22 that's 20 percent cheaper than the full network, but
 23 they weren't marketing it? Have you, just in
 24 your --

Page 38

1 **MR. LICCIARDELLO:** Yeah. I'll tell you
 2 about a product that, I think, has a lot of promise
 3 that's been developed by Blue Cross. One of the
 4 difficulties we all face is that you can provide an
 5 array of options to an employer. The problem is
 6 that he may have an array of needs within his work
 7 force. If it's a family run business, those whose
 8 last name might be in the name of the business want
 9 to have a pretty good plan and don't -- it might not
 10 even mind the cost for that, but to be able to
 11 provide that kind of level of coverage with the
 12 employees paying 30, 40, 50 percent of the premium,
 13 you can't do it.
 14 I actually had a client with over 50
 15 employee who's under penalty because less than 30
 16 percent of his employees signed up because they
 17 can't afford it. They said, "Well, you just have to
 18 have...pardon my French...a crappier plan so people
 19 will sign up for it."
 20 So what Blue Cross has done is they have a
 21 plan by which they lowered the rate on the plan on
 22 probably a good 20 percent, and there are three
 23 tiers of providers, so you get the opportunity to
 24 choose which tier of provider you want to use.

Page 39

1 There's the -- I forget exactly what they call it --
 2 what's called tier 1, 2, and 3.
 3 Tier 1, they measure by both cost and
 4 quality, and if they are at above and beyond --
 5 above the standards for cost and quality, they are a
 6 tier 1. If it's average, it's tier 2. If it's
 7 below average, it's tier 3. If you go to a tier 1,
 8 then there's a very low co-pay to go in the
 9 hospital. There's a very low co-pay to go to the
 10 doctor.
 11 If you go to tier 2, the numbers go up.
 12 And if you go to tier 3, then go ahead, it's okay.
 13 You're just going to spend \$2,000 for your
 14 deductible for the hospital.
 15 That you get to make your decision at the
 16 time of the need, which I think is really the right
 17 way to do it. You can look up online to see where
 18 your provider falls. There's a little bit of
 19 transparency here. To find out that, you know what,
 20 if I have my gallbladder taken out at Lowell
 21 General, that's a tier 1 hospital, and they're rated
 22 at a very high level of quality for that type of
 23 procedure. If I go to Mass. General, they are going
 24 to do it well too, but it's going to cost a whole

Page 40

1 lot more. So they are in a higher level.
 2 I can now make the decision. I don't care.
 3 I want to go to Mass. General. So for things that
 4 might not be catastrophic, at least the consumer now
 5 has the opportunity to make that decision. If it is
 6 catastrophic, and you need to go to Beth Israel, in
 7 your mind, you need to do it. So at least it's at
 8 the point of decision. I think that's a great
 9 model.
 10 **COMMISSIONER MURPHY:** You are starting to
 11 see some of those products?
 12 **MR. LICCIARDELLO:** Blue Cross is just
 13 offering that starting April 1st, and it's
 14 immediately gaining some attraction, and I know
 15 Harvard Pilgrim and Tufts is looking at
 16 transparency. There's a big push. There is a
 17 little bit of push back on the side of providers.
 18 **COMMISSIONER MURPHY:** Thank you.
 19 **MR. LICCIARDELLO:** Thanks.
 20 **COMMISSIONER MURPHY:** Robert Was.
 21 **MR. WAS:** Good morning. I thank you for
 22 having us here today.
 23 A little bit of background. I own a
 24 brokerage agency for 30 years. I specialize in

Page 41

1 health insurance and employee benefits for small
2 businesses. I have approximately 500 businesses as
3 clients, all with less than 10 employees. It's an
4 area I'm very well-versed in, and I've been involved
5 in it for many years. I'm also on the Broker
6 Advisory Council for Blue Cross-Blue Shield, Harvard
7 Pilgrim, Fallon Community Healthcare, and the
8 Connector Authority.
9 I've testified to the Joint Session of the
10 Insurance Committee for the House and Senate in the
11 past, and I will be able to relate to a number of
12 the issues that have been brought up already today
13 on prescriptions and some of the others, as well as
14 what Thomas was talking about with the Blue
15 Cross-Blue Shield options. It is being made
16 available on April 1st with a pilot agent, and have
17 been marketing this very significantly and
18 successfully since January 1st. Currently I have
19 about 20 clients already on the tier product, and I
20 can answer really any question you might have on
21 that product and how it's affecting the marketplace.
22 But the point at hand, health insurance in
23 Massachusetts and the driving cost. No. 1 issue is
24 we have the best coverage and the best rules, the

Page 42

1 best laws in the country, bar none. We have no
2 limitations on coverage. We have no pre-existing
3 condition limitations. It's unheard of to deny
4 coverage to a newborn because of a birth defect.
5 All fantastic. Everybody ought to have those kind
6 of rules.
7 The bottom line of our problem is we offer
8 all employers a Mercedes-Benz. The issue here is
9 what level of Mercedes-Benz do you want to buy? I
10 don't want a Mercedes-Benz. I don't need a
11 Mercedes-Benz, but we have been told -- businesses
12 have been told, "You must have it."
13 We talked about minimum credible coverage.
14 The prescriptions. I testified when -- to the Joint
15 Committee on mandating prescriptions. I came in
16 with facts and figures about costs of drugs at
17 Walgreen's, Costco, Wal-Mart. Businesses that would
18 have an increase in premium of \$1200 per employee
19 with the employees taking a survey have virtually no
20 prescription costs or just using generic made
21 situations where a co-pay of 10 dollar for generic
22 or 90 days mail order through an insurance company
23 would cost \$30 for a particular drug, whereas at
24 Costco, it would cost \$23. But they are mandated to

Page 43

1 get the drugs. Don't use the card because they can
2 buy drugs for a lesser amount.
3 There's private prescription programs out
4 there that can get discounts through AAA and other
5 outside firms. I was told that the average person
6 does not understand what is good for them. We are
7 not denying people coverage. We are letting people
8 have an option of carrying prescriptions or not
9 carrying prescriptions.
10 Carrying forward one of our issues, which
11 particularly hurts the small businesses, is rates
12 are based on age. The very unfortunate situation is
13 that in our poor economy, who is the first person to
14 go, it's the youngest employee, the newest employee,
15 and the result is who's left? The owner, the
16 owner's spouse, maybe a brother or sister, the
17 people helped found the business how many years ago.
18 Our average age of employees is dramatically
19 increasing, and the result is we might have a trend
20 of 14, 15, 20 percent, but because of the change in
21 ages, it up to 40 percent.
22 This morning, before I came here, talking
23 to a person who has been a client for a number of
24 years with Fallon direct care, which is our limited

Page 44

1 network. Has three people. It's a check cashing
2 facility. They had their employee born in 1972.
3 Nephew. Well, the nephew got on his spouse's
4 insurance. The end result, we got three guys like
5 me, all around 60, our rates skyrocketed because of
6 the average age. And a lot of these large increases
7 that the employers are now receiving is because of
8 the demographics. We are getting older. The
9 younger people are not being included. We are
10 forcing people to have spouses go to work, minimum
11 hours, just to get health insurance. That's not
12 right. That's also causing younger employees to
13 drop off the planet, which will increase those
14 rates.
15 Next item, going directly on healthcare
16 reform, which again, I was there when people that
17 did testify, on merging the non-group and individual
18 market. Great idea on paper, but we knew it didn't
19 work, because the average claims of a non-group
20 individual is substantially higher than a small
21 group. It's been consistently proven. Well, when
22 we worked the two markets, initially the average
23 premium for an individual went down, for an
24 individual being a non-group, whereas the employers'

Page 45

1 premium went up because of the merged claims, and we
2 were told that, "It's okay, in a couple of years it
3 will all work out."
4 Well, we are at that third year, and we are
5 getting killed. One of the things that nobody does
6 want to mention is because of healthcare reform, all
7 these new people got insurance. That's wonderful.
8 That's absolutely fantastic. They should have
9 insurance. However, a lot of these people have not
10 been to the doctor in years. They all of a sudden
11 have health insurance for the first time ever or
12 after how many years. The result is they are
13 getting things fixed.
14 The merged markets rates are skyrocketing
15 because of a threefold increase in claims by some
16 companies, not the employers, but by the insurance
17 companies. That's another issue that's hurting our
18 rates.
19 Next item is we don't like to be told
20 really what we have to do and where we have to go.
21 There was a commercial many years ago -- not to
22 promote a particular company or anything else -- but
23 one of the best commercials that outlines one of our
24 inherent problems with the overall health insurance,

Page 46

1 and it was by the old Pilgrim Health Care. The
2 commercial basically said, it doesn't matter how
3 many doctors are on your plan just as long as it's
4 yours -- just as long as yours is on it.
5 We have some networks out there through
6 Fallon which try to control some costs of direct
7 care. You've got the Tufts select network.
8 Neighborhood Health Planning has a select network,
9 but I don't know how many times I present lower
10 premiums to the employer, and the employees are not
11 willing to change doctors. That's an issue. It's a
12 partial solution, but for a lot of people, it's not
13 an issue.
14 We talked about lowering rates through high
15 deductible health plans. I have a lot of employers
16 who have gone up to a thousand, two thousand dollar
17 deductibles, and feel that they need to do that to
18 lower their premiums. However, they feel very bad
19 for their employees because these employees cannot
20 pay these deductibles.
21 Now, Tom just mentioned about the options
22 plan. This is the first plan that has really
23 addressed an issue. As I mentioned, I've been doing
24 it since January -- I'm one of the few people in the

Page 47

1 state that does it -- and I'm up on the North Shore,
2 and all the hospitals along the Merrimack are all
3 part of what they call the enhanced tier.
4 Employers are embracing it, because
5 basically you're talking about, in very simplistic
6 terms, a high deductible plan, but the empowering
7 the employee to be able to choose a facility at a
8 better level of benefits such as you're seeing in
9 Lawrence or Anna Jacques or the Lahey Clinic, Beth
10 Israel, or Mt. Auburn, or a number of other
11 hospitals, no deductible, \$150 for co-pay, versus
12 using a tier 3 or basic hospital, two thousand
13 dollar deductible, plus a thousand dollar co-pay,
14 but they are empowering the employee to make a
15 choice. They're giving them a choice of where to
16 go. It's not limiting providers; it's just telling
17 them, "If you go to A, B, or C, it's your choice.
18 How much do you want to spend out of pocket?" It's
19 one step, one step in the market to try to control
20 costs.
21 Next item, it's been in the papers -- a lot
22 going on this week -- the insurance companies are
23 losing money, and one of the reasons it's losing
24 money is claims are skyrocketing. Money is not

Page 48

1 there. They are depleting the reserves. One of the
2 inherent problems we have in controlling costs is
3 there's nothing internal to limit how much is being
4 paid. Contracts are becoming untenable. This is --
5 again, maybe that Blue Cross product is giving
6 people a choice. There are no internal measures
7 that are available to the insurance company to
8 control these costs.
9 I think that the contract proposal being
10 put out by the Governor eliminates some of the
11 payments of 10 percent above the Medicare levels is
12 really a first step -- a first step in saying what
13 can we do to put this horrendous spiral of rates
14 under control of some semblance of control. It's a
15 good concept. How is it -- if it does go through,
16 what's the final market going to be?
17 I'll hit a couple points. We have a
18 limited number of doctors. That's going to be a
19 problem. That's being proven between Fallon and
20 Tufts and the Neighborhood Health plan.
21 Will it place a limit on -- for giving
22 people a choice of where to go? That might be a
23 good option. Blue Cross is kind of proving right
24 now that might work, but if we can do something

Page 49

1 internally to hold the cost on how much is paid out,
2 it might be the first step. I could go on for an
3 hour and talk about some horrendous stories I hear
4 about with testing and where people go and
5 everything else, but that's not the problem. That's
6 an issue.
7 The Governor's program, which is an
8 affordable product, is the first one that's done
9 anything internally to try to control the inherent
10 problem, and that's the runaway cost. The cost of
11 the insurance is the end result of a system that
12 needs a lot of help. Thank you.
13 **COMMISSIONER MURPHY:** Two points on some
14 things you mentioned, one, on the assisting insurers
15 on cost containment, and I think you're aware the
16 Governor proposed similar oversight to what DOI has
17 for another agency, Division of Health Care Finance
18 & Policy, on the providers' side, to recognize there
19 is some shared responsibility up there.
20 And then he also did file legislature -- I
21 think both of these are up for hearing in the
22 legislature on next Wednesday, the 10th, on the
23 issue we raised on the changes in the group factors
24 and the age, and that's certainly what we're seeing

Page 50

1 with -- as companies in the economic downturn lay
2 off sort of the three younger electricians, it
3 dramatically raises the rates. So he's filed
4 legislation that would allow us the ability to
5 smooth that rate shock, not seeing that 40 percent
6 increase when the trend, I think, is 10 or 15.
7 **MR. LICCIARDELLO:** One item that is totally
8 underutilized and has some misguided rules is the
9 Insurance Partnership. The argument has been that
10 it's underutilized, and it's underutilized for a
11 very -- are you familiar with the Insurance
12 Partnership?
13 **COMMISSIONER MURPHY:** Yes.
14 **MR. LICCIARDELLO:** It's underutilized for a
15 very basic, inherent problem within the partnership.
16 It's a great program. It is designed to help the
17 lowest incomes and help the employers be able to
18 provide benefits to the employees. Wonderful idea.
19 However, there is a regulation built inside which --
20 the nicest word I can use is ludicrous.
21 If an employer has an employee who, for
22 whatever the reasons -- I'm young, I'm healthy, I
23 don't need insurance -- okay, you don't take it.
24 Well, now we got the fine. That person comes and

Page 51

1 says, "Hey, I got a fine. I want to get insurance.
2 I want to be covered." Fine. Plan anniversary,
3 sign the person up, qualifies for the Insurance
4 Partnership. That's wonderful.
5 However, that same restaurant, the server,
6 whoever it might be -- hairdresser -- I don't care
7 what the occupation is -- been scrimping and saving,
8 single mother with a child -- two children -- has
9 done so because she's worried about her children,
10 wants them to have adequate healthcare, somehow has
11 been able to come up with their share of the
12 premium, is not eligible for the Insurance
13 Partnership because she's been insured for the
14 previous six months. But this person who has come
15 in and been using free healthcare, all of a sudden
16 can get a discount that she can't because she did
17 what was proper for her and her kids. The law
18 specifically prohibits her from getting help with
19 the Insurance Partnership. She qualifies for it
20 financially. However, the only way she can qualify
21 for it now is to become uninsured for six months and
22 then reapply.
23 This is a dumb regulation. A little plug
24 for the Insurance Partnership. It works, but fix

Page 52

1 it.
2 **COMMISSIONER MURPHY:** Thank you.
3 **MR. LICCIARDELLO:** Thank you very much.
4 **COMMISSIONER MURPHY:** Laura Jascott.
5 **MS. JASCOTT:** Good afternoon. How are you?
6 **COMMISSIONER MURPHY:** How are you?
7 You probably don't want to shake.
8 **MS. JASCOTT:** Hi.
9 **COMMISSIONER MURPHY:** I don't mean to be
10 rude...
11 **MS. JASCOTT:** My name is Laura Jascott, and
12 I work for Fred C. Church Insurance Agency. I work
13 in the Employee Benefits Department and handle just
14 about all of their small groups, 50 and under,
15 and...
16 I go through the Connector -- not the
17 Connector, I apologize -- the intermediaries for a
18 lot of the small groups as well as Blue Cross
19 direct. We've been seeing increases anywhere from
20 18 to -- hot off the presses before I left -- 35
21 percent renewal. So as you can imagine, the e-mails
22 and the calls that I get from people frustrated, not
23 able to afford it, it's unbelievable.
24 Every renewal that I've gotten, the April 1

Page 53

1 renewals through the intermediary, what I've had to
 2 do was I'll quote them every single company
 3 available through the intermediary, and then go Blue
 4 Cross direct and quote them there, and there is
 5 nothing out there that is even close to being
 6 affordable for them. We are talking a family person
 7 who already has a thousand dollar deductible on
 8 their plan.
 9 For instance, you know, switching might
 10 bring their premium down a little bit, but they are
 11 still paying more than a mortgage payment for health
 12 insurance every month.
 13 I have a lot of clients that -- you know,
 14 the landscaping companies, two or three people,
 15 paying \$1800 for family plans with a thousand dollar
 16 deductible, and like one of the previous speakers
 17 stated, based on the demographics of the group,
 18 depending on the age, really plays a big factor in
 19 that, and there's really not much relief there.
 20 They changed their plan design, but the
 21 only way to change the plan design is to increase
 22 the deductible. When they are already at a thousand
 23 dollar deductible, a quote at 2,000 doesn't really
 24 give them much relief on a 35 percent increase, and

Page 54

1 then if they go any higher, they are not compliant
 2 and they are subject to the penalty anyway.
 3 So a lot of the feedback I've been getting
 4 from people are, "I'm just going to forget the
 5 insurance...as we've heard from other people...and
 6 just take my chances." They'd rather pay the
 7 penalty then have to go up and pay these premiums.
 8 They just can't afford it.
 9 I also am familiar with the Blue Cross
 10 network plan, which I think is a great design, and
 11 it works well for those that have a rich plan right
 12 now can go to that plan, because it also offers a
 13 higher deductible, but for these small clients who
 14 already have a higher deductible, the savings isn't
 15 that significant, even if they switch to that plan
 16 to keep the costs down. So that's a little
 17 frustrating.
 18 A lot of the issues too with the -- we
 19 talked about the smaller networks as far as, like,
 20 Fallon direct, things like that, a lot of these...we
 21 find two tier being so close to the border, we have
 22 a lot of companies who have people who live in
 23 New Hampshire, so there's not a lot of options
 24 there. They have to offer the PPO plan to these

Page 55

1 people, or a New England plan from Blue Cross that
 2 allows them to use their doctors in New Hampshire
 3 without having to come to Mass. to seek care. So
 4 that's another issue.
 5 I'm here really to speak on behalf of all
 6 of my clients who I've worked with over and over
 7 again, trying to find solutions for them that I've
 8 just come up with an empty plate. There's nothing
 9 that's -- I agree, I got that letter as well from
 10 the Connector, and we were kind of horrified when
 11 that letter came out, we were getting e-mails from
 12 all our clients inquiring about these plans, when
 13 the Connector never reached out to any brokers. It
 14 did say on the letter contact us directly or contact
 15 your broker.
 16 We weren't familiar with these plans at
 17 all, and to go in there and even try and quote a
 18 plan through the intermediary and compare it to the
 19 Commonwealth Connector to see if it really is that
 20 savings they're claiming, you need their federal ID
 21 number to go in there to do that. You can't even
 22 kind of go in and get an estimate without really
 23 going in to quote it. So I don't know how great
 24 these plans are supposed to be, but I think they are

Page 56

1 very similar to the intermediaries, and I don't
 2 think the cost savings is really there from what
 3 we've seen.
 4 We've had a couple of clients go through
 5 the pilot brokers that the Connector allowed to do
 6 those plans, and they didn't find these plans to be
 7 that significant.
 8 So I, again, am not, like the others, sure
 9 about what the answer is, but maybe a temporary
 10 solution would be at least to offer that and approve
 11 that Affordable Health Plan that we're all talking
 12 about. At least it's compliant. It's the
 13 2,000/4,000 deductible, I believe, so it would give
 14 them at least some option to still be compliant and
 15 maybe have some cost savings, because I'm at a loss
 16 of what to tell these people, and I'm finding,
 17 myself, that they're either closing the doors on
 18 their small business, or not taking the insurance
 19 and getting the penalty. A lot of people are
 20 compromising their health, and I think that's a
 21 scary thing.
 22 **COMMISSIONER MURPHY:** The Affordable Health
 23 Plan which is tied to the bronze --
 24 **MS. JASCOTT:** Yes.

Page 57

1 **COMMISSIONER MURPHY:** -- plan, just, sort
2 of, in your interaction with your customers, do you
3 think that's a viable -- again, it's another option,
4 but for the people you see day in and day out, is
5 that something that --
6 **MS. JASCOTT:** I think they won't be
7 thrilled about going to a \$2,000 deductible, but at
8 least there's an option there for them. Right now
9 there aren't any options, even going to the \$2,000
10 deductible for Blue Cross or one of the other plans.
11 Because of the pricing, it's really not feasible for
12 them. So at least if the cost was down and they
13 could save on the premium, if they had to shell out
14 that \$2,000 for a deductible, I think, at least, you
15 know, they'd take their chance and pay the premium
16 and at least have the coverage versus drop the
17 coverage altogether.
18 **COMMISSIONER MURPHY:** Thank you.
19 **MS. JASCOTT:** One other thing I just wanted
20 to mention too, a lot of these Mass. companies that
21 -- well, we even have New Hampshire companies. The
22 problem that they're having is if their increase in
23 their deductible is high, then those Mass. employees
24 are not compliant.

Page 58

1 So we just had one case where they were
2 forced, for their own issue, to increase their
3 deductible to a higher deductible, but then the
4 people from Massachusetts, they're getting the
5 health coverage through their employer, but they are
6 not compliant in Mass. So to go to the Connector
7 and get a plan on their own, again, isn't a cost
8 savings for them, so they are getting penalized both
9 ways. So it's kind of tough.
10 So hopefully, at least this way if the
11 Affordable Health Plan was temporarily there to help
12 relief in the meantime until there's solution, that
13 would be helpful.
14 **COMMISSIONER MURPHY:** Thank you.
15 **MS. JASCOTT:** Thank you very much.
16 **COMMISSIONER MURPHY:** Eric Linzer.
17 **MR. LINZER:** Good morning -- good
18 afternoon, Commissioner Murphy, Counsel Parker,
19 Director Kroner. For the record, my name is Eric
20 Linzer. I'm Senior Vice President for the
21 Massachusetts Association of Health Plans. I
22 appreciate the opportunity to testify today on this
23 important issue.
24 We share many of the concerns that folks

Page 59

1 have expressed today about the impact rising
2 healthcare costs are having on small businesses and
3 how higher healthcare costs are hindering the
4 ability of small businesses to create and save jobs
5 in the state.
6 Keeping healthcare affordable is the
7 challenge facing all of us in the healthcare system
8 because the current rate is unsustainable. As the
9 recent reports from both the Attorney General's
10 office and the Division of Health Care Finance &
11 Policy have indicated, our state's healthcare costs
12 are roughly 15 percent above the national average,
13 and because health insurance costs and medical costs
14 are inexplicably linked, this obviously has led to
15 higher healthcare health insurance premiums for
16 small businesses.
17 As those reports have also indicated, the
18 market clout of certain providers and the prices
19 charged by those providers are mostly responsible
20 for almost all the increases in healthcare costs
21 over the last several years. While utilization is a
22 contributing factor, certainly price is a major
23 contributor to rising health insurance costs. So
24 any serious discussion, we believe, needs to focus

Page 60

1 on how much we pay for healthcare and where the
2 premium goes.
3 As you may recall last January, the
4 Governor had called a number of healthcare entities
5 into his office, health plan representatives,
6 hospital executives, provider groups, urging them to
7 come up with a solution to help businesses with
8 their healthcare costs. And we answered that call
9 with what we call the Affordable Health Plan, House
10 Bill 4452. We recognize it's not necessarily a
11 perfect solution and really is only a temporary
12 solution for small businesses. It would provide
13 significant rate relief for many small businesses.
14 The three main elements to the bill, as you
15 are certainly aware of, one, is that it's tied to
16 the Connector's bronze level product. Second, that
17 it caps the rate paid to providers for this one
18 particular product no more than 10 percent above
19 what the federal Medicare program pays. And third,
20 it would cap health insurance profits in the small
21 group market to no more than 2 percent. Based on
22 these elements, we think that this would generate
23 significant savings of up to almost 22 percent for
24 individuals and small employers.

Page 61

1 As the charts have indicated, a single
 2 individual, age 40, pays roughly \$316 per month in
 3 terms of premium. These numbers come off the
 4 Connector's Website. Cutting the premium by \$70
 5 could save almost \$840 per years.
 6 Likewise, for a family of four with two
 7 adults over the age of 40, probably paying roughly
 8 \$960 a month, cutting the premium by 22 percent
 9 would reduce their costs by \$211, and roughly \$2500
 10 annually.
 11 Now, for a business of 40 workers in the
 12 Lawrence area, with a mix of employees in their
 13 thirties and forties, some with family coverage,
 14 some with individual coverage could be spending
 15 roughly \$526 per employee per month for a product
 16 like this, cutting the premium by 22 percent could
 17 save them close to \$116 per employee per month which
 18 translates out to savings of \$55,000 annually.
 19 We think this cut would provide significant
 20 and substantial rate relief to small businesses on a
 21 short-term basis while the economy improves, and we
 22 will urge that the division include it among its
 23 recommendations to the Governor.
 24 Thank you for the opportunity. I'll be

Page 62

1 happy to answer any questions.
 2 **COMMISSIONER MURPHY:** Thank you,
 3 Mr. Linzer.
 4 Debbie Zobroski.
 5 **MR. BEGLEY:** Excuse me, Eric, can I ask a
 6 question on that, please? It's really why I came
 7 today, to figure out what this is all about.
 8 **COMMISSIONER MURPHY:** Okay. I'm sorry,
 9 you're --
 10 **MR. BEGLEY:** My name is Kevin Begley. I'm
 11 in the insurance business.
 12 **COMMISSIONER MURPHY:** Okay.
 13 **MR. BEGLEY:** Would this entail going out
 14 and creating an individual network of providers --
 15 **MR. LINZER:** No. The bill --
 16 **MR. BEGLEY:** -- or -- let me finish -- or
 17 before, are you going to tell each and every
 18 provider in the State of Massachusetts that they
 19 will be paid 110 percent of Medicare costs?
 20 **MR. LINZER:** For this product, under the
 21 bill that was filed by Representative Scanlan and
 22 Senator Moore, and supported by members of business
 23 groups, including the underwriters and associated
 24 industries and NFIB, the bill would require that all

Page 63

1 providers, as a condition of licensure, accept this
 2 product, this one particular product. The rate of
 3 reimbursement would be 10 percent above the Medicare
 4 level, and it would sunset after a three-year
 5 period.
 6 In addition, for health plans, it would
 7 require health insurers to offer this product as
 8 well as a condition of operating in the state, and
 9 it would cap their profits in the entire small group
 10 markets to no more than 2 percent. The reason
 11 that's done is if this product were -- had a 2
 12 percent profit -- cap of 2 percent, just this
 13 product, it would have to be separately rated, and
 14 we think that would create some unintended
 15 consequences in terms of benefitting some at the
 16 expense of others.
 17 So it's not -- again, we understand that
 18 there are probably some concerns that the providers
 19 would have with this bill, but at a time when small
 20 businesses are struggling just trying to keep the
 21 doors open and the lights on, this is an idea that
 22 would be limited to one product. It wouldn't
 23 adversely affect any particular provider group, and
 24 we think it provides at least some relief to small

Page 64

1 businesses at a time when the economy is -- when we
 2 are facing the worst economic crisis in generations.
 3 **MR. BEGLEY:** Just so I understand and
 4 everyone in this room understands, if this bill were
 5 passed, the state government is going to tell
 6 providers that they can -- the providers in this
 7 country right now can decline to accept Medicare and
 8 Medicaid patients, correct? Providers in
 9 Massachusetts would be required to sign on to this
 10 law or move their product out of state entirely?
 11 **MR. LINZER:** We don't think providers --
 12 **MR. BEGLEY:** Is that what you're saying?
 13 **MR. LINZER:** Basically as a condition of --
 14 yes, if you're going to practice medicine in
 15 Massachusetts, then you would have to take this
 16 product. And there's similar precedent in other
 17 states.
 18 Connecticut, for example, has a product,
 19 and it's been on the market for over 10 years, which
 20 is similar to our COMCARE product. They call it the
 21 Nutmeg plan. It's provided to low income
 22 individuals. As a condition of licensure, providers
 23 have to accept this product, and it reimburses at a
 24 rate of 75 percent of Medicare. So unlike that

1 product, which is paying less than what Medicare
2 pays, this provides 10 percent above what Medicare
3 would pay.
4 And part of the benefit is while, as the
5 Attorney General's report had indicated, there's
6 significant variation in terms of the rates paid to
7 providers, and market clout has a lot to do with it.
8 For some small provider practices, this would help
9 to level the playing field against some of the
10 larger practices, and there could be some benefits
11 for some small provider practices where -- that may
12 have difficulty, or some small hospitals that have
13 difficulty competing with the academic medical
14 centers in town that more and more are expanding out
15 to the suburbs and making it difficult for those
16 hospitals and doctors' groups to keep and retain
17 staff.
18 **COMMISSIONER MURPHY:** Thank you.
19 **MR. LINZER:** I certainly will be happy to
20 talk to you in more detail after.
21 **MR. BEGLEY:** Yes, I'd like to do that.
22 **COMMISSIONER MURPHY:** Debbie Zobroski.
23 **MS. ZOBROSKI:** My name is Debbie Zobroski.
24 I'm here just basically on behalf of myself. I'm a

1 self-employed manufacturers' rep, sales rep. I've
2 been doing that for about 18 years now. Basically I
3 work for myself. I'm a single parent. It works out
4 well for me. The downside is that I don't have
5 benefits, and particularly healthcare benefits.
6 Over the years as the rates have increased,
7 I've weighed the options, do I go to work directly
8 for a company and get benefits versus continuing to
9 do what I do. The good news is that I am better off
10 doing what I'm doing because I'm a single parent. I
11 have a child. I make my own schedule. I can be
12 home when I need to be. I make a good income. The
13 downside is that I don't have benefits.
14 Basically my benefits -- last year,
15 actually, was the first time my healthcare coverage
16 went down, and it was because I switched to a plan
17 that had a thousand dollar out-of-pocket expense if
18 you needed any additional services. I kind of
19 weighed the two plans and said, "All right, if I
20 need additional services, the worst is I use up that
21 thousand dollars and maybe a little bit more," but I
22 risked about \$30 to save a thousand.
23 Unfortunately, I need the services. I paid
24 the thousand dollars for services out-of-pocket. So

1 that particular plan that was 522 last year is now
2 \$750 this year, and there's still that thousand
3 dollars that needs to be paid. So I'm basically
4 taking -- I think it's a 44 percent increase in one
5 year. And you know, part of that is because I hit
6 one of those five year marks. Every five years you
7 have an extra 15 percent jump in rates. \$750, to
8 me, is practically a mortgage, to pay that myself,
9 and as I'm getting older, I'm just looking at those
10 rates just going through the roof. I mean, I look
11 at it, and I'm, like, okay, I can't really make the
12 money I make working for somebody else doing what
13 I'm doing, but if I do go to work for somebody else,
14 it's not to say I'm not going to be paying 4 or 500
15 dollars a month. You know, I would be taking a cut
16 in pay, but then increasing -- still paying
17 healthcare benefits because their rates are going
18 up.
19 So my -- and to get -- to mention what Tom
20 mentioned about the tiered plan, I have two choices.
21 I can pay the \$750 a month, and then if I need any
22 extra services, x-rays, you know, blood work,
23 whatever, it's going to be another thousand dollars
24 out of my pocket, or I can go to that tiered plan.

1 That tiered -- so the new rate is like \$750 for that
2 plan. The tiered plan is still \$676 a month. Now,
3 fortunately, my doctor is in that base level, so
4 there is no deductible to see my primary, but my
5 hospital, Salem Hospital, that's a \$2,000 deductible
6 if I need to go there. So my choice is I can go to
7 a hospital that provides a lower quality of care.
8 That doesn't sound very appealing, you
9 know, if I need -- especially if you need emergency
10 care, but \$767 (sic) -- it's really only \$75 a month
11 difference. It sounds good to say there is a tiered
12 plan and you have choices, but \$676 a month is still
13 a huge chunk of money for a single person, and I
14 just think it's really -- it's too high.
15 I -- over the last month I decided I need
16 to have some work done on my house. I sat down and
17 thought, this is what I can afford to spend per
18 month to get some work done on my house that I need
19 to get done. I said, I'm not going to do this until
20 I figure out what's going on with my healthcare.
21 Well, guess what? The healthcare ate up that
22 budget, so now I can't do the work I need to get
23 done on my house because I need to pay for
24 healthcare. I just see those rates just continuing

Page 69

1 to go up, and by the time I retire, I can't afford
2 healthcare. I just can't afford it. So something
3 somewhere needs to be done.
4 The tiered plan is great, but it's still
5 too high for the policy itself. So I just really
6 want to see something done.
7 I actually thought that Deval Patrick was
8 supposed to be here speaking. That's what I saw on
9 the Internet. That's one of the reasons I came,
10 because I wanted to find out more about what he's
11 doing.
12 Is he here today? He is not here today?
13 **COMMISSIONER MURPHY:** He's not here today.
14 **MS. ZOBROSKI:** Was he supposed to be here
15 today?
16 **COMMISSIONER MURPHY:** I think there was
17 talk of it, but I don't think he was ever planning
18 on --
19 **MS. ZOBROSKI:** Because I looked this up on
20 the Internet, and I thought he would be here.
21 But I just want to put my two cents in. I
22 think the rates are outrageous, and for me to hear
23 somebody say that Blue Cross-Blue Shield is heavily
24 in debt or losing money, and the rates are just

Page 70

1 skyrocketing -- I mean, a 43 percent jump in one
2 year? I hate to see what's going to happen next
3 year. It's outrageous. Thank you.
4 **COMMISSIONER MURPHY:** Thank you.
5 Jeff Linehan.
6 **MR. LINEHAN:** Thank you for allowing me to
7 come and speak before you. My name is Jeff Linehan.
8 My wife and I own a manufacturing business in
9 Haverhill. We've been in business 41 years, all of
10 them in Massachusetts. We employ about 60
11 employees. We've always offered health insurance,
12 and as we change -- my background is also I was the
13 Past Chairman of the Chamber of Commerce in
14 Haverhill, greater Haverhill, and so my background
15 in listening to small businesses and listening about
16 healthcare, and, you know, the average business is
17 struggling right now with that.
18 The problem I have right now is four days
19 ago, our health insurance company, Blue Cross-Blue
20 Shield, put a 46 percent increase through on our
21 health insurance. It now costs \$22,829 a year for a
22 married person with child. We pay half. The
23 employee pays about \$11,000 a year. If I offer an
24 employee a job at \$32,000 a year, they're paying

Page 71

1 about a third of their salary for healthcare. And
2 that's not all of it. Our costs have increased, but
3 insurance has gone down. Our deductibles are
4 higher. Our co-payments are higher. We priced our
5 insurance out: Tufts, Harvard, Fallon; we looked
6 outside the state. Some of them are even higher.
7 These increases have drastically affected
8 the profitability of my company to the point where
9 it's affecting jobs. To pay this increase right now
10 would affect three employees right now. We'd have
11 to cut people in order to pay the added increase.
12 Our business competes nationally, and with
13 Massachusetts healthcare costs being the highest in
14 the country, adding 46 percent of that destroys the
15 chance of me hiring anybody else. I can't pass
16 these increases on to my customers, especially where
17 they go elsewhere with lower costs. Rather than get
18 up here and talk about what I see as a -- I'm not a
19 whining person -- I'm just giving you the facts.
20 I'm also going to offer some suggestions in how I
21 can see it, as a businessman, of making changes in
22 the market.
23 I think the state should look at more
24 competition, allow more insurance companies in the

Page 72

1 state. Good news. On the way over here, my
2 Workmen's Comp. dropped 20 percent thanks to
3 competition. I have no losses, and my Workmen's
4 Comp. is under control, but 15 years ago it wasn't
5 like that. Workmen's Comp. -- we were all in a risk
6 pool, if you recall, and the Insurance Commissioner
7 back then was very helpful in changing the
8 regulations and laws and allowing competition to
9 come in the state. I think competition is good and
10 allows the state and insurance companies to be more
11 competitive.
12 I think all the insurance companies should
13 be looked at as far as the compensation that's being
14 paid. I also think that the way the nonprofit
15 status is set up for the insurance companies, that
16 there should be a way that there's some checks and
17 balances to protect the insurer.
18 Some of the partnerships that some of the
19 insurance companies have had with the hospitals,
20 especially the situation with Blue Cross and
21 partners, should be looked at. I think the cost of
22 drugs need to be regulated in some way. We are the
23 only country in the world that doesn't regulate drug
24 costs. Mexico, Canada, all the countries regulate

Page 73

1 drugs costs. This country doesn't regulate drug
2 costs.
3 I think the cost of malpractice insurance
4 is a big piece of it, and I think the political
5 process is where the lobbying effort is so strong in
6 the state that a lot of the companies that deal with
7 insurance, the drug companies, the insurance
8 companies, the hospitals, the process allows it all
9 to bear on the employer and employees, and it should
10 be looked at as being spread out more evenly.
11 Finally, I think those folks that aren't in
12 the state legally, they should pay their part. They
13 are not paying taxes. They are not contributing to
14 the state, but yet the employers and employees who
15 pay their share pay for those that don't have
16 insurance, and I think that should be looked at as
17 well.
18 Any questions?
19 **MR. KRONER:** No.
20 **COMMISSIONER MURPHY:** No. Thank you.
21 Jeanne Nicholson.
22 **MS. NICHOLSON:** Hi, I'm Jeanne Nicholson.
23 I'm an insurance broker with Appleby & Lyman. I'm
24 here to represent myself, my company, and our

Page 74

1 clients.
2 Basically I agree with everything that's
3 been said so far. The only thing I want to add is
4 we do have a Cadillac plan, and what we've done is
5 taken away freedom of choice from the employers, the
6 employees, and anyone that participates here in
7 Massachusetts. So I think what we're doing is
8 forcing people out of the state, and that's all I
9 have to say.
10 **COMMISSIONER MURPHY:** Where is your office
11 located?
12 **MS. NICHOLSON:** In Beverly. It's just too
13 expensive.
14 Just one more thing. I had one client who
15 got a 55 percent rate increase. When we went out to
16 market, we were declined by every carrier. What do
17 they do? We have six carriers. So they have to
18 take the rate increase. These people are making
19 minimum wage.
20 It just seems to be a cycle that is
21 destroying itself. You have people that can't
22 afford the insurance. They don't take it. They
23 have penalties.
24 What do you do?

Page 75

1 **COMMISSIONER MURPHY:** Part of what the
2 Governor filed that's before the legislature next
3 week for hearing is when we had heard -- I think I
4 mentioned earlier through the hearings with the
5 carriers -- one carrier offers a select or reduced
6 network option, but they don't really market it, and
7 it would require every carrier to offer at least one
8 reduced network product at a cost differential, so
9 at least there's another option in the market.
10 **MS. NICHOLSON:** But still they are covering
11 all the mandated benefits.
12 You know, we have -- infertility -- is that
13 a medical necessity? It's unfortunate, but we have
14 benefits that are covered that aren't covered
15 anywhere else. So if we have an employer sited
16 here, then they have to have the same benefits
17 levels outside of the state. So again, what we've
18 created is a wonderful system, and through our
19 attempt at good deeds, you know, we've priced
20 ourselves, really, out of the marketplace. The
21 intentions are good, but the end results have been
22 just far too expensive.
23 We've had rate increases, the smallest was
24 5 percent, and the largest was 55. I've been doing

Page 76

1 this for 35 years. What can we do for these people?
2 And it's not now -- it's really we've gone from
3 being a consultant to an advocate on behalf of our
4 clients. We're working harder than we've ever
5 worked for these people. You know, we -- and we now
6 -- and a letter just went out to the business
7 express, so we've been marketing them, too. What we
8 go is we go online -- we do have the tax ID number.
9 We are a property and casualty company so we have
10 that information, but there is no savings there.
11 I mean, it really is an intermediary. It's
12 not really the Connector. You know, it's a small
13 business association, so what solution is that? And
14 the letter saying that there could potentially be a
15 \$300 savings, when, in fact, what we're finding is
16 it's more expensive, and it really isn't
17 legitimately saying it's an intermediary. It sounds
18 like it's really part of the Massachusetts
19 Connector, which it is not.
20 So again, it's just created another forum
21 -- and I'm not -- I like working hard, but again,
22 you know, we market every year. Every year now we
23 have another market that we have to go to, and
24 again, none of it helps the client or the insured.

Page 77

1 My insurance at my age -- I mean I -- I'm
2 in my sixties -- I know I don't look it -- but
3 again, you know, again, it's just -- the price for
4 me, for my insurance, is over \$600, you know? It's
5 just too much.
6 And when we're calculating -- if someone
7 comes to us and says, "We have a group of 10
8 people," we look at it -- what we can do is figure
9 out what their premium is by saying for each
10 employee it's going to be either 12 or \$13,000 a
11 year. So we don't need to know the individual or
12 the families. We just know any employer that hires
13 somebody, whether they are single or a family, it's
14 another \$13,000 for that individual.
15 So -- and again, I do sound whiney, but I
16 would appreciate it if you really had some solutions
17 that we could share with our clients.
18 **COMMISSIONER MURPHY:** That's what we're
19 trying to get to, collecting this information, and
20 then offer -- through the hearings we've had, we've
21 come up with about 40 different policy options that
22 we are going to include in our report.
23 **MS. NICHOLSON:** What are you going to do
24 with the mandated levels? There's nothing that we

Page 78

1 can do the way the state is right now with the
2 levels --
3 **COMMISSIONER MURPHY:** Some of the things
4 are within our control, sort of, through the
5 existing -- the authority we have. Some require
6 legislative changes, and those are things, you know,
7 that maybe need to be looked at, whether drug
8 coverage should be an MCC and things like that,
9 mandated benefits, those are all -- you know, get
10 passed in various statutes.
11 **MS. NICHOLSON:** Good luck. I thank you.
12 And I hope you feel better.
13 **COMMISSIONER MURPHY:** Thank you.
14 Tricia Mackoff, please.
15 **MS. MACKOFF:** Hi, I'm Tricia Mackoff,
16 representing Kaeding Ernst & Co., which is a small
17 business in Massachusetts, as well as an employee
18 benefits broker. I'm representing over 50
19 businesses from small groups up to a couple hundred
20 employees. I work -- most of our companies are
21 headquartered in Massachusetts, but we also work
22 with clients in California, Texas, New Jersey,
23 New York, and I concur with my colleagues that we do
24 have the best healthcare system that's out there.

Page 79

1 Unfortunately, because of that, the richest
2 of our state mandated benefits, I've actually seen
3 people move from New Hampshire to Massachusetts for
4 things such as infertility benefits, which, you
5 know, we've decided as a state to cover them, but
6 that also leads to preterm multiple births, preterm
7 pregnancies, high medical costs, so it's definitely
8 -- I've heard statistics -- and I can't quote where
9 it's from -- the state mandates costs up to 10 cents
10 percent on every dollar for the benefits we have
11 under Massachusetts.
12 As far as, you know, long-term fixes,
13 payment reform, you know, if it is a fact that the
14 insurance carriers say that 90 cents of the dollars
15 are spent on claims, I think that's where we need to
16 begin.
17 The plans today, whether somebody has a
18 baby at Mass. General or somebody has a baby at
19 Lowell General, the employee doesn't ever see the
20 difference. They don't know how much it costs. Why
21 wouldn't you want to rush to Mass. General, but it
22 comes up to measuring quality, and I know that's a
23 major challenge for some of these long-term fixes.
24 I believe we have to restrict the

Page 80

1 flexibility that we have today for people to jump in
2 and out of the system. We have no pre-existing
3 conditions for individuals. People jump in; they
4 jump out. I see them waive coverage because they
5 don't care about the penalty. It's cheaper for them
6 to use the plan when they need it, which I know
7 creates terrible problems at the carriers trying to
8 predict what the risk is, when what we see as a
9 broker, we do as our colleagues do, we quote all the
10 carriers every year.
11 We, too, were quite surprised with the
12 letter that came out of the Connector. Talking to
13 employers, it created a tsunami in our office with
14 groups that we work with -- and we work very hard --
15 saying, "Well, there's something else you haven't
16 looked at; should we go to them?"
17 The other problems -- and I know it's not
18 just in our state -- is the shortage of primary care
19 physicians. We've created -- we've done a great job
20 giving coverage, but if people can't get primary
21 care physicians, they are still going to end up in
22 the emergency room for their coverage, which is what
23 we were trying to avoid to begin with. We want
24 people to get their preventive care.

Page 81

1 As far as -- I know these are long-term
2 issues. I do support the Bill for Affordable
3 Healthcare, because I believe that in the short run
4 it does give employers an option, that if they want
5 to do the right things for their employees, but we
6 represent non-profits, startups, companies that are
7 competing with other states, and they don't want to
8 take it out on their employees. They want to
9 provide quality care.
10 We explore -- we push every level, high
11 deductibles, but once you get to the 2,000/4,000,
12 and you're at the minimum credible coverage, you
13 have nowhere left to go. So when you get that 15,
14 20 percent rate increase on top of that, you're kind
15 of out of options.
16 We've also explored self-funding. We have
17 a lot of our groups have gone to high deductibles by
18 putting in health reimbursement accounts. That
19 creates another problem.
20 We need to focus on consumerism in our
21 state. We are all a part of the solution. When
22 employees don't know how much things cost -- and it
23 doesn't make any difference to them where they go --
24 it doesn't promote, you know, being an efficient

Page 82

1 consumer. As far as -- again, this Affordable
2 Healthcare, I believe, provides a short-term
3 solution until some of these other issues are
4 explored.
5 When the Governor presented to the Chamber
6 of Commerce on February 10th that you referenced,
7 that was an interesting speech, because he talks
8 about immediately -- immediate emergency measures.
9 The next morning I went to a client with a
10 March 1st -- March renewal of 20 percent, I was
11 almost lynched, because they expected that that next
12 day, that the Governor's immediate measure, where
13 they heard from the Globe the 3 percent increase was
14 what they were going to end up with, and they could
15 not understand why Blue Cross-Blue Shield was still
16 not honoring what the Governor wanted to do.
17 So there's a lot of sensation, emotion, and
18 I know very drastic measures that have to be taken,
19 but short-term, that give people an option that they
20 can work with.
21 **COMMISSIONER MURPHY:** To that point, I
22 guess, just to clarify, so the Governor -- we filed
23 emergency measures which are in effect now for the
24 4-1 and later effective dates. Companies have to

Page 83

1 file for those rates at least 30 days in advance.
2 So on March 2nd, we were inundated with those
3 filings, and our technical staff, our actuaries, are
4 going through it and making sure that the
5 substantial documentation supports the proposed
6 rate, but of course, the folks -- and we get phone
7 calls that are renewing in March and are in a
8 difficult spot.
9 **MS. MACKOFF:** And that was the other
10 question as far as if there is, you know, that
11 additional layer of regulation, because I know the
12 carriers have always had to file their rates, but if
13 there is that additional layer of reasonableness,
14 will the small groups have the opportunity to reopen
15 their renewals, because they want to know that we're
16 looking at every option on an ongoing basis. There
17 is no such thing as "12 months and you're set" any
18 more. It's every day.
19 **COMMISSIONER MURPHY:** On your point on the
20 open enrollment, what they call the jumpers and
21 dumpers, the people who maybe go without coverage
22 because the penalty isn't so great and then buy --
23 take advantage of the high cost service, and then
24 drop it, the Governor did file legislation to

Page 84

1 require a limited open enrollment period each year
2 to sort of get around that issue.
3 **MS. MACKOFF:** That's supposed to be part of
4 the proposed bill that he filed on February 10th?
5 **COMMISSIONER MURPHY:** Yes.
6 **MS. MACKOFF:** I highly support that because
7 I think it's not good for anybody to -- we need
8 stability.
9 **COMMISSIONER MURPHY:** I'm sort of curious
10 on your interaction with your clients on the issue
11 of consumerism, and people -- I think with both the
12 Mass. reform and national reform, people are
13 thinking differently about their healthcare.
14 What's your sense from your interaction
15 with consumers? There's a lot more transparency.
16 There's the Health Care Quality and Cost Council,
17 which is a Website you can go on and see, for
18 various products, what the cost is and the relative
19 quality outcomes at various providers, but nobody --
20 I mentioned it at a couple hearings. Nobody has
21 really looked at it.
22 What's your sense from working with the
23 client?
24 **MS. MACKOFF:** People do not want to do it.

Page 85

1 People are going there kicking and screaming, and
 2 it's very unfortunate, because as everyone else --
 3 that's the only service that we -- it's such an
 4 important service, and it's the only one we don't
 5 price shop.
 6 On CNN this week, they did a medical report
 7 about a knee scope procedure, that if you did it at
 8 Dartmouth-Hitchcock, it was \$4,500, and if you did
 9 it at St. Joseph's, it was \$10,000. So they were
 10 urging people, well, shop your healthcare, but to
 11 most of the people in our plans, they would never --
 12 it wouldn't bother them until next year's renewal.
 13 So I think it's very important issue that that 90
 14 cents that we all need to take responsibility, in
 15 addition to the providers.
 16 Why is it that Mass. General or partners'
 17 contracts are so much different? Is their quality
 18 so much better? Very tough questions.
 19 **COMMISSIONER MURPHY:** Thank you.
 20 That concludes the list of individuals who
 21 signed up.
 22 Is there anybody else who would like to
 23 speak today? Do you want to come up?
 24 **MR. EDHOLM:** My name is Jim Edholm, and

Page 86

1 like many of the speakers before me, I am in the
 2 benefits business. I have 250 or 270 clients in
 3 Massachusetts, small businesses of varying sizes.
 4 **MR. KRONER:** I'm sorry, how many was that?
 5 **MR. EDHOLM:** About 250 to 270. I lose
 6 count. The points have been made very well. The
 7 hardest thing here for me is that to sit here and
 8 what looks like three very nice people and to say
 9 that, "You're really part of the cause, not part of
 10 the solution..." -- not intentionally, not because
 11 you're bad people, but because of the law of
 12 unintended consequences.
 13 If you look back at health insurance in the
 14 State of Massachusetts, go back to 1997. At that
 15 time we had Pilgrim, we had Harvard, we had Blue
 16 Cross, we had Tufts, and a few others, but we also
 17 had about a half a dozen companies that sold
 18 individual policies. To solve whatever problem
 19 people saw at that time, the legislature decided
 20 that they would require healthcare companies who
 21 sell group insurance must also sell individual
 22 insurance and vice versa.
 23 Well, that half a dozen companies who
 24 specialized in the individual -- individual person,

Page 87

1 didn't want to sell group insurance. So did we get
 2 more competition because of that? No, we got less,
 3 because every single one of them withdrew from the
 4 state.
 5 Individuals were left able to buy only from
 6 group carriers for whom the individual business was
 7 so small, they didn't care what it was, so they
 8 charged whatever they had to charge, and the net
 9 result was that individuals were left paying
 10 extremely high prices.
 11 Ten years later we tried to fix that
 12 problem, so we ended up merging the individual
 13 market and the group market, and the net result is
 14 what we have today, which is we have -- you know,
 15 the jumpers are more of a problem than the dumpers,
 16 but we have -- according to Harvard Pilgrim, they
 17 told me that the average loss ratio of an individual
 18 who joins a health plan in the State of
 19 Massachusetts in the year 2009 was 600 percent of
 20 what the loss ratio would be, predicted to be,
 21 actuarially speaking.
 22 So looking at their age, their demographic
 23 information, where they live and where they get
 24 their care, they expect a dollar, and, in fact, they

Page 88

1 spend 6 dollars, and the reason is that the State of
 2 Massachusetts, in solving the 1997 problem in 2007,
 3 made it so easy for people to jump onto the plan --
 4 and I appreciate the fact that the Governor has made
 5 some steps here to try to solve that problem -- but
 6 it's so easy to jump onto the plan, and the
 7 penalties for not having insurance are so minimal,
 8 "I'm going to wait until I get cancer, and then I'll
 9 get some healthcare."
 10 40 percent of the people who come on the
 11 plan as an individual are gone within four months,
 12 and 60 percent are gone by the end of a year. So
 13 they are only coming in to say instead of paying
 14 \$2,000 a month in claims, I'll pay \$400 a month in
 15 premium. That's a lousy deal for the rest of us
 16 because we are subsidizing it.
 17 The real thing that I think -- and again,
 18 so what's happening now is the Governor and
 19 legislature are trying to solve the problem. I
 20 think that the limited Affordable Plan is one great
 21 shot. It's to a very small subset of -- it's at the
 22 bronze level only. It's at the lowest level cost
 23 health plan. It makes a reasonable accommodation.
 24 It requires something from the carriers. It

Page 89

1 requires something from the providers. It says to
2 the provider, "We're going to pay you more than the
3 government does," so that ought to be worth
4 something, because if the employers around town go
5 out of business, then those people are going to be
6 getting care through the government, and those
7 providers will be paying even less. So it says,
8 "We'll pay you more than the government's paying
9 you, and we are going to require that the carriers
10 not line their pockets because we're going to now
11 put a profit limitation on the overall share."
12 Reasonable plan.
13 But other parts of what the Governor is
14 trying to do, the 150 percent of the standardized
15 healthcare -- I forget what they call it -- that's a
16 silly number because it isn't just hospitals and
17 doctors. It's hospitals and doctors, plus all the
18 uninsured stuff like crutches and Nyquil at CVS, all
19 of that stuff goes in there. It is not a true
20 representation of what the insurance companies are
21 insuring.
22 So what's happening here, when our
23 officially low 3.2 percent is not what underlying
24 healthcare costs are, and you're saying that we're

Page 90

1 now going to limit insurance companies to 150
2 percent of that at 4.8 percent. If that's put into
3 effect April 1st, it is going to create at least
4 confusion, because the rate increases, which are
5 much larger than 4.8 percent, have been out there
6 already since the middle of February.
7 So which rate holds? Is it 4.8, or the 22
8 percent I got in the mail? So the confusion -- and
9 if it's forced on the carriers, there are solvency
10 problems with at least one, possibly two of the
11 major carriers in the State of Massachusetts. Do we
12 really want to live through the Harvard Pilgrim
13 debacle of 2000 where they almost went out of
14 business?
15 So in trying to solve the problems, that
16 the law of unintended consequences keeps coming back
17 and biting us in the behind. So what I suggested
18 that the legislature do, what I suggested the
19 insurance commissioners do is to do the one thing
20 that might feasibly help in the long run, and that
21 is get out of the way. Allow out-of-state insurers
22 to come in here and compete. We already have
23 enough -- they are not going to be able to cheat our
24 people by raising prices inappropriately. Not only

Page 91

1 allow out-of-state people from competing, but force
2 more transparency.
3 You asked the last speaker if her people,
4 if her employers and the employees within those
5 companies ever went on the Website. Have you looked
6 at the Website? It gives you the three heart-shaped
7 little thingies or three little dollar signs. It
8 doesn't mean anything. It's so unusable as to be
9 embarrassing as a taxpayer.
10 What you ought to do is have real
11 transparency. Every hospital that does more than X
12 percent or X number of a given procedure ought to
13 tell exactly what their quality outcomes are on any
14 measurable test, because they have standardized
15 tests that tell you what the quality outcomes are.
16 Blue Cross knows them, Harvard knows them, Tufts
17 knows them, but their contracts with the carrier
18 won't allow them to be disclosed, so I can't get
19 that information. These people can't get that
20 information, but it's there. Same thing with costs.
21 So if I go in there, and I look and I see
22 that -- and this is a true example -- Mt. Auburn
23 Hospital, normal delivery and pregnancy, \$5500;
24 cross the river and go to Brigham & Women's, same

Page 92

1 normal delivery, \$20,000, and the quality --
2 measurable quality outcomes at Mt. Auburn Hospital
3 are higher. So I'm paying four times as much money
4 to go to Brigham & Women's because of its name than
5 I am over here, and yet I'm getting a better outcome
6 over here.
7 The reason people don't shop it now is
8 they're -- what does it mean to me? If I'm on a
9 typical plan with a \$2,000 deductible, if I'm going
10 to have a baby or if I'm going to have a knee
11 replacement or whatever, I'm going to eat up the
12 whole 2,000 bucks. It doesn't matter, so I don't
13 care, candidly, whether I go to a very expensive
14 hospital or a very cheap hospital. It doesn't put a
15 penny in my pocket.
16 On the other hand, if there were a reward
17 mechanism -- and that's what Blue Cross-Blue Shield
18 is trying -- or penalty mechanism -- that's what
19 Blue Cross is trying to do with this options plan.
20 It's trying to say if you make an intelligent
21 decision, health consumer-wise, it's money in your
22 pocket. You can spend 150 bucks at Holy Family
23 instead of 3,000 down at Mass. General. Gosh,
24 that's something that will wake people up, and if

Page 93

1 those assertions on the part of Blue Cross-Blue
 2 Shield can be backed up by hard dollar facts, hard
 3 quality outcomes published on a state Website, would
 4 they use it? You'd better believe they'd use it.
 5 The last couple of things I was going to
 6 say -- you mentioned a limited network. I think
 7 Tufts has a very limited network that they offer
 8 through the Connector. They don't offer it anywhere
 9 else publicly. They have only 3,000 subscribers in
 10 the entire state. However, there is a changing
 11 metric in terms of the way people measure the plans.
 12 There's more acceptance now on a limited network
 13 offering.
 14 I mean, the problem with the limited
 15 network handling is that it has some bureaucrat --
 16 it doesn't matter whether it's a government
 17 bureaucrat, a private bureaucrat, or any other
 18 bureaucrat -- but somebody else deciding for me what
 19 doctors are going to be available to me. I like the
 20 Blue Cross approach which says, "Jim, go wherever
 21 you want to go, but you're going to pay through the
 22 nose if you choose a higher-quality, lower-cost
 23 provider."
 24 The only thing is someone -- earlier some

Page 94

1 comments were made about self-funding. There were
 2 two kinds of self-funding. There were the dumpers,
 3 the guys who would say it's self-funding, and get
 4 medical evidence, and then what they would do is
 5 force the individuals who were sick onto the public
 6 system: Bad people, bad system, bad carriers.
 7 There are, however, a couple of carriers
 8 who do offer a self-fund product with medical
 9 underwriting where they either take everybody or
 10 adjust their prices. That is not an unreasonable
 11 thing to do, in my estimation.
 12 So I have a little bit of a disagreement
 13 with some of my friends in the insurance
 14 business...but at 10 or 12 or 15 or 25, it can make
 15 sense. Thank you.
 16 **COMMISSIONER MURPHY:** Thank you.
 17 **MR. KOWALIK:** I came late, so I do
 18 apologize if there was a protocol.
 19 My name is Joe Kowalik. I'm President and
 20 CEO of a company in Woburn, Massachusetts called
 21 Graphx Incorporated. We are a software company. We
 22 are celebrating our 25th, and perhaps final year in
 23 Massachusetts. So I've listened for the last hour
 24 or so, but I'm not of the insurance industry, so a

Page 95

1 lot of what I just heard, I will tell you I did not
 2 understand, so I'd just like to bring it back to a
 3 small company perspective.
 4 In the past, we've attracted and retained
 5 qualified employees by offering benefits such as
 6 medical insurance. In the current economy, we are
 7 struggling to survive. I will also say we are a
 8 software company. We participate in a global
 9 market. I have customers on four continents. I
 10 compete with people not just outside of
 11 Massachusetts, but outside of the U.S. One of my
 12 direct competitors is in Montreal, Canada. So I
 13 understand -- when I look -- when I'm thinking about
 14 the world I live in, one of the things I'm dealing
 15 with is a cost structure of healthcare in
 16 Massachusetts for a small company versus the cost
 17 structure of a small company in Montreal, Quebec,
 18 Canada. Very different.
 19 And I would encourage you as insurance
 20 commissioners to realize that many of the small
 21 businesses service -- are servicing global markets.
 22 We are not just competing within the state here. We
 23 need to think about the fact that, you know,
 24 specifically Canada, which has a number of high

Page 96

1 tech, qualified small companies that are kicking our
 2 butt on saving these costs.
 3 So here are some of the facts about our
 4 company. We employ healthy non-smokers who are over
 5 the age of 55. That appears to be one of the
 6 significant crimes in my business strategy.
 7 Blue Cross-Blue Shield, specifically, has
 8 informed us that our insurance rates are going up 53
 9 percent this year, later this month, March 25th. 53
 10 percent. What's remarkable to me about 53 percent
 11 is that follows a 38 percent increase last year and
 12 a 29 percent increase two years ago. I'd be happy
 13 to provide the documentation. Every year for the
 14 last three years we have rached down our company's
 15 health insurance plan with plans that include higher
 16 co-pays, higher deductibles, and less coverages.
 17 Another factor I'd like to point out from a
 18 small business point of view is that every year for
 19 the last three years, I spend between one and two
 20 man-weeks of my time researching all the medical
 21 plan options and switching healthcare providers. In
 22 the last three years, I've gone from Blue Cross-Blue
 23 Shield, to Tufts, back to Blue Cross. This year the
 24 provider of the week looks like Fallon.

Page 97

1 So I'm spending, as a person, as an
2 individual, time away from what I should be doing,
3 in my opinion, about being competitive in a very
4 competitive marketplace -- I'm spending a
5 significant amount of time with what I see as
6 unproductive and unrelated to moving my business
7 forward, which puts me at a direct disadvantage to
8 competitors outside of Massachusetts. This happens
9 to me every single year. I'm competing with one
10 hand tied behind my back.
11 No employee in my company has received an
12 increase in salary or wages in over five years.
13 That is the situation I feel that I wanted to
14 communicate today. So my view is a bit different
15 from a number of the more informed people who are in
16 the industry. So I'll just tell you, as a
17 Massachusetts resident and taxpayer, my feeling.
18 I think when Mr. Van Fessenden's (phonetic)
19 16 million dollar non-retirement pay of 2006
20 occurred, that should have been -- it was a wake-up
21 call to me from just reading it in the Boston Globe,
22 and it should have been, in my opinion, a wake-up
23 call to the state insurance commissioners. Their
24 spending is out of control and at odds with economic

Page 98

1 growth in the Commonwealth. This burden of gross
2 excess spending is directly on the backs of those
3 who can least afford to pay, small business
4 employees and owners.
5 In today's difficult economy, Blue
6 Cross-Blue Shield's actions are both irresponsible
7 and, I believe, immoral. A 53 percent rate increase
8 should not be acceptable to the insurance
9 commissioners. If they can't provide lower rates to
10 operate the Commonwealth, their service should be
11 suspended until they can come back with defensible
12 returns, or the commissioners could be insisting
13 upon a circuit breaker maximum for any company
14 that's part of the rate setting process.
15 There's lots of confusion among my
16 employees, and generally, when you read that there's
17 an average increase coming out of this year -- and
18 you know the number better than I do -- and it's 12
19 percent or whatever that percent is, and I tell my
20 employees, "Oh, we're not 12 percent; we're 53
21 percent," that simply does not compute. In my
22 opinion, it looks like a great shell game being
23 played by Blue Cross-Blue Shield, and frankly, the
24 Insurance Commissioner is a party to it, in that you

Page 99

1 allow that information to be communicated in the
2 expectation, on average, is that it's X, when it's
3 actually 3 X, and it's all being borne by guys like
4 small business owners who have no voice or leverage
5 to participate on it.
6 So in my opinion, these small companies are
7 not negotiating with insurance companies. We are
8 relying upon the Insurance Commissioner's office to
9 provide some equity in this rate setting process.
10 I'm speaking for myself as a resident and an owner
11 and an employee.
12 We want and need the Patrick administration
13 to demonstrate real leadership and forcefully block
14 rate increases immediately, including threat of
15 license suspension or operation of continued -- or
16 give them the option to continue prior year rates.
17 I'm in a small business. I get a piece of letter.
18 I dread every piece of mail I get from Blue
19 Cross-Blue Shield. That is not conducive to a small
20 business environment.
21 I think the Insurance Commissioner must
22 communicate that rate increases are not a given.
23 They should be forced -- insurance companies should
24 be forced to operate more like small business and

Page 100

1 every other business in the depressed economic
2 climate. Eliminate unnecessary costs. I do not
3 believe Blue Cross-Blue Shield's TV advertising adds
4 to the quality of healthcare in the Commonwealth of
5 Massachusetts. That should not be part of the cost
6 structure, and that's one of probably 200 things I
7 could come up with in about a half an hour.
8 They should be asked to do more with less,
9 and stop passing costs onto those least able to
10 fight these large bureaucratic companies. In
11 Massachusetts, we like to consider ourselves as
12 progressive and forward thinking. Wouldn't we then
13 agree that the quality of healthcare in
14 Massachusetts should not be a function of the
15 company the residents work for?
16 Health insurance for large companies versus
17 small companies should not vary significantly. I
18 understand that's a novel concept, and I understand
19 that's not where we are today. I'm simply saying
20 what I believe to be a more equitable view.
21 In closing, I'd like to say this is much
22 more than a political issue. This is a true life
23 and death issue, and the Commissioners of Insurance
24 cannot error by strongly advocating and delivering

Page 101

1 equitable health insurance options for Massachusetts
 2 residents. Thank you.
 3 **COMMISSIONER MURPHY:** And you may have
 4 missed it when you came in, but for the policies
 5 renewing April 1st and later, we now require the
 6 carriers to file them at least 30 days in advance.
 7 They filed them on March 2nd. They now -- unlike
 8 previously, they now have to file a significant
 9 amount of actuarial data and underlying support to
 10 support the proposed rates. We are in the process
 11 of going through that with our technical staff, and
 12 then will determine if those rates should be
 13 disapproved. That's our authority under existing
 14 law.
 15 **MR. KOWALIK:** So again, my renewal is
 16 March 25th.
 17 Do you have a recommendation to me as to
 18 how I can delay that for six days?
 19 **COMMISSIONER MURPHY:** I do not,
 20 unfortunately.
 21 **MR. KOWALIK:** Does anyone in the room? I'm
 22 all ears.
 23 **COMMISSIONER MURPHY:** You want to talk?
 24 **FROM THE FLOOR:** One of the issues in

Page 102

1 Massachusetts, which is a real plus for the small
 2 business, real plus for the consumer, is also a
 3 negative on the rates, and that is we talked earlier
 4 there is no pre-existing conditions and no
 5 requirement that an employer has to stay with the
 6 company for any specific period of time. You have
 7 the option of re-looking and getting proposals from
 8 other companies, whether it be for April 1st,
 9 May 1st, October 1st, whatever. There will be no
 10 pre-existing conditions and no limitations of
 11 coverage, and you have an opportunity at any time
 12 during the course of the year to see what is out
 13 there.
 14 **FROM THE FLOOR:** What does he do about the
 15 six days though?
 16 **FROM THE FLOOR:** As far as I know, there is
 17 nothing -- he said, "What are his options?" That is
 18 an option. He's not locked into it for a year.
 19 **FROM THE FLOOR:** I want to thank you guys
 20 for having this session.
 21 **COMMISSIONER MURPHY:** Is there anyone who
 22 wanted to comment today?
 23 **MS. TENZIO:** I'm sorry. I was late getting
 24 here. My name is Diana Tenzio, and I have a retail

Page 103

1 store, and I have several employees.
 2 My insurance rates -- I have Fallon right
 3 now, and my insurance went from \$490 to \$659 a
 4 month. So, I guess, hearing some of these numbers,
 5 they're worse than what I had.
 6 My question is why, in the automotive
 7 insurance -- isn't that, like, capped? Isn't
 8 that -- do they have to come before you to get an
 9 increase?
 10 **COMMISSIONER MURPHY:** It's a very good
 11 question, and I'll try to explain it quickly without
 12 going into insurance speak.
 13 In the auto world, we went from a system
 14 where the state set the rates to one of what we
 15 called managed competition, where companies file
 16 proposed rates for the division to review.
 17 In healthcare, a small group of companies
 18 would file their rates with us on their effective
 19 date. We are now requiring them to file them in
 20 advance for the division to review. So we're sort
 21 of moving to the same system under regulations we
 22 just put in effect on February 10th. So we are
 23 trying to get to that system where they file
 24 proposed rates with documents supporting it. We

Page 104

1 review it. There's back and forth between our
 2 technical folks, and the insurance companies
 3 questioned various aspects of it.
 4 **MS. TENZIO:** So is it legal -- when I asked
 5 Fallon how did my insurance increase by 35 percent,
 6 and they said --
 7 **COMMISSIONER MURPHY:** Various rating
 8 factors that they can use that are permissible under
 9 the law.
 10 **MS. TENZIO:** Yes. They said they are
 11 predicting higher health costs.
 12 **COMMISSIONER MURPHY:** Were there any
 13 changes in your group? Were any --
 14 **MS. TENZIO:** No.
 15 **COMMISSIONER MURPHY:** Did you hire anyone
 16 or lay off anyone?
 17 **MS. TENZIO:** No.
 18 **COMMISSIONER MURPHY:** What's the average
 19 age of your employer?
 20 **MS. TENZIO:** 60 years old.
 21 **COMMISSIONER MURPHY:** There are allowable
 22 rating factors that they can use.
 23 **MS. TENZIO:** And the other thing I wanted
 24 to ask, years ago I belonged to Retail Merchants,

Page 105

1 and years ago, the insurance you could buy through a
2 group, because it was like Lechmere, Macy's, things
3 like that. So everybody basically was in the same
4 class. Then you could buy through that group and
5 you would have a better rate, because many
6 hairdressers were able to do it, dentists were able
7 to do it.
8 Why was that taken away from us? Why can't
9 that come back into effect so that we can have a
10 better buying power into these groups?
11 **COMMISSIONER MURPHY:** The Governor is
12 interested in what we call group purchasing
13 cooperatives. He asked us to look at them. There
14 were some concerns about splitting up that market.
15 So we are issuing a report later this month to look
16 at what types of protections need to be in that if
17 that were to move forward. So that is something
18 that's on the table.
19 **MS. TENZIO:** Thank you.
20 **COMMISSIONER MURPHY:** Thank you. I
21 appreciate your coming.
22 Would anyone else like to comment today?
23 **FROM THE FLOOR:** Can we ask you questions?
24 **COMMISSIONER MURPHY:** Sure.

Page 106

1 **FROM THE FLOOR:** I received this letter
2 from this Commonwealth Insurance Connector Authority
3 about business express, which literally just came in
4 this week.
5 Can you explain that in layman's -- is this
6 an option for me?
7 **COMMISSIONER MURPHY:** It's an option. I'm
8 not, obviously, the Connector, but some of the other
9 brokers can speak to that. The Connector has a
10 program with one of these intermediary groups called
11 the Small Business Service Bureau where they are
12 working, and it's for groups -- I believe right now
13 it's five and under? It's another option you can
14 look at. I'm not sure if you were here. Some
15 people have been -- I was just made aware of the
16 letter at the hearing yesterday. I haven't been on
17 the Website yet, but some others, I think, have been
18 on.
19 **FROM THE FLOOR:** So it's a selected number
20 of products available from all carriers within
21 Massachusetts set up for small business, going
22 through, as the commissioner said, through the Small
23 Business Service Bureau.
24 From the ones we've looked at and our

Page 107

1 clients looked at, there is no real savings. Also,
2 a number of our clients live on the border, so they
3 are precluded from being on here because they are
4 New Hampshire employees. But your choice of
5 products is substantially limited...
6 **FROM THE FLOOR:** Quite frankly, I think the
7 letter is misleading. It may even be an issue of --
8 **COMMISSIONER MURPHY:** I haven't physically
9 seen the letter. Someone is sending me a copy.
10 **FROM THE FLOOR:** It's a quasi government
11 agency that's in existence to help with healthcare
12 reform.
13 **COMMISSIONER MURPHY:** Anyone else like to
14 comment today?
15 **FROM THE FLOOR:** I'm a broker, and I've
16 been in the business for 30 years. Six people --
17 five of them are brokers -- I'm sure you must be
18 hearing this at all of your meetings. Of the six
19 people that are brokers -- five of them are brokers
20 -- everyone in the community feels the same way.
21 Someone referred to it as a Cadillac plan. Another
22 fellow referred to it as, "We have to buy a
23 Mercedes," and Jim said, "Get out of the way."
24 In the end, that's what's going to have to

Page 108

1 happen, and the mandates the state has put on, there
2 is no possible way you can break down health costs.
3 Joe is a layman. I hear what Joe said 52
4 weeks a year. "Why doesn't the government put a cap
5 on Blue Cross? Why doesn't the government do this?
6 Why doesn't the government do that?" That's exactly
7 the opposite. They've got to disappear; get out of
8 the way.
9 When the State of Massachusetts got out of
10 the way for automobile insurance, people are
11 experiencing anywhere from 15 to 35 or 40 percent
12 rate decreases in their auto insurance because all
13 the companies -- you'd know better than I do -- but
14 Massachusetts went from roughly six or seven or
15 eight carriers -- I don't know how many --
16 **COMMISSIONER MURPHY:** 19 to 30, 11 new
17 companies.
18 **FROM THE FLOOR:** They're all flying. They
19 can't get into Massachusetts quickly enough. They
20 are giving you a great discount if you give them
21 your home and your auto. If you have kids and you
22 throw your kids on there, they are going to give you
23 a rate discount for this. If you give them your
24 children's report card and he's an A student, you

Page 109

1 get a discount.
2 The bottom line -- back to medical
3 insurance -- is you've got to get out of the way.
4 You've got to take these mandates off. When I got
5 into this business, we'd sit in front of a guy like
6 Joe and get the census and run the numbers, and
7 you'd sit down and you'd say, okay -- this is a long
8 time ago, 1980 -- you'd sit down and say, "Joe, for
9 all your people going to any hospital, any hospital,
10 a hundred percent coverage or a small deductible, a
11 hundred dollars a month per person. Do you want to
12 add maternity, Joe? Maternity is an additional \$32.
13 Do you want to have an accident benefit to be able
14 to walk into the emergency room? That's an extra
15 \$14." It was ala carte. And nothing was mandated.
16 Nothing was mandated.
17 And I truly understand what Joe is saying,
18 that you, the state, has to put the brakes on Blue
19 Cross, Tufts, Harvard, all of them, and that's
20 exactly what you can't do because they'll walk out
21 of the state, and now, instead of having five
22 carriers to quote, you know, you know where it will
23 eventually go. We will have a single payer in this
24 country. That's what Obama wants to do.

Page 110

1 That's why I got a little bit with Eric,
2 you know -- again, that sounds good to the lay
3 person when Eric Linzer from Mass. Association of
4 Health Plans says, "We are going to put a cap on
5 everybody." This is America. You're going to tell
6 a doctor how much he can charge? You're going to
7 tell a hospital how much you can charge? It's
8 exactly the opposite.
9 It's like Jim said. You should make it
10 advantageous for doctors and providers to advertise
11 in the newspaper, not on a state controlled Website
12 or a taxpayer Website. Have them advertise -- make
13 it so it's advantageous for them to advertise in the
14 local newspaper. There are a lot of -- I think MRIs
15 are a pretty good illustration, because there are
16 people, families that own MRI units, or you can go
17 to Mass. General or you can go to Lawrence General
18 or you can go to the hospital.
19 Well, an MRI at Lawrence General Hospital
20 is going to be significantly less than it is at
21 Mass. General Hospital or the Boston teaching
22 hospitals. Unfortunately, like Jim said, it doesn't
23 mean anything to anyone in this room because you've
24 got employer paid medical insurance, and the MRI is

Page 111

1 included in your coverage, and you've got a
2 deductible, and regardless of where you go, if it
3 costs a thousand dollars at Lawrence General and
4 \$2,000 at Mass. General, who cares? I'm eating up
5 my deductible.
6 "My sister told me Mass. General has the
7 best in the world. I'm going to Mass. General."
8 There are people in this room that might
9 want to buy a \$5,000 deductible or a \$10,000
10 deductible plan. It's not allowed in Massachusetts,
11 and they might say, "I'll pay for my own MRI out of
12 pocket."
13 I personally have not had a physical exam
14 for five or six years. I can't buy an insurance
15 policy that doesn't cover physical exams. I have no
16 qualms whatsoever of saying, "I don't want a policy
17 that covers physical exams. I'll pay my doctor out
18 of pocket. I don't want to go to a chiropractor."
19 But it's in there. You get my point?
20 And that's what everyone is saying,
21 Cadillac plan, Mercedes-Benz, and get out of the
22 way. It means the same thing. You've got to get
23 the state out of the way. It's no different in
24 Massachusetts than what Obama Care is, because when

Page 112

1 people stand up and ask, political leaders, "Well,
2 why can't we go across state lines?"
3 Up until very, very recently, Democrats
4 gave a very, very shaded answer, but the real reason
5 is there are some states where we could go and buy
6 what I'm talking about, stripped-down medical plans,
7 just stripped right down, but they are concerned
8 about people being too stupid to know what they want
9 to buy, and that's just not right because people
10 aren't stupid.
11 It's going to come to a point in
12 Massachusetts -- I don't think people can take much
13 more. I'm telling you, I hear this 52 weeks a year.
14 People are up to here (indicating). We can't take
15 any more.
16 Another woman said that she put her home
17 improvements on this side of the page and medical
18 costs on this side of the page and couldn't fix her
19 house up.
20 Another guy just said -- Joe said, "This is
21 a life and death issue."
22 I'm going to tell you something. If you're
23 not a self-employed person, if you don't work on
24 commission and you don't buy your own medical

Page 113

1 insurance, you don't know what he means. You work
 2 for the state. You have no clue --
 3 **FROM THE FLOOR:** That's right.
 4 **FROM THE FLOOR:** No salaried person has a
 5 clue what he means when he says this is a life and
 6 death issue.
 7 And I have this conversation almost every
 8 day, and I'm sure it's going to fall on deaf ears
 9 when you take it back because --
 10 **COMMISSIONER MURPHY:** I do take some issue
 11 with that both on a personal level -- I'm the
 12 product of a small business that's been in existence
 13 since 1907. I know, from my family that's still
 14 involved in the business, the struggles they have
 15 with healthcare costs. The Governor -- that's the
 16 whole point of why we are here. There's an economic
 17 emergency. It's crippling Joe. It's crippling
 18 people in the economy.
 19 I appreciate everyone taking time out of
 20 their here when they could be back trying to keep
 21 their business afloat.
 22 I think we recognize that one of the
 23 consequences of reform, there's nothing preventing
 24 -- to one of your points -- the carriers from

Page 114

1 offering a sub-MCC product. The truth is none of
 2 them do, because we've got MCC. So product, like
 3 you said, a bare bones product or a product that
 4 maybe is appropriate for someone, is really not the
 5 option for people to buy that.
 6 **FROM THE FLOOR:** But the MCC is state
 7 mandated.
 8 **COMMISSIONER MURPHY:** Maybe those issues
 9 need to be looked at.
 10 **FROM THE FLOOR:** That's my whole point.
 11 That's exactly what we're all talking about. It all
 12 boils down to that.
 13 There was an excellent article within the
 14 Wall Street Journal within the past four months.
 15 The first sentence -- I'm a lifelong Democrat, so I
 16 have no bones to pick, and it said, "If Obama Care
 17 goes through, this is what it's going to do to me.
 18 I have a Blue Cross-Blue Shield...I forget if it was
 19 Blue Cross-Blue Shield or Empire -- Anthem Empire."
 20 If he went into the hospital, he had 100
 21 percent coverage. Anything that happened to him,
 22 any care that he received in that hospital was
 23 covered at 100 percent. Anything outside of that
 24 hospital, he paid out of pocket. And he paid -- I

Page 115

1 wish I could remember the real numbers -- it was
 2 under \$3,000 a year for that policy. And he said,
 3 "If I bought an HMO through Empire General or
 4 New York Blue Cross-Blue Shield, it would cost me
 5 9,000 and change. That's over a \$6,000 savings," he
 6 said. "I don't mind going to CVS and buying my own
 7 prescriptions. I don't mind paying for my own
 8 physical exam if that's what I want, or my own
 9 colonoscopy if that's what I want."
 10 And that's what we need to make available
 11 in Massachusetts, and it comes down to there has to
 12 be more than a Cadillac available.
 13 **COMMISSIONER MURPHY:** Sometimes the Jetta's
 14 just fine.
 15 **FROM THE FLOOR:** We're in Lawrence. There
 16 aren't a whole lot of Mercedes-Benzes driving around
 17 here.
 18 **FROM THE FLOOR:** Sometimes the bus is fine.
 19 **FROM THE FLOOR:** Exactly.
 20 **MR. HOLBROOK:** Has there been any -- my
 21 name is Paul Holbrook. I'm also a broker.
 22 Has there been any discussion on tort
 23 reform?
 24 **COMMISSIONER MURPHY:** Somewhat. I think

Page 116

1 the Governor, maybe on one of the radio interviews,
 2 talked about it. It's not something we're looking
 3 at. It's sort of under our purview, but I think
 4 there are other parts of the administration that are
 5 looking at it.
 6 **FROM THE FLOOR:** To help with the cost of
 7 malpractice insurance.
 8 **FROM THE FLOOR:** I need to make a comment
 9 about this whole Cadillac plan versus the Yugo.
 10 Maybe I'm living in a parallel universe, but when I
 11 go talk to my clients, they are not saying, "You
 12 know what, this plan is too good." What I'm hearing
 13 is, "This plan is too expensive, and the benefits
 14 have been cut back."
 15 What the ideal is for every employer and
 16 every employee is, "I want to have the old days when
 17 you had Blue Cross-Blue Shield Master Health Plus.
 18 I gave my card and I don't have to worry about
 19 anything." That's what everybody wants, and I know
 20 that with actuarial perspectives the difference
 21 between a \$2,000 deductible plan and a \$10,000
 22 deductible plan isn't worth squat, because the
 23 insurers now, the frequency of claims, that's really
 24 the driver of the costs. So that is -- I don't

Page 117

1 think that's the answer. I don't think the answer
 2 is give us a \$10,000 deductible plan.
 3 It does sound good for some people, but for
 4 most employees, they can't give that to their
 5 employees. That guy is making 30 grand. He's got a
 6 \$10,000 deductible? He might as well have no health
 7 insurance at all because that's going to put him out
 8 of business.
 9 The difficulty, I still think, is in -- is
 10 not so much in the quality of care that we have in
 11 Massachusetts. You've heard this from a number of
 12 people. We have -- you know, even Scott Brown said,
 13 "I'm not going to vote for healthcare reform. We've
 14 already got it. We've got the best health insurance
 15 plans in the country."
 16 Everybody gets insured. You don't have to
 17 worry about pre-existing conditions. Some of the
 18 horrific things that I used to see when I came into
 19 this business where, because, you know, of
 20 pre-existing conditions, you couldn't change your
 21 plan. The rates were based upon the claims
 22 experience of your company. Some of those horrible
 23 things that we've forgotten about over the years, I
 24 don't want to go back to that by any means.

Page 118

1 But the real problem we have to wrestle
 2 with is that there's a cost factor of delivering
 3 these services. How do you wrestle those down? And
 4 I'd like to believe that all of our doctors and all
 5 of our facilities are as ethically pure as driven
 6 snow, but the truth of the matter is that there are
 7 abuses that we have to live under, whether it's,
 8 "Hey, I can negotiate a higher rate because I own
 9 this territory, and we're a for-profit organization,
 10 and we're going -- this is the rate we want, or see
 11 you later, you're out." Or entities that own MRI
 12 facilities and other high diagnostic facilities that
 13 routinely request, Yeah, go have those services
 14 done, and it's very high costs and it's very high
 15 frequency with that.
 16 So I think it's a very complex area, and
 17 believe me -- I believe Joe and all my other clients
 18 that are caught in this terrible situation, and, you
 19 know, I wish I was getting paid like the President
 20 of some of these HMOs are, but in terms of
 21 percentage of what it costs to handle this stuff,
 22 that's not the answer.
 23 **COMMISSIONER MURPHY:** I think to your
 24 point, there is no silver bullet. It's got to be

Page 119

1 looking at the cost issue. It's got to be creating
 2 options. I mean, there's no option for Joe right
 3 now. We need more affordable options in the market.
 4 **FROM THE FLOOR:** It's hard. There are so
 5 many issues -- we've talked about the Mercedes,
 6 and -- but my clients, they want the Mercedes. They
 7 are having trouble cutting -- but there are some
 8 underlying things that I mentioned that are driving
 9 our costs that many other states don't have.
 10 Massachusetts has the highest utilization
 11 of specialists in the country. We're a small state,
 12 and we've got the highest percentage of teaching
 13 hospitals in the country. It's easy to get there.
 14 You go to Montana or Wyoming, you're not
 15 going to drive 500 miles to a teaching hospital just
 16 to see a dermatologist. Your primary care is going
 17 to do it.
 18 We have a mentality here that says, "Hey,
 19 I've got a little thing here. I have to go to the
 20 dermatologist. I've got to see the specialist." We
 21 need education. We need education of the consumer.
 22 How many people in here have gone for a
 23 physical examination, and the doctor says, "I want
 24 you to have a blood test. You can have it this

Page 120

1 afternoon, or you can have it -- you can go right
 2 down to Beverly Hospital or Anna Jacques or Lahey
 3 Clinic right now and have it done, or you can come
 4 back on Thursday or next Tuesday when our technician
 5 is here."
 6 What's the average person to say, one or
 7 the other? But if that person decided to go to the
 8 hospital, the average cost for the exact same blood
 9 test at the hospital is three times the cost of that
 10 test taken in the doctor's office. A couple of
 11 people mentioned, "We have no idea what the cost
 12 is." There are -- require an explanation of
 13 benefits again, the old BOBs.
 14 **FROM THE FLOOR:** Can I make a comment on
 15 that? My daughter, who is 12, went for a physical.
 16 I was on a deductible plan. When I got
 17 there...there's a \$25 charge for a smoking
 18 cessation. So I called to question it, because
 19 normally you wouldn't. It's covered in full, if you
 20 don't have a deductible, for a physical, and they
 21 wanted to charge me for saying to my daughter,
 22 "Don't smoke. It's bad for you."
 23 **FROM THE FLOOR:** Aren't you glad she hasn't
 24 started?

1 **FROM THE FLOOR:** But that's part of the
2 problem.

3 **FROM THE FLOOR:** They were so concerned a
4 couple of years ago --

5 **FROM THE FLOOR:** I think what the problem
6 is with the middle class people who can't afford to
7 pay their health coverage, I think a lot of people
8 are getting resentful because they feel as though,
9 "If I quit my job and went on Medicare, I will be
10 covered, and I don't have to pay for it." I think
11 it's unfortunate there are no incentives in this
12 state for a lot of things, where you get more
13 benefits when you don't work for what you have than
14 if you were working. So I think that's a struggle
15 with people. That's a lot of things I get from
16 them. "If I quit my job -- if I didn't have a job,
17 I'd get better care than if I do." What's the
18 incentive to continue?

19 They can't afford to work and pay
20 healthcare, so you might as well sit home and get it
21 for free, and I think that there's got to be some
22 balance there, you know, cost-wise.

23 **FROM THE FLOOR:** Just one little aside. I
24 didn't plan on this, but in the last week or so --

1 selectman's hat, and having gone through that
2 battle, if municipalities had the same -- it's in
3 the papers now. We've been talking about it for
4 years. If municipalities had the same options at
5 the state level, you don't have to negotiate the
6 benefits plan. You don't have to negotiate for the
7 changes. It is what it is. There are a certain
8 number of dollars that can be paid, and that's it.

9 And the connect -- the rest of us who
10 aren't working in the public sector is that the
11 unbelievable burden on municipalities in this state
12 to cover those kinds of benefits that are out of
13 whack, frankly, if those dollars could get shifted
14 to things like making sure the kids have proper
15 materials for the classrooms, all those kinds of
16 things, we wouldn't be worrying about tax rates
17 having to get pushed up; there's more dollars to go
18 around. So there is an impact to us, and it feeds
19 on that anger, and on top of everything else, my
20 taxes are going up.

21 I don't mean to go off on that. That's
22 just an old wound.

23 **FROM THE FLOOR:** I note in this discussion
24 the question is more or less government involved

1 everybody's upset about health costs. We all know
2 that. Most people are satisfied with the coverage
3 they get and the benefit they get, but they don't
4 want to pay for the costs. We know that's the
5 problem.

6 Recently, within the last week, I've had
7 five or six clients make comments that are angry
8 because of the articles in the Globe right now on
9 the teachers, and arguing and voting down
10 adjustments to their health insurance, going from a
11 5 to 15 dollar co-pay, and one of the school
12 districts wouldn't pay a first aid visit or
13 something like that, and going to \$150 co-pay for
14 hospitalization.

15 And here's people with \$2,000 deductibles
16 barely -- and I've got clients who are working off
17 their IRAs, working off their savings to earn a
18 living because they can't pay themselves, and their
19 employees haven't had raises for two or three or
20 four years, and they are seeing something like this
21 in the paper, they are not only disgusted with
22 healthcare costs, they are angry at the atmosphere
23 that's being generated. It's a twofold thing.

24 **FROM THE FLOOR:** I'll put on my old

1 here in Massachusetts, so, you know, I respect your
2 point of view.

3 Again, from a small business point of view,
4 not involved in the insurance industry, I do see an
5 important difference between car insurance and
6 health insurance, and that difference is that for
7 lots of the claims in car insurance, there's lots of
8 shops out there that can fix it, and there's a
9 fundamental cap on a lot of the claims that are
10 made. It's the price of the car.

11 I think health insurance is fundamentally
12 different in that an individual walking around can
13 make no claims in a year or multiple hundreds of
14 thousands of dollars worth of claims, so it's an
15 uncapped benefit, and I think we are all struggling
16 with how to best -- to write in the costs.

17 So on a personal level, I'll tell you, I
18 was personally upset this past year when my
19 20-year-old daughter was walking on the sidewalk in
20 downtown Boston, cuts her foot. She was in the
21 Brighton area. She goes to the local hospital,
22 Saint Elizabeth's. She's got her Blue Cross-Blue
23 Shield card. I have an \$800 deductible. She comes
24 out of the hospital -- out of the emergency room six

1 hours later for a cut foot. She has zero stitches.
2 They glue it. Just a cut on her foot, \$900.
3 That's the problem. That's a huge part of
4 the problem here, and I say to myself -- so I had to
5 sit down with my daughter and tell her, "I just paid
6 a hundred dollar deductible, and your little
7 escapade in this emergency room was \$900.

8 Now, as a consumer, she's upset, but does
9 she really have an option as a consumer? What could
10 she have done? I think that's what makes health
11 insurance different, and I do think the crisis puts
12 an opportunity in the hands of a forceful
13 administration to be more forceful. I think
14 honestly -- I think perhaps -- I think strong rate
15 setting is a force of function here. To simply say,
16 how can a zero -- the medical treatment of a
17 "zero-stitch cut-in-the-foot" cost \$900?

18 And I'm sure, if I asked Saint Elizabeth's
19 Hospital, they would give me a full accounting.
20 It's a wonderful new facility. They have curbside
21 valet parking when you go there now. It's a
22 wonderful facility, but it was a \$900 Band-Aid.

23 That's what's wrong, in my opinion.

24 **FROM THE FLOOR:** It not the rate; it's the

1 C E R T I F I C A T E
2 I, Diana M. Noel, Registered Professional
3 Reporter and Certified Realtime Reporter, do hereby
4 certify that the foregoing transcript, Volume I, is
5 a true and accurate transcription of my stenographic
6 notes taken on Thursday, March 4, 2010.

7
8
9
10 _____
11 Diana M. Noel
12 Registered Professional Reporter
13 Certified Realtime Reporter
14
15

- - - -

1 reimbursement.
2 **COMMISSIONER MURPHY:** We are going to keep
3 the record on this hearing open until March 10th.
4 If anyone has any other comments, you can submit
5 them in writing to the Division or through our
6 e-mail address smallgrouprates@state.ma.us.

7 With that, I do thank you for taking the
8 time to join us. It's been very helpful to us.

9 (Whereupon, the hearing was
10 suspended at 1:32 p.m.)
11
12
13
14
15
16
17
18
19
20
21
22
23
24

D I S C L A I M E R
This transcript in any format is a confidential
communication between Doris O. Wong Associates,
Inc., a professional court reporting firm, and the
parties to this matter and their counsel. Any
reproduction or distribution of this transcript
without the express permission of the parties is a
violation of this confidentiality. To fulfill any
request to the court reporter for an additional copy
or copies from persons or entities without standing
in this matter will require the consent of the
parties and/or counsel and/or a court order for such
delivery.

	28:10	108:16	2009 (4) 3:19,21;18:1;87:19	82:24
\$	\$4,500 (1)	110 (1)	2010 (1) 3:6	4-1-2010 (1) 4:17
\$1,000 (1) 19:13	85:8	62:19	20th (2) 3:19,21	43 (1) 70:1
\$10,000 (5) 85:9;111:9;116:21; 117:2,6	\$400 (1) 88:14	77:10;83:17;94:14;	20-year-old (1) 124:19	44 (1) 67:4
\$11,000 (1) 70:23	\$490 (1) 103:3	98:18,20;120:15	22 (4) 60:23;61:8,16;90:7	4452 (1) 60:10
\$1100 (1) 25:16	\$5,000 (1) 111:9	21:10;24:3,18	23 (3) 6:24;10:22;12:22	46 (2) 70:20;71:14
\$116 (1) 61:17	\$526 (1) 61:15	14 (1) 43:20	25 (3) 11:10;22:9;94:14	5
\$12,336 (1) 28:9	\$55,000 (1) 61:18	14,000 (1) 8:21	250 (2) 86:2,5	5 (3) 19:13;75:24;122:11
\$1200 (1) 42:18	\$5500 (1) 91:23	15 (9) 43:20;50:6;59:12;	25th (3) 94:22;96:9;101:16	50 (5) 11:22;38:12,14;
\$125,000 (1) 27:9	\$6,000 (1) 115:5	67:7;72:4;81:13;	270 (2) 86:2,5	52:14;78:18
\$13,000 (2) 77:10,14	\$600 (1) 77:4	94:14;108:11;122:11	29 (2) 30:14;96:12	500 (4) 19:14;41:2;67:14;
\$14 (1) 109:15	\$659 (1) 103:3	150 (3) 89:14;90:1;92:22	2nd (2) 83:2;101:7	119:15
\$150 (2) 47:11;122:13	\$676 (2) 68:2,12	16 (1) 97:19	3	52 (2) 108:3;112:13
\$16,000 (1) 7:13	\$70 (1) 61:4	18 (2) 52:20;66:2	3 (7) 37:8;39:2,7,12;	522 (1) 67:1
\$16,464 (1) 28:10	\$75 (1) 68:10	19 (1) 108:16	47:12;82:13;99:3	53 (5) 96:8,9,10;98:7,20
\$175,000 (1) 27:9	\$750 (4) 67:2,7,21;68:1	1907 (1) 113:13	3,000 (2) 92:23;93:9	55 (3) 74:15;75:24;96:5
\$1800 (1) 53:15	\$767 (1) 68:10	1972 (1) 44:2	3.2 (1) 89:23	6
\$2,000 (11) 25:17;39:13;57:7,9;	\$8,000 (1) 10:8	1980 (1) 109:8	30 (10) 4:16;6:15;38:12,15;	6 (1) 88:1
14;68:5;88:14;92:9;	\$800 (1) 124:23	1997 (2) 86:14;88:2	40:24;83:1;101:6;	60 (4) 44:5;70:10;88:12;
111:4;116:21;122:15	\$840 (1) 61:5	1st (10) 21:1;40:13;41:16;	107:16;108:16;117:5	104:20
\$20,000 (1) 92:1	\$900 (4) 125:2,7,17,22	18;82:10;90:3;101:5;	35 (5) 52:20;53:24;76:1;	600 (1) 87:19
\$211 (1) 61:9	\$960 (1) 61:8	102:8,9,9	104:5;108:11	65 (1) 31:16
\$22,829 (1) 70:21	1	2 (7) 39:2,6,11;60:21;	3500 (1) 6:7	7
\$23 (1) 42:24	1 (7) 39:2,3,6,7,21;41:23;	63:10,11,12	37 (1) 10:1	70 (1) 7:1
\$25 (2) 19:15;120:17	52:24	2,000 (2) 53:23;92:12	38 (1) 96:11	75 (2) 19:18;64:24
\$2500 (1) 61:9	1:32 (1) 126:10	2,000/4,000 (2) 56:13;81:11	4	8
\$3,000 (1) 115:2	10 (23) 3:24;6:24;11:9,11;	20 (11) 16:11,18;27:7;32:1;	4 (2) 3:6;67:14	80 (3) 25:12,18;31:23
\$30 (2) 42:23;66:22	21:13,14;22:1,14,19,	37:22;38:22;41:19;	4,000 (1) 6:8	85 (2) 24:18;25:24
\$300 (2) 34:17;76:15	21;24:20;37:8;41:3;	43:20;72:2;81:14;	4.8 (3) 90:2,5,7	86 (1) 6:11
\$316 (1) 61:2	42:21;48:11;50:6;	82:10	40 (10) 10:24;38:12;43:21;	88 (1) 6:13
\$32 (1) 109:12	60:18;63:3;64:19;	200 (1) 100:6	50:5;61:2,7,11;77:21;	9
\$32,000 (1) 70:24	65:2;77:7;79:9;94:14	2000 (1) 90:13	88:10;108:11	
\$4,128 (1)	100 (3) 11:11;114:20,23	2001 (1) 6:17	41 (1) 70:9	
	10th (9) 3:15;4:9;5:2;27:2;	2006 (2) 6:17;97:19	4-1 (1)	
	49:22;82:6;84:4;	2007 (1) 88:2		
	103:22;126:3	2008 (1) 20:23		
	11 (1)			

<p>9,000 (1) 115:5</p> <p>90 (6) 5:24;25:12,18; 42:22;79:14;85:13</p> <hr/> <p style="text-align: center;">A</p> <hr/> <p>AAA (1) 43:4</p> <p>ability (2) 50:4;59:4</p> <p>able (16) 24:24;26:4,12;30:9; 38:10;41:11;47:7; 50:17;51:11;52:23; 87:5;90:23;100:9; 105:6,6;109:13</p> <p>above (7) 39:4,5;48:11;59:12; 60:18;63:3;65:2</p> <p>absolute (1) 32:17</p> <p>Absolutely (2) 26:23;45:8</p> <p>abuses (1) 118:7</p> <p>academic (1) 65:13</p> <p>accept (3) 63:1;64:7,23</p> <p>acceptable (2) 23:2;98:8</p> <p>acceptance (1) 93:12</p> <p>access (3) 25:1,5,7</p> <p>accident (1) 109:13</p> <p>accommodation (1) 88:23</p> <p>according (1) 87:16</p> <p>account (2) 6:15;7:1</p> <p>accounting (1) 125:19</p> <p>accounts (1) 81:18</p> <p>across (3) 24:17;25:4;112:2</p> <p>action (1) 37:14</p> <p>actions (1) 98:6</p> <p>actually (7) 20:9;36:12;38:14; 66:15;69:7;79:2;99:3</p> <p>actuarial (2) 101:9;116:20</p> <p>actuarially (1) 87:21</p> <p>actuaries (1)</p>	<p>83:3</p> <p>add (2) 74:3;109:12</p> <p>added (1) 71:11</p> <p>addendum (1) 6:18</p> <p>adding (1) 71:14</p> <p>addition (2) 63:6;85:15</p> <p>additional (6) 21:13;66:18,20; 83:11,13;109:12</p> <p>Additionally (1) 30:19</p> <p>address (1) 126:6</p> <p>addressed (1) 46:23</p> <p>adds (1) 100:3</p> <p>adequate (1) 51:10</p> <p>adjust (1) 94:10</p> <p>adjustments (1) 122:10</p> <p>administration (3) 99:12;116:4;125:13</p> <p>adults (1) 61:7</p> <p>advance (5) 4:16;5:7;83:1;101:6; 103:20</p> <p>advantage (2) 12:8;83:23</p> <p>advantageous (2) 110:10,13</p> <p>adversely (1) 63:23</p> <p>advertise (3) 110:10,12,13</p> <p>advertising (1) 100:3</p> <p>advice (2) 13:15,16</p> <p>advisor (2) 28:7;32:22</p> <p>Advisory (1) 41:6</p> <p>advocate (1) 76:3</p> <p>advocating (1) 100:24</p> <p>Affairs (1) 5:19</p> <p>affect (2) 63:23;71:10</p> <p>affected (1) 71:7</p> <p>affecting (2) 41:21;71:9</p>	<p>affects (2) 28:13;31:10</p> <p>afford (11) 7:13;38:17;52:23; 54:8;68:17;69:1,2; 74:22;98:3;121:6,19</p> <p>affordable (15) 28:5,16;29:9;32:13; 49:8;53:6;56:11,22; 58:11;59:6;60:9;81:2; 82:1;88:20;119:3</p> <p>afloat (1) 113:21</p> <p>aftereffects (1) 28:2</p> <p>aftermath (1) 27:1</p> <p>afternoon (4) 9:22;52:5;58:18; 120:1</p> <p>again (27) 4:22;20:10,21; 22:15;30:21;32:21; 36:7;44:16;48:5;55:7; 56:8;57:3;58:7;63:17; 75:17;76:20,21,24; 77:3,3,15;82:1;88:17; 101:15;110:2;120:13; 124:3</p> <p>against (3) 14:9;37:14;65:9</p> <p>age (14) 10:20;31:16;33:12; 43:12,18;44:6;49:24; 53:18;61:2,7;77:1; 87:22;96:5;104:19</p> <p>agencies (1) 23:5</p> <p>agency (4) 40:24;49:17;52:12; 107:11</p> <p>agent (3) 28:23;29:2;41:16</p> <p>ages (1) 43:21</p> <p>aggregate (2) 8:5,20</p> <p>ago (9) 43:17;45:21;70:19; 72:4;96:12;104:24; 105:1;109:8;121:4</p> <p>agree (3) 55:9;74:2;100:13</p> <p>ahead (1) 39:12</p> <p>aid (1) 122:12</p> <p>ala (1) 109:15</p> <p>Albeit (1) 24:15</p> <p>aligned (1) 25:2</p>	<p>allow (8) 8:19;9:1;50:4;71:24; 90:21;91:1,18;99:1</p> <p>allowable (1) 104:21</p> <p>allowed (4) 12:10;20:23;56:5; 111:10</p> <p>allowing (2) 70:6;72:8</p> <p>allows (3) 55:2;72:10;73:8</p> <p>almost (8) 21:10;25:9;59:20; 60:23;61:5;82:11; 90:13;113:7</p> <p>along (3) 24:22;25:3;47:2</p> <p>altogether (1) 57:17</p> <p>always (2) 70:11;83:12</p> <p>America (1) 110:5</p> <p>among (3) 13:20;61:22;98:15</p> <p>amount (3) 43:2;97:5;101:9</p> <p>Andover (2) 30:16,20</p> <p>Andrew (2) 16:4,6</p> <p>Andy (3) 21:17;24:5,13</p> <p>Andy's (1) 24:23</p> <p>anger (1) 123:19</p> <p>angry (2) 122:7,22</p> <p>Anna (2) 47:9;120:2</p> <p>anniversary (1) 51:2</p> <p>announced (3) 3:15;4:9;27:1</p> <p>annual (2) 7:13;27:7</p> <p>annually (2) 61:10,18</p> <p>answered (1) 60:8</p> <p>Anthem (1) 114:19</p> <p>apologize (4) 3:20;16:4;52:17; 94:18</p> <p>appeal (1) 18:17</p> <p>appealing (1) 68:8</p> <p>appearing (1) 26:20</p>	<p>appears (1) 96:5</p> <p>Appleby (1) 73:23</p> <p>applied (1) 18:18</p> <p>apply (1) 13:1</p> <p>appointed (1) 10:11</p> <p>appreciate (7) 23:20;26:19;58:22; 77:16;88:4;105:21; 113:19</p> <p>approach (1) 93:20</p> <p>approached (1) 36:23</p> <p>appropriate (1) 114:4</p> <p>approve (1) 56:10</p> <p>approximately (2) 29:13;41:2</p> <p>April (6) 40:13;41:16;52:24; 90:3;101:5;102:8</p> <p>area (5) 35:23;41:4;61:12; 118:16;124:21</p> <p>areas (1) 35:22</p> <p>arguing (1) 122:9</p> <p>argument (1) 50:9</p> <p>arguments (1) 15:3</p> <p>Arizona (1) 14:20</p> <p>around (11) 9:13;10:24;15:7; 23:5;29:15;44:5;84:2; 89:4;115:16;123:18; 124:12</p> <p>array (2) 38:5,6</p> <p>article (1) 114:13</p> <p>articles (1) 122:8</p> <p>aside (2) 27:2;121:23</p> <p>aspects (1) 104:3</p> <p>assertions (1) 93:1</p> <p>assist (1) 4:11</p> <p>assisting (1) 49:14</p> <p>associated (1) 62:23</p>
--	---	---	---	--

Association (3) 58:21;76:13;110:3	116:14;117:24;120:4	belonged (1) 104:24	29:17;38:3,20;40:12; 41:6,14;48:5,23;52:18; 53:3;54:9;55:1;57:10; 69:23;70:19;72:20; 82:15;86:15;91:16; 92:17,19;93:1,20;96:7, 22,23;98:5,23;99:18; 100:3;108:5;109:18; 114:18,19;115:4; 116:17;124:22	26:8
associations (1) 29:18	backed (1) 93:2	below (1) 39:7	board (3) 24:14,17;30:20	broad (1) 30:21
ate (1) 68:21	background (4) 30:12;40:23;70:12, 14	benefit (4) 65:4;109:13;122:3; 124:15	boat (1) 11:24	broker (9) 13:3,22;41:5;55:15; 73:23;78:18;80:9; 107:15;115:21
atmosphere (1) 122:22	backs (1) 98:2	benefits (30) 10:14;11:15;31:5; 36:13;41:1;47:8; 50:18;52:13;65:10; 66:5,5,8,13,14;67:17; 75:11,14,16;78:9,18; 79:2,4,10;86:2,9;5:5; 116:13;120:13; 121:13;123:6,12	BOBs (1) 120:13	brokerage (1) 40:24
attached (1) 18:2	bad (9) 32:6;35:7;37:3; 46:18;86:11;94:6,6,6; 120:22	benefitting (1) 63:15	boils (1) 114:12	brokers (6) 55:13;56:5;106:9; 107:17,19,19
attest (1) 75:19	badly (1) 23:1	Besides (1) 27:22	bones (2) 114:3,16	bronze (3) 56:23;60:16;88:22
attempting (1) 32:19	balance (1) 121:22	best (9) 33:18;41:24,24; 42:1;45:23;78:24; 111:7;117:14;124:16	border (2) 54:21;107:2	brother (3) 14:5,6;43:16
attest (1) 31:22	balances (1) 72:17	Beth (2) 40:6;47:9	born (1) 44:2	brought (3) 8:13;16:21;41:12
Attorney (2) 59:9;65:5	ballpark (1) 36:14	better (12) 36:4;47:8;66:9; 78:12;85:18;92:5; 93:4;98:18;105:5,10; 108:13;121:17	borne (1) 99:3	Brown (1) 117:12
attracted (1) 95:4	Band-Aid (1) 125:22	Beverly (2) 74:12;120:2	boss (1) 23:17	bucks (4) 16:20;21:10;92:12, 22
attraction (1) 40:14	bar (1) 42:1	big (9) 7:3,14,18;8:9,9;12; 14:7;40:16;53:18;73:4	Boston (4) 4:1;97:21;110:21; 124:20	budget (2) 11:4;68:22
Auburn (3) 47:10;91:22;92:2	bare (1) 114:3	biggest (1) 28:4	both (11) 4:1,10;15:3;36:24; 39:3;49:21;58:8;59:9; 84:11;98:6;113:11	built (1) 50:19
audience (1) 9:16	barely (1) 122:16	Bill (9) 60:10,14;62:15,21, 24;63:19;64:4;81:2; 84:4	bother (1) 85:12	bullet (1) 118:24
authority (5) 4:8;41:8;78:5; 101:13;106:2	Barnstable (1) 20:12	birth (1) 42:4	bottom (3) 22:1;42:7;109:2	burden (2) 98:1;123:11
auto (4) 27:21;103:13; 108:12,21	base (1) 68:3	births (1) 79:6	bought (1) 115:3	Bureau (2) 106:11,23
automobile (1) 108:10	based (5) 31:1;43:12;53:17; 60:21;117:21	bit (13) 19:1,10;30:6,11,17; 39:18;40:17,23;53:10; 66:21;94:12;97:14; 110:1	bottom (3) 22:1;42:7;109:2	bureaucrat (4) 93:15,17,17,18
Automotive (3) 27:20,24;103:6	basic (2) 47:12;50:15	biting (1) 90:17	both (11) 4:1,10;15:3;36:24; 39:3;49:21;58:8;59:9; 84:11;98:6;113:11	bureaucratic (1) 100:10
available (7) 41:16;48:7;53:3; 93:19;106:20;115:10, 12	basically (9) 46:2;47:5;64:13; 65:24;66:2,14;67:3; 74:2;105:3	BJ's (1) 27:6	bother (1) 85:12	bus (1) 115:18
average (16) 11:13;39:6,7;43:5, 18;44:6,19,22;59:12; 70:16;87:17;98:17; 99:2;104:18;120:6,8	basis (3) 31:18;61:21;83:16	block (1) 99:13	bother (1) 85:12	business (87) 3:5,14,19;4:24;5:16, 23;6:1,2,3,4,7,10;7:14, 15;8:24;10:13;12:10; 13:21;22:2,16;24:4,15, 15,18;25:6,15,20,21; 27:3;28:14;29:18; 30:13,14;31:4,5,7,19; 32:5,7,9,20;33:11,13, 24;34:5;35:2;37:16; 38:7,8;43:17;56:18; 61:11;62:11,22;70:8,9, 16;71:12;76:6,13; 78:17;86:2;87:6;89:5; 90:14;96:6,18;97:6; 98:3;99:4,17,20,24; 100:1;102:2;106:3,11, 21,23;107:16;109:5; 113:12,14,21;117:8, 19;124:3
avoid (1) 80:23	battle (1) 123:2	blood (3) 67:22;119:24;120:8	bother (1) 85:12	businessbut (1) 94:14
aware (3) 49:15;60:15;106:15	bear (1) 73:9	Blue (41) 16:11,12,15;17:15;	bother (1) 85:12	businesses (44) 3:23;4:11;6:12,13,
away (3) 74:5;97:2;105:8	become (2) 11:18;51:21		bother (1) 85:12	
B	becoming (1) 48:4		bother (1) 85:12	
baby (3) 79:18,18;92:10	before's (1) 18:2		bother (1) 85:12	
back (25) 5:6;18:12;21:5,6; 25:3;29:19,20;37:11; 40:17;72:7;86:13,14; 90:16;95:2;96:23; 97:10;98:11;104:1; 105:9;109:2;113:9,20;	begin (2) 79:16;80:23		bother (1) 85:12	
	BEGLEY (8) 62:5,10,10,13,16; 64:3,12;65:21		bother (1) 85:12	
	behalf (4) 26:16;55:5;65:24; 76:3		bother (1) 85:12	
	behind (2) 90:17;97:10		bother (1) 85:12	

<p>21;7:10,17,18,23;8:4; 20,22;9:6,11,16;10:1; 11:22;13:14;24:19,20, 20;26:17,21;31:7; 36:15;37:15;41:2,2; 42:11,17;43:11;59:2,4, 16;60:7,12,13;61:20; 63:20;64:1;70:15; 78:19;86:3;95:21</p> <p>businessman (1) 71:21</p> <p>butt (1) 96:2</p> <p>buy (13) 42:9;43:2;83:22; 87:5;105:1,4;107:22; 111:9,14;112:5,9,24; 114:5</p> <p>buying (2) 105:10;115:6</p> <hr/> <p style="text-align: center;">C</p> <hr/> <p>Cadillac (5) 74:4;107:21;111:21; 115:12;116:9</p> <p>calculating (1) 77:6</p> <p>California (1) 78:22</p> <p>call (20) 17:14,16;18:6,8,9, 14;22:4;25:7,13;34:8; 39:1;47:3;60:8,9; 64:20;83:20;89:15; 97:21,23;105:12</p> <p>called (8) 17:17,18;39:2;60:4; 94:20;103:15;106:10; 120:18</p> <p>calling (1) 23:17</p> <p>calls (7) 23:7;25:10;27:3; 29:19;34:15;52:22; 83:7</p> <p>came (12) 9:21;19:22;42:15; 43:22;55:11;62:6; 69:9;80:12;94:17; 101:4;106:3;117:18</p> <p>can (84) 8:7;9:6;10:3;13:19; 14:19;18:10;19:2,9,24; 20:3,4,5,5;21:15,18, 19;22:24;23:3;25:20, 20;29:8;31:22;32:7; 33:4,9;36:14;38:4; 39:17;40:2;41:20; 43:1,4;48:13,24;50:20; 51:16,20;52:21;54:12; 62:5;64:6,7;66:11; 67:21,24;68:6,17;</p>	<p>71:21;76:1;77:8;78:1; 82:20;84:17;92:22; 93:2;94:14;98:3,11; 101:18;104:8,22; 105:9,23;106:5,9,13; 108:2;110:6,7,16,17, 18;112:12;118:8; 119:24;120:1,1,3,14; 123:8;124:8,12; 125:16;126:4</p> <p>Canada (4) 72:24;95:12,18,24</p> <p>cancer (1) 88:8</p> <p>candidly (1) 92:13</p> <p>cap (6) 60:20;63:9,12; 108:4;110:4;124:9</p> <p>Capital (1) 30:23</p> <p>capped (1) 103:7</p> <p>caps (1) 60:17</p> <p>car (4) 28:4;124:5,7,10</p> <p>Carace (17) 16:4,6,6;19:5,8,12, 20;20:19;21:6;22:6,9, 14,21;23:3,6,14,20</p> <p>card (5) 21:17;43:1;108:24; 116:18;124:23</p> <p>care (28) 30:18;34:8;40:2; 43:24;46:1,7;49:17; 51:6;55:3;59:10;68:7, 10;80:5,18,21,24;81:9; 84:16;87:7,24;89:6; 92:13;111:24;114:16, 22;117:10;119:16; 121:17</p> <p>cares (1) 111:4</p> <p>Carpenter (5) 23:23,24;24:1; 26:23;27:11</p> <p>carried (1) 20:23</p> <p>carrier (5) 37:21;74:16;75:5,7; 91:17</p> <p>carriers (23) 4:2,15,17;33:17; 35:15;74:17;75:5; 79:14;80:7,10;83:12; 87:6;88:24;89:9;90:9, 11;94:6,7;101:6; 106:20;108:15; 109:22;113:24</p> <p>carrying (3) 43:8,9,10</p>	<p>cars (1) 27:22</p> <p>carte (1) 109:15</p> <p>case (2) 27:11;58:1</p> <p>cases (1) 36:24</p> <p>cash (2) 6:4;28:2</p> <p>cashing (1) 44:1</p> <p>casualty (1) 76:9</p> <p>catastrophic (5) 31:10;32:9,21;40:4, 6</p> <p>caught (1) 118:18</p> <p>cause (1) 86:9</p> <p>causing (1) 44:12</p> <p>celebrating (1) 94:22</p> <p>cell (1) 23:3</p> <p>census (1) 109:6</p> <p>Center (5) 5:15,17,23,24;10:19</p> <p>centers (1) 65:14</p> <p>cents (4) 69:21;79:9,14;85:14</p> <p>CEO (2) 26:11;94:20</p> <p>certain (2) 59:18;123:7</p> <p>certainly (6) 35:13,22;49:24; 59:22;60:15;65:19</p> <p>Certified (1) 31:1</p> <p>cessation (1) 120:18</p> <p>Chairman (2) 30:19;70:13</p> <p>challenge (3) 28:4;59:7;79:23</p> <p>challenges (2) 28:1;32:6</p> <p>Chamber (7) 24:2,14;26:8;27:14; 28:24;70:13;82:5</p> <p>chambers (2) 24:3;25:4</p> <p>chance (2) 57:15;71:15</p> <p>chances (2) 35:11;54:6</p> <p>change (7) 9:5;43:20;46:11;</p>	<p>53:21;70:12;115:5; 117:20</p> <p>changed (3) 8:19;12:17;53:20</p> <p>changes (5) 49:23;71:21;78:6; 104:13;123:7</p> <p>changing (2) 72:7;93:10</p> <p>charge (5) 87:8;110:6,7; 120:17,21</p> <p>charged (2) 59:19;87:8</p> <p>charts (1) 61:1</p> <p>cheap (1) 92:14</p> <p>cheaper (2) 37:22;80:5</p> <p>cheat (1) 90:23</p> <p>check (1) 44:1</p> <p>checks (1) 72:16</p> <p>child (3) 51:8;66:11;70:22</p> <p>children (2) 51:8,9</p> <p>children's (1) 108:24</p> <p>chiropractor (1) 111:18</p> <p>choice (9) 35:7;47:15,15,17; 48:6,22;68:6;74:5; 107:4</p> <p>choices (6) 33:17,19,23;35:1; 67:20;68:12</p> <p>choose (3) 38:24;47:7;93:22</p> <p>Christine (4) 5:12,14;24:9,13</p> <p>chunk (2) 7:15;68:13</p> <p>Church (1) 52:12</p> <p>circuit (1) 98:13</p> <p>circulated (1) 5:6</p> <p>City (2) 8:16,22</p> <p>claiming (1) 55:20</p> <p>claims (13) 37:17;44:19;45:1, 15;47:24;79:15;88:14; 116:23;117:21;124:7, 9,13,14</p> <p>clarify (1)</p>	<p>82:22</p> <p>class (2) 105:4;121:6</p> <p>classrooms (1) 123:15</p> <p>clearly (1) 11:16</p> <p>client (6) 38:14;43:23;74:14; 76:24;82:9;84:23</p> <p>clients (24) 31:3;34:14;36:7,23; 41:3,19;53:13;54:13; 55:6,12;56:4;74:1; 76:4;77:17;78:22; 84:10;86:2;107:1,2; 116:11;118:17;119:6; 122:7,16</p> <p>climate (1) 100:2</p> <p>Clinic (2) 47:9;120:3</p> <p>close (3) 53:5;54:21;61:17</p> <p>closing (2) 56:17;100:21</p> <p>clout (2) 59:18;65:7</p> <p>club (1) 34:5</p> <p>clue (2) 113:2,5</p> <p>Clunkers (1) 28:2</p> <p>CNN (1) 85:6</p> <p>Co (1) 78:16</p> <p>Coakley (1) 35:18</p> <p>coinsurances (1) 31:13</p> <p>cold (1) 3:20</p> <p>collaboratively (1) 24:11</p> <p>colleagues (2) 78:23;80:9</p> <p>collected (1) 4:6</p> <p>collecting (1) 77:19</p> <p>College (2) 3:7;5:16</p> <p>colonoscopy (1) 115:9</p> <p>COMCARE (1) 64:20</p> <p>coming (6) 7:5;26:11;88:13; 90:16;98:17;105:21</p> <p>commensurate (1) 35:20</p>
---	---	--	--	---

<p>comment (5) 102:22;105:22; 107:14;116:8;120:14</p> <p>commented (1) 10:1</p> <p>comments (5) 11:21,21;94:1; 122:7;126:4</p> <p>Commerce (4) 24:2;28:24;70:13; 82:6</p> <p>commercial (2) 45:21;46:2</p> <p>commercials (1) 45:23</p> <p>Commission (2) 18:8;112:24</p> <p>COMMISSIONER (87) 3:2,3,11;14:23; 15:23;16:3;18:7;20:3, 11;21:4;22:5,19,23; 23:4,12,19,22;26:19, 24;27:17;28:18,21; 30:5;37:5,13;40:10,18, 20;49:13;50:13;52:2,4, 6,9;56:22;57:1,18; 58:14,16,18;62:2,8,12; 65:18,22;69:13,16; 70:4;72:6;73:20; 74:10;75:1;77:18; 78:3,13;82:21;83:19; 84:5,9;85:19;94:16; 98:24;99:21;101:3,19, 23;102:21;103:10; 104:7,12,15,18,21; 105:11,20,24;106:7, 22;107:8,13;108:16; 113:10;114:8;115:13, 24;118:23;126:2</p> <p>commissioners (6) 90:19;95:20;97:23; 98:9,12;100:23</p> <p>Commissioner's (3) 17:16,17;99:8</p> <p>committed (1) 15:12</p> <p>Committee (2) 41:10;42:15</p> <p>Commonwealth (6) 24:3;55:19;98:1,10; 100:4;106:2</p> <p>communicate (2) 97:14;99:22</p> <p>communicated (1) 99:1</p> <p>Community (4) 3:7,19;41:7;107:20</p> <p>Comp (3) 72:2,4,5</p> <p>companies (48) 6:24;7:3,5,7;29:3, 14;32:18;34:24;36:12; 37:2;45:16,17;47:22;</p>	<p>50:1;53:14;54:22; 57:20,21;71:24;72:10, 12,15,19;73:6,7,8; 78:20;81:6;82:24; 86:17,20,23;89:20; 90:1;91:5;96:1;99:6,7, 23;100:10,16,17; 102:8;103:15,17; 104:2;108:13,17</p> <p>company (36) 9:12;11:23;13:1,7; 14:8;15:18;16:22; 19:23;29:7,11;30:1,24; 32:13;37:6,7;42:22; 45:22;48:7;53:2;66:8; 70:19;71:8;73:24; 76:9;94:20,21;95:3,8, 16,17;96:4;97:11; 98:13;100:15;102:6; 117:22</p> <p>company's (1) 96:14</p> <p>compare (2) 13:4;55:18</p> <p>comparison (1) 34:14</p> <p>Compass (1) 30:23</p> <p>compensation (1) 72:13</p> <p>compete (2) 90:22;95:10</p> <p>competes (1) 71:12</p> <p>competing (5) 65:13;81:7;91:1; 95:22;97:9</p> <p>competition (7) 6:1;71:24;72:3,8,9; 87:2;103:15</p> <p>competitive (5) 14:16,18;72:11; 97:3,4</p> <p>competitors (2) 95:12;97:8</p> <p>complex (1) 118:16</p> <p>complexity (2) 8:3;21:24</p> <p>compliant (5) 54:1;56:12,14; 57:24;58:6</p> <p>complicated (3) 8:2;14:11;15:3</p> <p>comply (1) 17:1</p> <p>compromising (1) 56:20</p> <p>compute (1) 98:21</p> <p>concept (4) 36:23;37:3;48:15; 100:18</p>	<p>concerned (2) 112:7;121:3</p> <p>concerning (1) 30:2</p> <p>concerns (5) 3:18;15:4;58:24; 63:18;105:14</p> <p>concludes (1) 85:20</p> <p>concur (1) 78:23</p> <p>condition (5) 42:3;63:1,8;64:13, 22</p> <p>conditions (5) 80:3;102:4,10; 117:17,20</p> <p>conducive (1) 99:19</p> <p>conducted (1) 4:1</p> <p>confidential (1) 4:7</p> <p>confusion (3) 90:4,8;98:15</p> <p>Congressman (1) 12:3</p> <p>conjunction (1) 12:3</p> <p>connect (1) 123:9</p> <p>Connecticut (1) 64:18</p> <p>Connector (27) 8:11;13:19;14:2,4; 17:18,19;22:5,6;34:3, 4,13,23;41:8;52:16,17; 55:10,13,19;56:5;58:6; 76:12,19;80:12;93:8; 106:2,8,9</p> <p>Connector's (2) 60:16;61:4</p> <p>consequence (2) 7:9,19</p> <p>consequences (4) 63:15;86:12;90:16; 113:23</p> <p>consider (2) 33:5;100:11</p> <p>consideration (2) 18:22;36:19</p> <p>consistently (2) 20:12;44:21</p> <p>consultant (1) 76:3</p> <p>consulting (2) 36:11,16</p> <p>consumed (1) 29:24</p> <p>Consumer (8) 5:18;15:6;40:4;82:1; 102:2;119:21;125:8,9</p> <p>consumerism (2) 81:20;84:11</p>	<p>consumers (3) 3:13;4:23;84:15</p> <p>consumer-wise (1) 92:21</p> <p>contact (4) 29:10,14;55:14,14</p> <p>contacted (1) 29:16</p> <p>containment (1) 49:15</p> <p>context (1) 6:11</p> <p>continents (1) 95:9</p> <p>continue (2) 99:16;121:18</p> <p>continued (2) 32:3;99:15</p> <p>continuing (2) 66:8;68:24</p> <p>contract (1) 48:9</p> <p>Contracts (3) 48:4;85:17;91:17</p> <p>contributing (2) 59:22;73:13</p> <p>contributor (1) 59:23</p> <p>control (11) 26:3;35:23;46:6; 47:19;48:8,14,14;49:9; 72:4;78:4;97:24</p> <p>controlled (1) 110:11</p> <p>controlling (1) 48:2</p> <p>conversation (2) 15:14;113:7</p> <p>co-op (1) 22:4</p> <p>cooperatives (2) 14:24;105:13</p> <p>co-pay (7) 39:8,9;42:21;47:11, 13;122:11,13</p> <p>co-payments (1) 71:4</p> <p>co-pays (2) 10:9;96:16</p> <p>copy (1) 107:9</p> <p>core (1) 8:3</p> <p>Corporation (2) 30:24;34:7</p> <p>cost (39) 3:4;7:6;28:13;31:11; 35:23;38:10;39:3,5,24; 41:23;42:23,24;49:1, 10,10,15;56:2,15; 57:12;58:7;72:21; 73:3;75:8;81:22;</p>	<p>83:23;84:16,18;88:22; 95:15,16;100:5;115:4; 116:6;118:2;119:1; 120:8,9,11;125:17</p> <p>Costco (2) 42:17,24</p> <p>Costco's (1) 27:5</p> <p>costs (50) 4:12;10:15;26:18; 35:4,19;42:16,20;46:6; 47:20;48:2,8;54:16; 59:2,3,11,13,13,20,23; 60:8;61:9;62:19; 70:21;71:2,13,17; 72:24;73:1,2;79:7,9, 20;89:24;91:20;96:2; 100:2,9;104:11;108:2; 111:3;112:18;113:15; 116:24;118:14,21; 119:9;122:1,4,22; 124:16</p> <p>cost-wise (1) 121:22</p> <p>Council (2) 41:6;84:16</p> <p>counsel (2) 3:10;58:18</p> <p>count (1) 86:6</p> <p>countries (1) 72:24</p> <p>country (12) 8:17;14:21;15:16; 42:1;64:7;71:14; 72:23;73:1;109:24; 117:15;119:11,13</p> <p>county (1) 6:14</p> <p>couple (13) 31:21;32:8;34:1; 36:10;45:2;48:17; 56:4;78:19;84:20; 93:5;94:7;120:10; 121:4</p> <p>course (4) 3:24;17:2;83:6; 102:12</p> <p>cover (3) 79:5;111:15;123:12</p> <p>coverage (30) 4:2;17:12;23:16,18; 35:9,10;38:11;41:24; 42:2,4,13;43:7;57:16, 17;58:5;61:13,14; 66:15;78:8;80:4,20,22; 81:12;83:21;102:11; 109:10;111:1;114:21; 121:7;122:2</p> <p>coverages (1) 96:16</p> <p>covered (6) 51:2;75:14,14;</p>
---	--	---	--	---

114:23;120:19;121:10 covering (1) 75:10 covers (1) 111:17 crappier (1) 38:18 crazy (1) 32:14 create (3) 59:4;63:14;90:3 created (5) 26:7;75:18;76:20; 80:13,19 creates (2) 80:7;81:19 creating (3) 6:20;62:14;119:1 creation (1) 9:14 creative (1) 29:3 credible (4) 27:13;32:16;42:13; 81:12 crimes (1) 96:6 crippling (2) 113:17,17 crisis (3) 29:22;64:2;125:11 Cross (24) 16:11,12,15;17:15; 29:17;38:3,20;40:12; 48:5,23;52:18;53:4; 54:9;55:1;57:10; 72:20;86:16;91:16,24; 92:19;93:20;96:23; 108:5;109:19 Cross-Blue (18) 41:6,15;69:23; 70:19;82:15;92:17; 93:1;96:7,22;98:6,23; 99:19;100:3;114:18, 19;115:4;116:17; 124:22 cross-tested (1) 34:12 crucial (1) 7:8 crutches (1) 89:18 curbside (1) 125:20 curious (1) 84:9 current (4) 11:7;13:14;59:8; 95:6 currently (3) 28:22;29:6;41:18 customers (3) 57:2;71:16;95:9	cut (7) 19:15;61:19;67:15; 71:11;116:14;125:1,2 cut-in-the-foot (1) 125:17 cuts (1) 124:20 Cutting (4) 61:4,8,16;119:7 CVS (2) 89:18;115:6 cycle (1) 74:20	64:7 declined (1) 74:16 decreases (1) 108:12 deductible (36) 16:20;19:15;39:14; 46:15;47:6,11,13;53:7, 16,22,23;54:13,14; 56:13;57:7,10,14,23; 58:3,3;68:4,5,9,2,9; 109:10;111:2,5,9,10; 116:21,22;117:2,6; 120:16,20;124:23; 125:6 deductibles (10) 10:9;29:4;31:13; 46:17,20;71:3;81:11, 17;96:16;122:15 deeds (1) 75:19 defect (1) 42:4 defensible (1) 98:11 definitely (3) 20:16;30:3;79:7 delay (1) 101:18 deleterious (1) 33:12 delivering (2) 100:24;118:2 delivery (2) 91:23;92:1 Democrat (1) 114:15 Democrats (1) 112:3 demographic (1) 87:22 demographics (2) 44:8;53:17 demonstrate (1) 99:13 denied (1) 18:20 dentists (1) 105:6 deny (1) 42:3 denying (1) 43:7 Department (3) 18:13,14;52:13 depending (1) 53:18 depleting (1) 48:1 depressed (1) 100:1 dermatologist (2) 119:16,20	describe (1) 19:9 design (3) 53:20,21;54:10 designed (1) 50:16 desperation (2) 32:7,24 destroying (1) 74:21 destroys (1) 71:14 detail (2) 19:10;65:20 details (1) 5:3 determine (2) 4:20;101:12 Deval (1) 69:7 developed (1) 38:3 Development (1) 8:12 diagnostic (1) 118:12 Diana (1) 102:24 difference (6) 68:11;79:20;81:23; 116:20;124:5,6 different (9) 26:9;33:18;77:21; 85:17;95:18;97:14; 111:23;124:12;125:11 differential (1) 75:8 differently (1) 84:13 difficult (6) 26:20;33:16;37:9; 65:15;83:8;98:5 difficulties (1) 38:4 difficulty (4) 32:4;65:12,13;117:9 dim (1) 5:18 direct (7) 43:24;46:6;52:19; 53:4;54:20;95:12;97:7 directed (1) 4:14 directly (14) 3:13;4:5,24;10:3; 13:1;28:13;29:6,11; 31:11;34:9;44:15; 55:14;66:7;98:2 Director (3) 3:12;5:15;58:19 disadvantage (2) 9:11;97:7 disagreement (1)	94:12 disappear (2) 14:17;108:7 disapproved (2) 4:21;101:13 disaster (1) 32:17 disclose (1) 25:14 disclosed (1) 91:18 discount (5) 32:14;51:16;108:20, 23;109:1 discounts (1) 43:4 discriminated (1) 14:9 discussion (3) 59:24;115:22; 123:23 disgusted (1) 122:21 dish (2) 17:1;20:2 dishing (1) 21:12 disincentive (1) 11:18 disparity (1) 10:20 dispute (1) 8:2 districts (1) 122:12 division (9) 3:10,24;5:19;49:17; 59:10;61:22;103:16, 20;126:5 docket (1) 3:5 doctor (6) 39:10;45:10;68:3; 110:6;111:17;119:23 doctors (10) 12:12;46:3,11; 48:18;55:2;89:17,17; 93:19;110:10;118:4 doctor's (1) 120:10 doctors' (1) 65:16 documentation (3) 4:18;83:5;96:13 documents (2) 10:3;103:24 DOI (4) 3:22;4:14,19;49:16 dollar (15) 42:21;46:16;47:13, 13;53:7,15,23;66:17; 79:10;87:24;91:7; 93:2;97:19;122:11;
	D			

125:6 dollars (16) 16:19;19:17;37:17; 66:21,24;67:3,15,23; 79:14;88:1;109:11; 111:3;123:8,13,17; 124:14 done (21) 12:3;19:5;21:12; 26:1;28:15;34:13; 38:20;49:8;51:9; 63:11;68:16,18,19,23; 69:3,6;74:4;80:19; 118:14;120:3;125:10 doors (2) 56:17;63:21 double-digit (1) 3:22 down (20) 36:20;44:23;53:10; 54:16;57:12;66:16; 68:16;71:3;92:23; 96:14;108:2;109:7,8; 112:7;114:12;115:11; 118:3;120:2;122:9; 125:5 downside (2) 66:4,13 downtown (1) 124:20 downturn (1) 50:1 dozen (3) 16:9;86:17,23 dramatically (2) 43:18;50:3 drastic (1) 82:18 drastically (1) 71:7 dread (1) 99:18 drive (1) 119:15 driven (1) 118:5 driver (1) 116:24 drivers (1) 3:22 driving (4) 35:19;41:23;115:16; 119:8 drop (3) 44:13;57:16;83:24 dropped (1) 72:2 drug (5) 42:23;72:23;73:1,7; 78:7 drugs (6) 10:9;42:16;43:1,2; 72:22;73:1	dumb (1) 51:23 dumpers (3) 83:21;87:15;94:2 during (1) 102:12 E earlier (3) 75:4;93:24;102:3 early (1) 31:15 earn (1) 122:17 earns (1) 10:24 ears (2) 101:22;113:8 easy (6) 34:22,23,24;88:3,6; 119:13 eat (1) 92:11 eating (1) 111:4 echo (1) 24:12 eclectic (1) 24:16 Economic (6) 8:12;50:1;64:2; 97:24;100:1;113:16 economy (9) 6:16;26:22;27:5; 43:13;61:21;64:1; 95:6;98:5;113:18 EDHOLM (3) 85:24,24;86:5 education (3) 35:24;119:21,21 educator (1) 30:15 effect (5) 33:12;82:23;90:3; 103:22;105:9 effective (4) 4:17;19:21;82:24; 103:18 efficient (1) 81:24 effort (1) 73:5 efforts (1) 4:11 eight (1) 108:15 eighties (1) 25:3 either (7) 14:10;26:14;35:1; 36:19;56:17;77:10; 94:9	elected (1) 10:11 electricians (1) 50:2 elements (2) 60:14,22 eligible (1) 51:12 Eliminate (1) 100:2 eliminates (1) 48:10 Elizabeth's (2) 124:22;125:18 else (15) 15:16;45:22;49:5; 67:12,13;71:15;75:15; 80:15;85:2,22;93:9,18; 105:22;107:13;123:19 elsewhere (1) 71:17 e-mail (2) 9:21;126:6 e-mails (3) 10:3;52:21;55:11 embarrassing (1) 91:9 embracing (1) 47:4 emergency (9) 4:14;68:9;80:22; 82:8,23;109:14; 113:17;124:24;125:7 emotion (1) 82:17 Empire (3) 114:19,19;115:3 employ (2) 70:10;96:4 employee (23) 27:10;31:5;34:18; 38:15;41:1;42:18; 43:14,14;44:2;47:7,14; 50:21;52:13;61:15,17; 70:23,24;77:10;78:17; 79:19;97:11;99:11; 116:16 employees (52) 6:13,14,24;10:11; 16:10,22,24;20:2,9; 22:7,13,18;24:21; 25:14,28:5,14,18;29:4; 31:9,11;33:4;38:12,16; 41:3;42:19;43:18; 44:12;46:10,19,19; 50:18;57:23;61:12; 70:11;71:10;73:9,14; 74:6;78:20;81:5,8,22; 91:4;95:5;98:4,16,20; 103:1;107:4;117:4,5; 122:19 employees' (1) 30:17	employer (16) 17:2,3;33:20;34:20; 37:9;38:5;46:10; 50:21;58:5;73:9; 75:15;77:12;102:5; 104:19;110:24;116:15 employers (17) 20:13;25:24;33:5; 35:8;42:8;44:7;45:16; 46:15;47:4;50:17; 60:24;73:14;74:5; 80:13;81:4;89:4;91:4 employers' (1) 44:24 employment (2) 7:24;14:17 empowering (2) 47:6,14 empty (1) 55:8 encourage (1) 95:19 End (11) 16:7;21:16;35:5; 36:2;44:4;49:11; 75:21;80:21;82:14; 88:12;107:24 ended (1) 87:12 enforcement (1) 37:14 engine (1) 6:21 England (1) 55:1 enhanced (1) 47:3 enough (5) 21:7,9;31:14;90:23; 108:19 enrollment (2) 83:20;84:1 entail (1) 62:13 Enterprise (3) 5:15,23;10:19 entire (2) 63:9;93:10 entirely (1) 64:10 entities (3) 37:15;60:4;118:11 entrepreneur (1) 8:7 entrepreneurs (1) 7:20 environment (1) 99:20 equitable (2) 100:20;101:1 equity (1) 99:9 equivalent (2)	11:8,13 Eric (5) 58:16,19;62:5; 110:1,3 Ernst (1) 78:16 error (1) 100:24 escapade (1) 125:7 especially (3) 68:9;71:16;72:20 essence (1) 25:5 Essex (2) 3:7;6:14 estimate (1) 55:22 estimation (1) 94:11 ethically (1) 118:5 even (16) 18:22;23:7;26:7; 29:22;31:15;38:10; 53:5;54:15;55:17,21; 57:9,21;71:6;89:7; 107:7;117:12 evenly (1) 73:10 eventually (1) 109:23 everybody (13) 16:19;17:4;21:2; 32:1,3;35:3;36:4;42:5; 94:9;105:3;110:5; 116:19;117:16 everybody's (2) 9:17;122:1 everyone (7) 20:7;26:5;64:4;85:2; 107:20;111:20;113:19 evidence (1) 94:4 exact (3) 27:12;28:9;120:8 exactly (9) 12:23;19:10;39:1; 91:13;108:6;109:20; 110:8;114:11;115:19 exam (2) 111:13;115:8 examination (2) 4:7;119:23 example (3) 25:16;64:18;91:22 exams (2) 111:15,17 excellent (2) 10:14;114:13 excess (2) 37:4;98:2 Excuse (1)
--	--	---	--	---

62:5 executives (1) 60:6 exemption (1) 21:5 existence (2) 107:11;113:12 existing (2) 78:5;101:13 expand (1) 33:5 expanding (1) 65:14 expect (1) 87:24 expectation (1) 99:2 expected (1) 82:11 expense (2) 63:16;66:17 expensive (7) 34:16,18;74:13; 75:22;76:16;92:13; 116:13 experience (2) 37:19;117:22 experiencing (1) 108:11 explain (3) 33:19;103:11;106:5 explanation (1) 120:12 exploration (1) 20:17 explore (1) 81:10 explored (2) 81:16;82:4 express (2) 76:7;106:3 expressed (2) 24:13;59:1 Exterminators (1) 16:7 External (1) 3:12 extra (3) 67:7,22;109:14 extremely (3) 11:3;19:21;87:10 eyes (1) 9:17	facing (4) 10:16;35:2;59:7; 64:2 fact (9) 20:20;31:22,23; 34:18;76:15;79:13; 87:24;88:4;95:23 factor (4) 53:18;59:22;96:17; 118:2 factors (3) 49:23;104:8,22 facts (4) 42:16;71:19;93:2; 96:3 fairly (1) 12:19 fall (1) 113:8 Fallon (10) 29:16;41:7;43:24; 46:6;48:19;54:20; 71:5;96:24;103:2; 104:5 falls (2) 21:24;39:18 familiar (3) 50:11;54:9;55:16 families (2) 77:12;110:16 family (14) 7:14;19:13;27:8; 28:8,9,11;38:7;53:6, 15;61:6,13;77:13; 92:22;113:13 fantastic (2) 42:5;45:8 far (9) 54:19;72:13;74:3; 75:22;79:12;81:1; 82:1;83:10;102:16 feasible (1) 57:11 feasibly (1) 90:20 February (8) 3:15;4:9;5:2;27:2; 82:6;84:4;90:6;103:22 federal (2) 55:20;60:19 fee (1) 30:24 feedback (1) 54:3 feeds (1) 123:18 feel (10) 10:5,15,17;23:1; 26:2;46:17,18;78:12; 97:13;121:8 feeling (4) 21:22;23:8;24:21; 97:17	feels (1) 107:20 fees (1) 35:20 fellow (1) 107:22 felt (1) 24:7 Fessenden's (1) 97:18 few (3) 12:13;46:24;86:16 fewer (3) 6:13,14,24 field (1) 65:9 fight (1) 100:10 figure (7) 9:20;14:13;19:24; 34:21;62:7;68:20;77:8 figures (2) 27:12;42:16 file (12) 4:15,18;49:20;83:1, 12,24;101:6,8;103:15, 18,19,23 filed (7) 34:6;50:3;62:21; 75:2;82:22;84:4;101:7 filings (1) 83:3 final (2) 48:16;94:22 Finally (1) 73:11 Finance (2) 49:17;59:10 finances (1) 36:12 financial (5) 30:13,23;31:1,1,8 financially (1) 51:20 find (6) 7:17;39:19;54:21; 55:7;56:6;69:10 finding (2) 56:16;76:15 fine (10) 17:5,10;19:1,1,1; 50:24;51:1,2;115:14, 18 finish (1) 62:16 firms (1) 43:5 first (14) 5:12;12:16;17:23; 18:1;43:13;45:11; 46:22;48:12,12;49:2,8; 66:15;114:15;122:12 Firstly (1)	34:12 five (13) 6:12,14;22:18;27:8; 67:6,6;97:12;106:13; 107:17,19;109:21; 111:14;122:7 fix (6) 20:6;23:9;51:24; 87:11;112:18;124:8 fixed (1) 45:13 fixes (2) 79:12,23 flexibility (1) 80:1 FLOOR (30) 101:24;102:14,16, 19;105:23;106:1,19; 107:6,10,15;108:18; 113:3,4;114:6,10; 115:15,18,19;116:6,8; 119:4;120:14,23; 121:1,3,5,23;122:24; 123:23;125:24 flow (1) 6:5 flying (1) 108:18 focus (2) 59:24;81:20 folks (5) 35:17;58:24;73:11; 83:6;104:2 follows (1) 96:11 food (2) 27:4,6 foot (3) 124:20;125:1,2 force (7) 6:15;33:6,15;38:7; 91:1;94:5;125:15 forced (6) 20:1,2;58:2;90:9; 99:23,24 forceful (2) 125:12,13 forcefully (1) 99:13 forcing (2) 44:10;74:8 forget (4) 39:1;54:4;89:15; 114:18 forgotten (1) 117:23 for-profit (1) 118:9 forth (1) 104:1 forties (1) 61:13 fortunate (1)	31:14 fortunately (2) 36:24;68:3 forum (1) 76:20 forward (8) 5:9;20:18,19;26:8; 43:10;97:7;100:12; 105:17 found (1) 43:17 four (10) 26:9;27:23;28:19; 61:6;70:18;88:11; 92:3;95:9;114:14; 122:20 frankly (5) 34:16,22;98:23; 107:6;123:13 Fred (1) 52:12 free (2) 51:15;121:21 freedom (1) 74:5 freelance (1) 8:19 Freelancersunionorg (1) 8:15 French (1) 38:18 frequency (2) 116:23;118:15 friend (2) 14:5,6 friendly (1) 9:16 friends (1) 94:13 front (2) 4:13;109:5 frustrated (1) 52:22 frustrating (1) 54:17 frustration (5) 10:5,13;14:2;20:14; 24:7 full (3) 37:22;120:19; 125:19 full-time (3) 7:11;10:20;27:9 fully (1) 24:16 function (2) 100:14;125:15 fundamental (1) 124:9 fundamentally (1) 124:11 funny (1) 18:19
F				
face (4) 31:15;32:5,5;38:4 facilities (3) 118:5,12,12 facility (5) 27:21;44:2;47:7; 125:20,22				

<p>further (1) 20:16 future (2) 23:10;28:14</p>	<p>125:2 goes (4) 60:2;89:19;114:17; 124:21</p>	<p>groups (13) 36:21;52:14,18; 60:6;62:23;65:16; 78:19;80:14;81:17; 83:14;105:10;106:10, 12</p>	<p>9:20;13:24;76:21; 80:14;93:2,2;119:4 harder (1) 76:4 hardest (1) 86:7</p>	<p>20;31:21;32:1;33:2; 34:1;37:19;54:5;75:3; 79:8;82:13;95:1; 117:11</p>
<p>G</p>	<p>Good (31) 3:2;6:9;13:3;15:14; 16:13;18:20;36:5,9; 38:9,22;40:21;43:6; 48:15,23;52:5;58:17, 17;66:9,12;68:11;72:1, 9;75:19,21;78:11; 84:7;103:10;110:2,15; 116:12;117:3</p>	<p>grow (2) 7:10,24 growth (4) 5:17,24;6:22;98:1</p>	<p>Harvard (9) 29:17;40:15;41:6; 71:5;86:15;87:16; 90:12;91:16;109:19</p>	<p>hearing (13) 3:4,13;4:6;35:17; 37:20;49:21;75:3; 103:4;106:16;107:18; 116:12;126:3,9</p>
<p>G2010-05 (1) 3:6 gaining (1) 40:14 gallbladder (1) 39:20 Gamble (1) 7:4 game (1) 98:22 gathered (1) 3:7 gave (6) 17:4;18:23;25:5; 27:13;112:4;116:18 general (18) 36:2;39:21,23;40:3; 79:18,19,21;85:16; 92:23;110:17,17,19, 21;111:3,4,6,7;115:3 generally (1) 98:16 General's (2) 59:9;65:5 generate (1) 60:22 generated (1) 122:23 generations (1) 64:2 generic (2) 42:20,21 Genius (1) 15:11 gentleman (2) 25:13;27:13 gets (1) 117:16 given (4) 15:24;36:19;91:12; 99:22 gives (2) 30:16;91:6 giving (9) 6:17;11:4;30:8; 47:15;48:5,21;71:19; 80:20;108:20 glad (2) 33:9;120:23 glaze (1) 9:17 global (2) 95:8,21 Globe (3) 82:13;97:21;122:8 glue (1)</p>	<p>Gosh (1) 92:23 gotta (4) 9:5;18:7;20:10;26:1 government (10) 14:7;64:5;89:3,6; 93:16;107:10;108:4,5, 6;123:24 government's (1) 89:8 Governor (23) 3:15,19,21;4:9,13, 22;15:1;27:1;48:10; 49:16;60:4;61:23; 75:2;82:5,16,22;83:24; 88:4,18;89:13;105:11; 113:15;116:1 Governor's (2) 49:7;82:12 grand (4) 21:13,14;22:1;117:5 grandfathered (2) 17:9,11 grant (1) 15:11 Graphx (1) 94:21 great (18) 10:20;13:20;15:15, 19;16:23;24:14;37:9; 40:8;44:18;50:16; 54:10;55:23;69:4; 80:19;83:22;88:20; 98:22;108:20 greater (1) 70:14 grew (1) 6:16 gross (1) 98:1 group (36) 4:3,16;5:1;8:5,15, 20;9:6;12:1;14:14,15, 15,23;24:11,18,25:1,5, 7,14;33:13;36:18; 44:21;49:23;53:17; 60:21;63:9,23;77:7; 86:21;87:1,6,13; 103:17;104:13;105:2, 4,12</p>	<p>guess (4) 8:22;68:21;82:22; 103:4 guessing (3) 20:22;21:2,10 guest (1) 26:10 guy (5) 16:15;17:14;109:5; 112:20;117:5 guys (7) 18:8,9;20:6;44:4; 94:3;99:3;102:19</p>	<p>hat (1) 123:1 hate (2) 7:21;70:2 havepardon (1) 38:18 Haverhill (4) 25:22;70:9,14,14 head (1) 33:24 headquartered (1) 78:21 health (75) 3:5;4:12;7:6,9,20, 22;8:21;9:10;10:8,24; 11:8,9,12,13;12:23; 13:9;20:15;28:16; 30:18;31:16,20;32:11, 13;34:8;36:5;41:1,22; 44:11;45:11,24;46:1,8, 15;48:20;49:17;53:11; 56:11,20,22;58:5,11, 21;59:10,13,15,23; 60:5,9,20;63:6,7; 70:11,19,21;81:18; 84:16;86:13;87:18; 88:23;92:21;96:15; 100:16;101:1;104:11; 108:2;110:4;116:17; 117:6,14;121:7;122:1, 10;124:6,11;125:10 healthcare (48) 9:9;26:7;28:5,13; 41:7;44:15;45:6; 51:10,15;59:2,3,6,7,11, 15,20;60:1,4,8;66:5, 15;67:17;68:20,21,24; 69:2;70:16;71:1,13; 78:24;81:3;82:2; 84:13;85:10;86:20; 88:9;89:15,24;95:15; 96:21;100:4,13; 103:17;107:11; 113:15;117:13; 121:20;122:22 healthy (2) 50:22;96:4 hear (9) 3:13,16;4:24;9:18; 21:4;49:3;69:22; 108:3;112:13 heard (15) 20:11;24:6;29:19,</p>	<p>20;31:21;32:1;33:2; 34:1;37:19;54:5;75:3; 79:8;82:13;95:1; 117:11 hearings (7) 4:1,23;5:4;27:2; 75:4;77:20;84:20 heart-shaped (1) 91:6 heavily (1) 69:23 heck (1) 35:10 help (18) 6:2;13:23;26:4,5; 29:8;30:6;35:6;36:12; 49:12;50:16,17;51:18; 58:11;60:7;65:8; 90:20;107:11;116:6 helped (1) 43:17 helpful (3) 58:13;72:7;126:8 helping (1) 34:4 helps (1) 76:24 here's (4) 10:7;11:7;13:22; 122:15 Hey (3) 51:1;118:8;119:18 Hi (4) 5:14;52:8;73:22; 78:15 high (19) 7:9;8:1;13:7;25:12; 39:22;46:14;47:6; 57:23;68:14;69:5; 79:7;81:10,17;83:23; 87:10;95:24;118:12, 14,14 higher (17) 25:8;40:1;44:20; 54:1,13,14;58:3;59:3, 15;71:4,4,6;92:3; 96:15,16;104:11;118:8 higher-quality (1) 93:22 highest (3) 71:13;119:10,12 highly (1) 84:6 highway (1) 32:12 hindering (1) 59:3 hire (3)</p>
<p>H</p>		<p>H</p>		
		<p>hairdresser (1) 51:6 hairdressers (1) 105:6 half (7) 18:3;20:21;31:4; 70:22;86:17,23;100:7 Hampshire (7) 16:8;22:11;54:23; 55:2;57:21;79:3;107:4 hand (3) 41:22;92:16;97:10 handle (2) 52:13;118:21 handled (2) 19:7,10 handling (1) 93:15 hands (1) 125:12 hanging (1) 23:11 happen (9) 9:12;12:16,17; 21:23;31:12;33:1; 35:12;70:2;108:1 happened (3) 17:8,20;114:21 happening (2) 88:18;89:22 happens (4) 24:5;31:20;33:7; 97:8 happy (4) 16:1;62:1;65:19; 96:12 hard (7)</p>		

7:11,12;104:15 hired (1) 27:23 hires (1) 77:12 hiring (7) 7:10;11:2,14,18; 28:6;33:3;71:15 Historically (1) 24:24 hit (2) 48:17;67:5 HMO (1) 115:3 HMOs (1) 118:20 HOLBROOK (2) 115:20,21 hold (3) 4:23;28:7;49:1 holds (1) 90:7 Holy (1) 92:22 home (4) 66:12;108:21; 112:16;121:20 Honestly (2) 29:18;125:14 honoring (1) 82:16 hop (1) 12:5 hope (3) 9:16;10:6;78:12 hopefully (1) 58:10 Horowitz (3) 8:14;12:2;15:1 horrendous (2) 48:13;49:3 horrible (1) 117:22 horrific (1) 117:18 horrified (1) 55:10 hospital (29) 39:9,14,21;47:12; 60:6;68:5,5,7;91:11, 23;92:2,14,14;109:9,9; 110:7,18,19,21; 114:20,22,24;119:15; 120:2,8,9;124:21,24; 125:19 hospitalization (1) 122:14 hospitals (10) 47:2,11;65:12,16; 72:19;73:8;89:16,17; 110:22;119:13 hot (1) 52:20	hotel (1) 11:23 hour (3) 49:3;94:23;100:7 hours (2) 44:11;125:1 House (6) 41:10;60:9;68:16, 18,23;112:19 Housing (1) 8:11 HR (1) 19:19 HRAs (1) 33:22 HSA (1) 25:3 huge (2) 68:13;125:3 hundred (9) 11:22;19:17;36:17; 37:4,17;78:19;109:10, 11;125:6 hundreds (1) 124:13 hurting (2) 26:17;45:17 hurts (1) 43:11 husband (3) 8:6;27:20,22	112:17 improves (1) 61:21 inappropriately (1) 90:24 incentive (1) 121:18 incentives (1) 121:11 include (3) 61:22;77:22;96:15 included (2) 44:9;111:1 includes (1) 4:10 including (2) 62:23;99:14 income (5) 11:13;21:7,9;64:21; 66:12 incomes (1) 50:17 Incorporated (1) 94:21 increase (27) 25:11,19;27:13; 28:10;42:18;44:13; 45:15;50:6;53:21,24; 57:22;58:2;67:4; 70:20;71:9,11;74:15, 18;81:14;82:13;96:11, 12;97:12;98:7,17; 103:9;104:5 increased (3) 11:10;66:6;71:2 increases (14) 3:17,23;7:7;11:16; 29:5;44:6;52:19; 59:20;71:7,16;75:23; 90:4;99:14,22 increasing (2) 43:19;67:16 incredible (2) 12:7,7 incubator (1) 5:17 incurred (1) 29:5 independent (1) 28:3 independently (1) 26:15 indicated (5) 35:18;59:11,17; 61:1;65:5 indicates (1) 34:17 indicating (3) 17:15;20:7;112:14 individual (23) 5:12;19:14;21:11; 25:8;44:17,20,23,24; 61:2,14;62:14;77:11,	14;86:18,21,24,24; 87:6,12,17;88:11;97:2; 124:12 individuals (8) 27:8;60:24;64:22; 80:3;85:20;87:5,9; 94:5 industries (1) 62:24 industry (6) 26:10;27:24;28:4; 94:24;97:16;124:4 inexplicably (1) 59:14 infertility (2) 75:12;79:4 information (10) 4:6,20;35:3;36:1; 76:10;77:19;87:23; 91:19,20;99:1 informed (2) 96:8;97:15 inherent (4) 45:24;48:2;49:9; 50:15 inhouse (5) 16:18;17:11;19:7, 11,12 initially (1) 44:22 inquiring (1) 55:12 insanity (1) 11:2 inside (1) 50:19 insisting (1) 98:12 instance (2) 26:10;53:9 instead (4) 27:6;88:13;92:23; 109:21 Insurance (135) 3:3,5;4:12;5:19;7:6, 7,9,13,20,22;8:17,21; 9:10;10:9;11:1,5,8,9, 12,13;12:11,24;13:7; 16:10;17:4;18:6,8,23; 25:23;31:16,20;32:11, 13;33:17;34:8,24; 35:15;41:1,10,22; 42:22;44:4,11;45:7,9, 11,16,24;47:22;48:7; 49:11;50:9,11,23;51:1, 3,12,19,24;52:12; 53:12;56:18;59:13,15, 23;60:20;62:11;70:11, 19,21;71:3,5,24;72:6, 10,12,15,19;73:3,7,7, 16,23;74:22;77:1,4; 79:14;86:13,21,22; 87:1;88:7;89:20;90:1,	19;94:13,24;95:6,19; 96:8,15;97:23;98:8,24; 99:7,8,21,23;100:16, 23;101:1;103:2,3,7,12; 104:2,5;105:1;106:2; 108:10,12;109:3; 110:24;111:14;113:1; 116:7;117:7,14; 122:10;124:4,5,6,7,11; 125:11 insurances (1) 54:5 insured (3) 51:13;76:24;117:16 insurer (1) 72:17 insurers (4) 49:14;63:7;90:21; 116:23 insuring (1) 89:21 intelligent (3) 15:10,11;92:20 intent (1) 5:7 intentionally (1) 86:10 intentions (1) 75:21 interaction (3) 57:2;84:10,14 interested (2) 6:20;105:12 interesting (2) 31:6;82:7 interestingly (1) 34:6 intermediaries (2) 52:17;56:1 intermediary (12) 12:24;13:3;25:2,5; 26:14;27:15;53:1,3; 55:18;76:11,17;106:10 internal (2) 48:3,6 internally (2) 49:1,9 Internet (2) 69:9,20 interviews (1) 116:1 into (18) 3:22;10:3;15:2; 18:22;21:17;31:6; 37:15;60:5;90:2; 102:18;103:12;105:9, 10;108:19;109:5,14; 114:20;117:18 inundated (3) 29:21;34:15;83:2 invited (1) 4:4 involved (4)
	I			
	ID (2) 55:20;76:8 idea (9) 14:23;18:15;35:4; 36:14;37:9;44:18; 50:18;63:21;120:11 ideal (1) 116:15 identify (1) 5:11 illustration (1) 110:15 imagine (2) 27:4;52:21 immediate (2) 82:8,12 immediately (3) 40:14;82:8;99:14 immoral (1) 98:7 impact (4) 31:6;33:14;59:1; 123:18 impediment (1) 9:10 important (7) 33:20,21;35:23; 58:23;85:4,13;124:5 improvements (1)			

<p>41:4;113:14;123:24; 124:4 IRAs (1) 122:17 irresponsible (1) 98:6 Israel (2) 40:6;47:10 issue (26) 4:14;7:6;17:7;26:6; 31:10;41:23;42:8; 45:17;46:11,13,23; 49:6,23;55:4;58:2,23; 84:2,10;85:13;100:22, 23;107:7;112:21; 113:6,10;119:1 issued (1) 6:18 issues (10) 15:3,8;41:12;43:10; 54:18;81:2;82:3; 101:24;114:8;119:5 issuing (2) 5:3;105:15 item (4) 44:15;45:19;47:21; 50:7</p>	<p>joins (1) 87:18 Joint (2) 41:9;42:14 Joseph's (1) 85:9 Journal (1) 114:14 July (2) 16:14;17:24 jump (7) 67:7;70:1;80:1,3,4; 88:3,6 jumpers (2) 83:20;87:15 June (1) 17:24</p>	<p style="text-align: center;">L</p> <p>labor (1) 11:18 Lahey (2) 47:9;120:2 landscaping (1) 53:14 large (4) 24:7;44:6;100:10,16 larger (3) 24:22;65:10;90:5 largest (2) 24:3;75:24 Last (26) 6:7;12:20;13:13; 16:5,14,18;20:20; 27:23;28:8;29:15; 30:1;38:8;59:21;60:3; 66:14;67:1;68:15; 91:3;93:5;94:23; 96:11,14,19,22; 121:24;122:6 late (3) 25:3;94:17;102:23 later (10) 5:3;18:12;26:11; 82:24;87:11;96:9; 101:5;105:15;118:11; 125:1 Laura (2) 52:4,11 law (8) 8:19;12:17;51:17; 64:10;86:11;90:16; 101:14;104:9 Lawrence (8) 3:8;25:22;47:9; 61:12;110:17,19; 111:3;115:15 laws (2) 42:1;72:8 lay (3) 50:1;104:16;110:2 layer (2) 83:11,13 layman (1) 108:3 layman's (1) 106:5 leaders (1) 112:1 leadership (1) 99:13 leads (1) 79:6 learn (1) 6:2 least (23) 4:16;9:10;14:15; 37:20;40:4,7;56:10,12, 14;57:8,12,14,16;</p>	<p>58:10;63:24;75:7,9; 83:1;90:3,10;98:3; 100:9;101:6 leaves (1) 23:10 Lechmere (1) 105:2 led (1) 59:14 left (7) 3:10,11;43:15; 52:20;81:13;87:5,9 legal (1) 104:4 legally (1) 73:12 legislation (2) 50:4;83:24 legislative (2) 4:11;78:6 legislature (7) 8:13;49:20,22;75:2; 86:19;88:19;90:18 legitimately (1) 76:17 less (13) 22:18;24:20;34:16, 17;38:15;41:3;65:1; 87:2;89:7;96:16; 100:8;110:20;123:24 lesser (1) 43:2 letter (14) 34:4,11,17;55:9,11, 14;76:6,14;80:12; 99:17;106:1,16;107:7, 9 letting (1) 43:7 level (16) 6:23;38:11;39:22; 40:1;42:9;47:8;60:16; 63:4;65:9;68:3;81:10; 88:22,22;113:11; 123:5;124:17 levels (5) 11:7;48:11;75:17; 77:24;78:2 leverage (1) 99:4 levies (1) 11:8 Licciardello (12) 30:6,7,23;36:17,22; 37:7;38:1;40:12,19; 50:7,14;52:3 license (1) 99:15 licensure (2) 63:1;64:22 lie (1) 36:2 life (4)</p>	<p>15:10;100:22; 112:21;113:5 lifelong (1) 114:15 light (1) 26:12 lights (1) 63:21 Likewise (1) 61:6 limit (4) 22:15;48:3,21;90:1 limitation (1) 89:11 limitations (3) 42:2,3;102:10 limited (12) 11:3;37:21;43:24; 48:18;63:22;84:1; 88:20;93:6,7,12,14; 107:5 limiting (1) 47:16 line (3) 42:7;89:10;109:2 Linehan (3) 70:5,6,7 lines (1) 112:2 linked (1) 59:14 Linzer (10) 58:16,17,20;62:3,15, 20;64:11,13;65:19; 110:3 list (1) 85:20 listened (1) 94:23 listening (3) 10:12;70:15,15 literally (1) 106:3 little (21) 7:5;19:1,10;29:3; 30:6,11,16;39:18; 40:17,23;51:23;53:10; 54:16;66:21;91:7,7; 94:12;110:1;119:19; 121:23;125:6 live (6) 54:22;87:23;90:12; 95:14;107:2;118:7 living (3) 30:13;116:10; 122:18 lobbying (1) 73:5 local (3) 14:21;110:14; 124:21 located (2) 27:20;74:11</p>
<p style="text-align: center;">J</p> <p>Jacques (2) 47:9;120:2 January (4) 21:1;41:18;46:24; 60:3 Jascott (9) 52:4,5,8,11,11; 56:24;57:6,19;58:15 Jeanne (2) 73:21,22 Jeff (2) 70:5,7 Jersey (1) 78:22 Jetta's (1) 115:13 Jim (6) 26:12;85:24;93:20; 107:23;110:9,22 Joanne (2) 27:18,19 job (7) 9:13;33:10;70:24; 80:19;121:9,16,16 jobs (9) 4:10;6:17,20;7:2,3, 15,21;59:4;71:9 Joe (12) 3:3;94:19;108:3,3; 109:6,8,12,17;112:20; 113:17;118:17;119:2 join (1) 126:8</p>	<p style="text-align: center;">K</p> <p>Kaeding (1) 78:16 keep (7) 11:5;17:4;54:16; 63:20;65:16;113:20; 126:2 keeping (2) 28:1;59:6 keeps (1) 90:16 Kevin (2) 3:11;62:10 kicking (2) 85:1;96:1 kids (4) 51:17;108:21,22; 123:14 killed (1) 45:5 kind (14) 10:2;11:1;17:21; 31:3;32:12;36:15; 38:11;42:5;48:23; 55:10,22;58:9;66:18; 81:14 kinds (6) 6:1;11:20;32:5;94:2; 123:12,15 knee (2) 85:7;92:10 knew (1) 44:18 knows (3) 91:16,16,17 KOWALIK (4) 94:17,19;101:15,21 Kroner (23) 3:11;12:13,16,21; 13:13;14:1;15:21; 19:4,6,9,19;21:3;22:7, 12;28:22;29:10,13; 30:4;36:10,18;58:19; 73:19;86:4</p>			

<p>locked (1) 102:18</p> <p>long (5) 11:17;46:3,4;90:20; 109:7</p> <p>long-term (3) 79:12,23;81:1</p> <p>look (15) 15:2;17:2;21:17; 33:8;39:17;67:10; 71:23;77:2,8;86:13; 91:21;95:13;105:13, 15;106:14</p> <p>looked (14) 35:22;69:19;71:5; 72:13,21;73:10,16; 78:7;80:16;84:21; 91:5;106:24;107:1; 114:9</p> <p>looking (13) 3:22;11:2;15:5; 31:19;33:10,13;40:15; 67:9;83:16;87:22; 116:2,5;119:1</p> <p>looks (3) 86:8;96:24;98:22</p> <p>lose (1) 86:5</p> <p>losing (4) 7:15;47:23,23;69:24</p> <p>loss (3) 56:15;87:17,20</p> <p>losses (1) 72:3</p> <p>lot (40) 22:1;28:1;29:19,20; 31:2;32:4,23;34:10; 35:17;37:11,11;38:2; 40:1;44:6;45:9;46:12, 15;47:21;49:12;52:18; 53:13;54:3,18,20,22, 23;56:19;57:20;65:7; 73:6;81:17;82:17; 84:15;95:1;110:14; 115:16;121:7,12,15; 124:9</p> <p>lots (3) 98:15;124:7,7</p> <p>lousy (1) 88:15</p> <p>love (1) 6:4</p> <p>low (6) 8:7;10:14;39:8,9; 64:21;89:23</p> <p>Lowell (3) 25:22;39:20;79:19</p> <p>lower (9) 8:5,23;9:7;35:4; 46:9,18;68:7;71:17; 98:9</p> <p>lower-cost (1) 93:22</p>	<p>lowered (1) 38:21</p> <p>lowering (1) 46:14</p> <p>lowest (2) 50:17;88:22</p> <p>luck (2) 36:5;78:11</p> <p>ludicrous (3) 13:11;25:19;50:20</p> <p>Lyman (1) 73:23</p> <p>lynched (1) 82:11</p>	<p>45:12,21;46:3,9;58:24; 60:13;86:1,4;95:20; 105:5;108:15;119:5,9, 22</p> <p>March (9) 3:6;82:10,10;83:2,7; 96:9;101:7,16;126:3</p> <p>market (20) 4:3;15:4;44:18; 47:19;48:16;59:18; 60:21;64:19;65:7; 71:22;74:16;75:6,9; 76:22,23;87:13,13; 95:9;105:14;119:3</p> <p>marketing (3) 37:23;41:17;76:7</p> <p>marketplace (3) 41:21;75:20;97:4</p> <p>markets (4) 44:22;45:14;63:10; 95:21</p> <p>marks (1) 67:6</p> <p>married (1) 70:22</p> <p>Mass (18) 12:11;39:23;40:3; 55:3;57:20,23;58:6; 79:18,21;84:12;85:16; 92:23;110:3,17,21; 111:4,6,7</p> <p>Massachusetts (50) 6:12;7:16;8:4,9;1; 12:10;16:8,9;22:10,12; 41:23;58:4,21;62:18; 64:9,15;70:10;71:13; 74:7;76:18;78:17,21; 79:3,11;86:3,14;87:19; 88:2;90:11;94:20,23; 95:11,16;97:8,17; 100:5,11,14;101:1; 102:1;106:21;108:9, 14,19;111:10,24; 112:12;115:11; 117:11;119:10;124:1</p> <p>Master (1) 116:17</p> <p>materials (2) 15:21;123:15</p> <p>Maternity (2) 109:12,12</p> <p>math (1) 25:17</p> <p>matter (4) 46:2;92:12;93:16; 118:6</p> <p>maximum (1) 98:13</p> <p>may (8) 17:21;21:22;38:6; 60:3;65:11;101:3; 102:9;107:7</p> <p>Maybe (13)</p>	<p>13:23;21:10;43:16; 48:5;56:9,15;66:21; 78:7;83:21;114:4,8; 116:1,10</p> <p>McArthur (1) 15:11</p> <p>MCC (3) 78:8;114:2,6</p> <p>mean (19) 14:14;15:9;19:23; 20:5;25:20;26:1,1; 27:12;52:9;67:10; 70:1;76:11;77:1;91:8; 92:8;93:14;110:23; 119:2;123:21</p> <p>means (6) 30:18;31:12;111:22; 113:1,5;117:24</p> <p>meantime (1) 58:12</p> <p>measurable (2) 91:14;92:2</p> <p>measure (3) 39:3;82:12;93:11</p> <p>measures (4) 48:6;82:8,18,23</p> <p>measuring (1) 79:22</p> <p>mechanics (1) 27:23</p> <p>mechanism (2) 92:17,18</p> <p>Medicaid (1) 64:8</p> <p>medical (16) 37:17;59:13;65:13; 75:13;79:7;85:6;94:4, 8;95:6;96:20;109:2; 110:24;112:6,17,24; 125:16</p> <p>Medicare (9) 48:11;60:19;62:19; 63:3;64:7,24;65:1,2; 121:9</p> <p>medicine (1) 64:14</p> <p>meet (2) 12:4;32:16</p> <p>meetings (1) 107:18</p> <p>Meg (1) 3:10</p> <p>members (6) 24:4,5;25:6,11; 26:13;62:22</p> <p>membership (2) 24:8,16</p> <p>mentality (1) 119:18</p> <p>mention (4) 17:23;45:6;57:20; 67:19</p> <p>mentioned (11)</p>	<p>12:21;36:20;46:21, 23;49:14;67:20;75:4; 84:20;93:6;119:8; 120:11</p> <p>Mercedes (3) 107:23;119:5,6</p> <p>Mercedes-Benz (5) 42:8,9,10,11;111:21</p> <p>Mercedes-Benzes (1) 115:16</p> <p>Merchants (1) 104:24</p> <p>merged (2) 45:1,14</p> <p>merging (2) 44:17;87:12</p> <p>Merrimack (2) 24:2;47:2</p> <p>met (2) 8:10;15:10</p> <p>metric (1) 93:11</p> <p>Mexico (1) 72:24</p> <p>middle (2) 90:6;121:6</p> <p>might (19) 19:21;26:12;32:13; 37:11;38:8,9;40:4; 41:20;43:19;48:22,24; 49:2;51:6;53:9;90:20; 111:8,11;117:6;121:20</p> <p>miles (1) 119:15</p> <p>million (3) 7:1;32:22;97:19</p> <p>mind (4) 38:10;40:7;115:6,7</p> <p>minimal (1) 88:7</p> <p>minimum (5) 32:16;42:13;44:10; 74:19;81:12</p> <p>minutes (1) 18:12</p> <p>misguided (1) 50:8</p> <p>misleading (1) 107:7</p> <p>missed (1) 101:4</p> <p>mistake (1) 17:6</p> <p>mix (1) 61:12</p> <p>model (1) 40:9</p> <p>Monday (1) 20:12</p> <p>money (12) 20:3;34:10;37:11, 11;47:23,24,24;67:12; 68:13;69:24;92:3,21</p>
---	---	---	---	--

M

Mackoff (7)
78:14,15,15;83:9;
84:3,6,24

Macy's (1)
105:2

mail (4)
25:12;42:22;90:8;
99:18

main (1)
60:14

major (4)
11:18;59:22;79:23;
90:11

makes (3)
33:23;88:23;125:10

making (7)
35:8;65:15;71:21;
74:18;83:4;117:5;
123:14

malpractice (2)
73:3;116:7

man (2)
13:7;19:24

managed (1)
103:15

manager (2)
18:11,11

mandated (9)
35:8;42:24;75:11;
77:24;78:9;79:2;
109:15,16;114:7

mandates (3)
79:9;108:1;109:4

mandating (1)
42:15

manufacturers' (1)
66:1

manufacturing (2)
11:23;70:8

man-weeks (1)
96:20

many (28)
22:7,12;24:12;
26:13;28:18;29:13,18;
31:3;33:18,23;35:1;
36:18;41:5;43:17;

<p>Montana (1) 119:14</p> <p>month (22) 5:3;19:22;26:11; 28:7;53:12;61:2,8,15, 17;67:15,21;68:2,10, 12,15,18;88:14,14; 96:9;103:4;105:15; 109:11</p> <p>months (6) 26:9;51:14,21; 83:17;88:11;114:14</p> <p>Montreal (2) 95:12,17</p> <p>Moore (1) 62:22</p> <p>moot (1) 22:17</p> <p>more (44) 6:8;14:18;19:10; 34:18;35:24;36:1; 40:1;53:11;60:18,21; 63:10;65:14,14,20; 66:21;69:10;71:23,24; 72:10;73:10;74:14; 76:16;83:18;84:15; 87:2,15;89:2,8;91:2, 11;93:12;97:15;99:24; 100:8,20,22;112:13, 15;115:12;119:3; 121:12;123:17,24; 125:13</p> <p>morning (6) 3:2;9:24;40:21; 43:22;58:17;82:9</p> <p>mortgage (2) 53:11;67:8</p> <p>Most (7) 6:3;18:23;37:13; 78:20;85:11;117:4; 122:2</p> <p>mostly (1) 59:19</p> <p>mother (1) 51:8</p> <p>move (3) 64:10;79:3;105:17</p> <p>moving (4) 20:18,19;97:6; 103:21</p> <p>MRI (5) 110:16,19,24; 111:11;118:11</p> <p>MRIs (1) 110:14</p> <p>Mt (3) 47:10;91:22;92:2</p> <p>much (25) 8:23;9:19;14:18; 21:23;33:8;47:18; 48:3;49:1;52:3;53:19, 24;58:15;60:1;77:5; 79:20;81:22;85:17,18;</p>	<p>90:5;92:3;100:21; 110:6,7;112:12;117:10</p> <p>multiple (2) 79:6;124:13</p> <p>municipalities (3) 123:2,4,11</p> <p>MURPHY (80) 3:2,3;14:23;15:23; 16:3;20:11;21:4;22:5, 19,23;23:4,12,19,22; 26:19,24;27:17;28:18, 21;30:5;37:5,13;40:10, 18,20;49:13;50:13; 52:2,4,6,9;56:22;57:1, 18;58:14,16,18;62:2,8, 12;65:18,22;69:13,16; 70:4;73:20;74:10; 75:1;77:18;78:3,13; 82:21;83:19;84:5,9; 85:19;94:16;101:3,19, 23;102:21;103:10; 104:7,12,15,18,21; 105:11,20,24;106:7; 107:8,13;108:16; 113:10;114:8;115:13, 24;118:23;126:2</p> <p>must (6) 14:12;17:6;42:12; 86:21;99:21;107:17</p> <p>myriad (2) 33:17;34:20</p> <p>myself (9) 19:24,24;56:17; 65:24;66:3;67:8; 73:24;99:10;125:4</p>	<p>6:11;15:7;17:18,20; 18:6,13,24;21:14;22:2; 23:12;28:15,17;30:3,5; 31:12;35:24;36:1; 39:16;40:6,7;42:10; 46:17;50:23;55:20; 66:12,20,23;67:21; 68:6,9,9,15,18,22,23; 72:22;77:11;78:7; 79:15;80:6;81:20; 84:7;85:14;95:23; 99:12;105:16;114:9; 115:10;116:8;119:3, 21,21</p> <p>needed (2) 35:13;66:18</p> <p>needs (7) 28:15;35:22;38:6; 49:12;59:24;67:3;69:3</p> <p>negative (1) 102:3</p> <p>negligible (1) 25:9</p> <p>negotiate (5) 8:5;9:7;118:8;123:5, 6</p> <p>negotiated (1) 35:19</p> <p>negotiating (1) 99:7</p> <p>Neighborhood (2) 46:8;48:20</p> <p>nephew (2) 44:3,3</p> <p>net (2) 87:8,13</p> <p>network (13) 37:21,22;44:1;46:7, 8;54:10;62:14;75:6,8; 93:6,7,12,15</p> <p>networks (3) 33:23;46:5;54:19</p> <p>New (27) 8:15,16,19,22;12:12, 17;14:20;16:8;17:22; 21:1;22:11;28:6,8; 33:3;45:7;54:23;55:1, 2;57:21;68:1;78:22, 23;79:3;107:4;108:16; 115:4;125:20</p> <p>newborn (1) 42:4</p> <p>newest (1) 43:14</p> <p>news (2) 66:9;72:1</p> <p>newspaper (2) 110:11,14</p> <p>Next (10) 44:15;45:19;47:21; 49:22;70:2;75:2;82:9, 11;85:12;120:4</p> <p>NFIB (1)</p>	<p>62:24</p> <p>nice (1) 86:8</p> <p>nicest (1) 50:20</p> <p>Nicholson (7) 73:21,22,22;74:12; 75:10;77:23;78:11</p> <p>Nirvana (1) 9:8</p> <p>nobody (3) 45:5;84:19,20</p> <p>none (3) 42:1;76:24;114:1</p> <p>non-group (3) 44:17,19,24</p> <p>nonprofit (3) 11:3;12:22;72:14</p> <p>non-profits (1) 81:6</p> <p>non-retirement (1) 97:19</p> <p>non-smokers (1) 96:4</p> <p>normal (2) 91:23;92:1</p> <p>normally (1) 120:19</p> <p>North (3) 30:16,20;47:1</p> <p>Northern (1) 3:7</p> <p>nose (1) 93:22</p> <p>note (1) 123:23</p> <p>notices (1) 5:7</p> <p>notification (2) 16:24;17:13</p> <p>notified (1) 25:12</p> <p>novel (1) 100:18</p> <p>nowhere (1) 81:13</p> <p>number (22) 6:23;22:22;23:3; 31:17;35:14;36:15; 41:11;43:23;47:10; 48:18;55:21;60:4; 76:8;89:16;91:12; 95:24;97:15;98:18; 106:19;107:2;117:11; 123:8</p> <p>numbers (7) 6:19;22:24;39:11; 61:3;103:4;109:6; 115:1</p> <p>Nutmeg (1) 64:21</p> <p>nuts (1) 17:5</p>	<p>Nyquil (1) 89:18</p> <hr/> <p style="text-align: center;">O</p> <hr/> <p>Obama (3) 109:24;111:24; 114:16</p> <p>obvious (1) 32:3</p> <p>obviously (4) 15:2;19:23;59:14; 106:8</p> <p>occasionally (1) 16:21</p> <p>occasions (1) 8:10</p> <p>occupation (1) 51:7</p> <p>occurred (1) 97:20</p> <p>October (3) 3:19,21;102:9</p> <p>odds (1) 97:24</p> <p>off (11) 32:12;44:13;50:2; 52:20;61:3;66:9; 104:16;109:4;122:16, 17;123:21</p> <p>offer (12) 20:15;42:7;54:24; 56:10;63:7;70:23; 71:20;75:7;77:20; 93:7,8;94:8</p> <p>offered (1) 70:11</p> <p>offering (6) 4:2;16:11;40:13; 93:13;95:5;114:1</p> <p>offers (3) 8:21;54:12;75:5</p> <p>office (12) 12:4;16:8;17:17,17; 22:22;32:10;59:10; 60:5;74:10;80:13; 99:8;120:10</p> <p>offices (1) 22:11</p> <p>officially (1) 89:23</p> <p>officials (1) 10:11</p> <p>offset (1) 29:5</p> <p>Oh! (1) 13:21</p> <p>old (6) 46:1;104:20;116:16; 120:13;122:24;123:22</p> <p>older (2) 44:8;67:9</p> <p>once (2)</p>
--	---	--	--	---

<p>36:24;81:11 one (70) 8:3;10:7;11:7;14:22; 16:21;18:24;19:2,21; 21:15,19;24:2,5;25:15; 27:3,23;28:9;31:10; 35:21;36:6;37:16,20; 38:3;43:10;45:5,23,23; 46:24;47:19,19,23; 48:1;49:8,14;50:7; 53:16;57:10,19;58:1; 60:15,17;63:2,22;67:4, 6;69:9;70:1;74:14,14; 75:5,7;85:4;87:3; 88:20;90:10,19;95:11, 14;96:5,19;97:9; 100:6;101:24;103:14; 106:10;113:22,24; 116:1;120:6;121:23; 122:11 ones (2) 24:21;106:24 ongoing (1) 83:16 online (4) 6:8;34:21;39:17; 76:8 only (24) 6:16;10:19;18:3; 20:21;21:19;31:7; 33:4;34:16;36:22; 51:20;53:21;60:11; 68:10;72:23;74:3; 85:3,4;87:5;88:13,22; 90:24;93:9,24;122:21 onto (5) 34:19;88:3,6;94:5; 100:9 open (4) 63:21;83:20;84:1; 126:3 operate (2) 98:10;99:24 operating (1) 63:8 operation (1) 99:15 opinion (5) 97:3,22;98:22;99:6; 125:23 opportunity (11) 24:1;25:6;30:8;37:1; 38:23;40:5;58:22; 61:24;83:14;102:11; 125:12 opposed (1) 25:7 opposite (2) 108:7;110:8 option (19) 43:8;48:23;56:14; 57:3,8;75:6,9;81:4; 82:19;83:16;99:16;</p>	<p>102:7,18;106:6,7,13; 114:5;119:2;125:9 options (16) 31:20;38:5;41:15; 46:21;54:23;57:9; 66:7;77:21;81:15; 92:19;96:21;101:1; 102:17;119:2,3;123:4 order (3) 5:8;42:22;71:11 organization (4) 11:3;15:15;22:4; 118:9 organized (2) 7:18;9:19 others (7) 14:16;15:19;41:13; 56:8;63:16;86:16; 106:17 otherwise (1) 8:24 ought (4) 42:5;89:3;91:10,12 ourselves (3) 25:2;75:20;100:11 out (83) 7:5;9:18,20,22; 12:11;13:23;14:4,13; 17:2;19:24;20:2;21:9, 12;22:18;23:10;26:2; 29:7,19;32:10,24; 34:12,21;36:1;39:19, 20;43:3;45:3;46:5; 47:18;48:10;49:1; 53:5;55:11,13;57:4,13; 61:18;62:7,13;64:10; 65:14;66:3;67:24; 68:20;69:10;71:5; 73:10;74:8,15;75:20; 76:6;77:9;78:24;80:2, 4,12;81:8,15;89:5; 90:5,13,21;96:17; 97:24;98:17;102:12; 107:23;108:7,9;109:3, 20;111:11,17,21,23; 113:19;114:24;117:7; 118:11;123:12;124:8, 24,24 outcome (1) 92:5 outcomes (5) 84:19;91:13,15; 92:2;93:3 outlines (1) 45:23 out-of-pocket (2) 66:17,24 out-of-state (2) 90:21;91:1 outrageous (2) 69:22;70:3 outside (7) 43:5;71:6;75:17;</p>	<p>95:10,11;97:8;114:23 Over (27) 3:24;5:24;9:17; 11:17;16:11;20:23; 22:19,22;24:3;29:2; 38:14;55:6,6;59:21; 61:7;64:19;66:6; 68:15;72:1;77:4; 78:18;92:5,6;96:4; 97:12;115:5;117:23 overall (2) 45:24;89:11 overdue (1) 12:1 oversight (1) 49:16 own (21) 10:2;11:6;12:21; 13:9;19:19;26:15; 27:20;31:8;40:23; 58:2,7;66:11;70:8; 110:16;111:11; 112:24;115:6,7,8; 118:8,11 owner (8) 7:14;16:7;30:22; 31:19;32:7,21;43:15; 99:10 owners (13) 3:14;4:24;6:2,7,10; 31:4,7;32:5,10;33:13; 35:2,98;4:99:4 owner's (2) 33:24;43:16</p>	<p>3:10;58:18 parking (1) 125:21 parse (1) 10:4 part (22) 5:19;7:12;9:12;18:1, 16,24;20:21;47:3; 65:4;67:5;73:12;75:1; 76:18;81:21;84:3; 86:9,9;93:1;98:14; 100:5;121:1;125:3 partial (1) 46:12 partially (1) 32:19 participate (3) 4:5;95:8;99:5 participates (1) 74:6 particular (9) 21:8,11;36:15; 42:23;45:22;60:18; 63:2,23;67:1 particularly (3) 24:15;43:11;66:5 partners (1) 72:21 partners' (1) 85:16 Partnership (7) 50:9,12,15;51:4,13, 19,24 partnerships (1) 72:18 parts (2) 89:13;116:4 part-time (1) 8:18 party (1) 98:24 pass (1) 71:15 passed (2) 64:5;78:10 passing (1) 100:9 past (8) 5:18;29:1;30:19; 41:11;70:13;95:4; 114:14;124:18 pasted (1) 10:2 patients (1) 64:8 Patrick (4) 3:20,21;69:7;99:12 Paul (1) 115:21 pay (40) 10:8,24;11:11;17:5; 18:21;19:15,16;20:9, 10;21:9;46:20;54:6,7;</p>	<p>57:15;60:1;65:3;67:8, 16,21;68:23;70:22; 71:9,11;73:12,15,15; 88:14;89:2,8;93:21; 97:19;98:3;111:11,17, 121:7,10,19;122:4,12, 18 payer (1) 109:23 paying (16) 14:5;38:12;53:11, 15;61:7;65:1;67:14, 16;70:24;73:13;87:9; 88:13;89:7,8;92:3; 115:7 payment (2) 53:11;79:13 payments (1) 48:11 payroll (1) 11:9 pays (4) 60:19;61:2;65:2; 70:23 penalized (1) 58:8 penalties (2) 74:23;88:7 penalty (7) 38:15;54:2,7;56:19; 80:5;83:22;92:18 penny (1) 92:15 people (112) 6:3;7:11,16;8:12,18, 18,19;9:1,18;10:13,20; 11:22,23;12:11;13:21; 18:18,21;21:20,21; 23:17;24:19;26:2; 27:5;29:20,20;30:9; 34:1;37:4,8;38:18; 43:7,7,17;44:1,9,10, 16;45:7,9;46:12,24; 48:6,22;49:4;52:22; 53:14;54:4,22;55:1; 56:16,19;57:4;58:4; 71:11;74:8,18,21;76:1, 5;77:8;79:3;80:1,3,20, 24;82:19;83:21;84:11, 12,24;85:1,10,11;86:8, 11,19;88:3,10;89:5; 90:24;91:1,3,19;92:7, 24;93:11;94:6;95:10; 97:15;106:15;107:16, 19;108:10;109:9; 110:16;111:8;112:1,8, 9,12,14;113:18;114:5; 117:3,12;119:22; 120:11;121:6,7,15; 122:2,15 peopleand (1) 54:5 per (11)</p>
<p>one - per (14)</p>	<p>P</p>	<p>package (1) 4:10 packet (1) 15:24 page (2) 112:17,18 paid (16) 16:20;21:15;48:4; 49:1;60:17;62:19; 65:6;66:23;67:3; 72:14;110:24;114:24, 24;118:19;123:8; 125:5 pain (2) 10:5,15 panelists (1) 26:9 paper (2) 44:18;122:21 papers (2) 47:21;123:3 parallel (1) 116:10 parent (2) 66:3,10 Parker (2)</p>	<p>parking (1) 125:21 parse (1) 10:4 part (22) 5:19;7:12;9:12;18:1, 16,24;20:21;47:3; 65:4;67:5;73:12;75:1; 76:18;81:21;84:3; 86:9,9;93:1;98:14; 100:5;121:1;125:3 partial (1) 46:12 partially (1) 32:19 participate (3) 4:5;95:8;99:5 participates (1) 74:6 particular (9) 21:8,11;36:15; 42:23;45:22;60:18; 63:2,23;67:1 particularly (3) 24:15;43:11;66:5 partners (1) 72:21 partners' (1) 85:16 Partnership (7) 50:9,12,15;51:4,13, 19,24 partnerships (1) 72:18 parts (2) 89:13;116:4 part-time (1) 8:18 party (1) 98:24 pass (1) 71:15 passed (2) 64:5;78:10 passing (1) 100:9 past (8) 5:18;29:1;30:19; 41:11;70:13;95:4; 114:14;124:18 pasted (1) 10:2 patients (1) 64:8 Patrick (4) 3:20,21;69:7;99:12 Paul (1) 115:21 pay (40) 10:8,24;11:11;17:5; 18:21;19:15,16;20:9, 10;21:9;46:20;54:6,7;</p>	<p>penalties (2) 74:23;88:7 penalty (7) 38:15;54:2,7;56:19; 80:5;83:22;92:18 penny (1) 92:15 people (112) 6:3;7:11,16;8:12,18, 18,19;9:1,18;10:13,20; 11:22,23;12:11;13:21; 18:18,21;21:20,21; 23:17;24:19;26:2; 27:5;29:20,20;30:9; 34:1;37:4,8;38:18; 43:7,7,17;44:1,9,10, 16;45:7,9;46:12,24; 48:6,22;49:4;52:22; 53:14;54:4,22;55:1; 56:16,19;57:4;58:4; 71:11;74:8,18,21;76:1, 5;77:8;79:3;80:1,3,20, 24;82:19;83:21;84:11, 12,24;85:1,10,11;86:8, 11,19;88:3,10;89:5; 90:24;91:1,3,19;92:7, 24;93:11;94:6;95:10; 97:15;106:15;107:16, 19;108:10;109:9; 110:16;111:8;112:1,8, 9,12,14;113:18;114:5; 117:3,12;119:22; 120:11;121:6,7,15; 122:2,15 peopleand (1) 54:5 per (11)</p>

28:11;34:18;42:18; 61:2,5,15,15,17,17; 68:17;109:11 percent (75) 6:11,13,15;7:1; 10:22;11:9,10,12; 12:22;24:18;25:13,18, 24;31:23;32:1;37:22; 38:12,16,22;43:20,21; 48:11;50:5;52:21; 53:24;59:12;60:18,21, 23;61:8,16;62:19;63:3, 10,12,12;64:24;65:2; 67:4,7;70:1,20;71:14; 72:2;74:15;75:24; 79:10;81:14;82:10,13; 87:19;88:10,12;89:14, 23;90:2,2,5,8;91:12; 96:9,10,10,11,12;98:7, 19,19,20,21;104:5; 108:11;109:10;114:21, 23 percentage (2) 118:21;119:12 Perfect (3) 9:9,9;60:11 perhaps (5) 31:14;33:24;35:19; 94:22;125:14 period (3) 63:5;84:1;102:6 permissible (1) 104:8 person (22) 10:23;25:21;27:3; 33:3;43:5,13,23;50:24; 51:3,14;53:6;68:13; 70:22;71:19;86:24; 97:1;109:11;110:3; 112:23;113:4;120:6,7 personal (3) 31:8;113:11;124:17 personally (2) 111:13;124:18 perspective (4) 30:17,22;31:9;95:3 perspectives (2) 31:17;116:20 Pest (1) 16:7 pharmacy (1) 20:15 phone (2) 34:15;83:6 phonetic (1) 97:18 physical (7) 111:13,15,17;115:8; 119:23;120:15,20 physically (1) 107:8 physicians (2) 80:19,21	pick (3) 12:9;31:12;114:16 piece (4) 13:6;73:4;99:17,18 Pilgrim (6) 40:15;41:7;46:1; 86:15;87:16;90:12 pilot (2) 41:16;56:5 pinch (1) 24:22 pitch (1) 37:10 Pittsfield (1) 20:13 place (1) 48:21 plan (71) 6:1;19:13;28:8,9,10, 16,24;29:9;32:14;38:9, 18,21,21;46:3,22,22; 47:6;48:20;51:2;53:8, 20,21;54:10,11,12,15, 24;55:1,18;56:11,23; 57:1;58:7,11;60:5,9; 64:21;66:16;67:1,20, 24;68:2,2,12;69:4; 74:4;80:6;87:18;88:3, 6,11,20,23;89:12;92:9, 19;96:15,21;107:21; 111:10,21;116:9,12, 13,21,22;117:2,21; 120:16;121:24;123:6 plane (1) 12:5 planet (1) 44:13 planner (2) 31:1,2 planning (4) 31:2,8;46:8;69:17 plans (24) 13:10;27:8;32:14, 19;34:14,20;46:15; 53:15;55:12,16,24; 56:6,6;57:10;58:21; 63:6;66:19;79:17; 85:11;93:11;96:15; 110:4;112:6;117:15 plate (1) 55:8 played (1) 98:23 playing (1) 65:9 plays (1) 53:18 please (2) 62:6;78:14 plug (1) 51:23 plus (6) 10:9;47:13;89:17;	102:1,2;116:17 pm (1) 126:10 pocket (7) 47:18;67:24;92:15, 22;111:12,18;114:24 pockets (1) 89:10 point (20) 12:1;18:10;22:17; 30:17;36:22;37:18; 40:8;41:22;71:8; 82:21;83:19;96:17,18; 111:19;112:11; 113:16;114:10; 118:24;124:2,3 points (4) 48:17;49:13;86:6; 113:24 pole (1) 32:11 policies (3) 17:23;86:18;101:4 policy (13) 16:13,15;17:9,10; 18:2;21:1;49:18; 59:11;69:5;77:21; 111:15,16;115:2 political (3) 73:4;100:22;112:1 pool (1) 72:6 poor (1) 43:13 popped (1) 25:23 position (2) 30:1,22 possible (2) 33:19;108:2 possibly (2) 35:12;90:10 potential (1) 28:14 potentially (3) 32:9,21;76:14 power (1) 105:10 PPO (1) 54:24 PPOs (1) 33:22 practically (1) 67:8 practice (1) 64:14 practices (3) 65:8,10,11 precedent (1) 64:16 precluded (1) 107:3 predict (1)	80:8 predictability (1) 26:3 predicted (1) 87:20 predicting (1) 104:11 pre-existing (6) 42:2;80:2;102:4,10; 117:17,20 pregnancies (1) 79:7 pregnancy (1) 91:23 premium (21) 3:16;7:13;11:8; 25:11,16;27:7;38:12; 42:18;44:23;45:1; 51:12;53:10;57:13,15; 60:2;61:3,4,8,16;77:9; 88:15 premiums (11) 3:5;5:1;7:10;8:1; 10:22;11:10;25:24; 46:10,18;54:7;59:15 prescription (4) 16:16;19:22;42:20; 43:3 prescriptions (8) 16:13;19:14;41:13; 42:14,15;43:8,9;115:7 present (1) 46:9 presented (1) 82:5 presenting (1) 33:3 President (5) 8:14;24:1;58:20; 94:19;118:19 presses (1) 52:20 pressure (2) 10:13;34:19 preterm (2) 79:6,6 pretty (4) 6:9;30:21;38:9; 110:15 preventing (1) 113:23 preventive (1) 80:24 previous (3) 33:2;51:14;53:16 previously (1) 101:8 price (6) 29:5;35:5;59:22; 77:3;85:5;124:10 priced (2) 71:4;75:19 prices (4)	59:18;87:10;90:24; 94:10 pricing (1) 57:11 primary (4) 68:4;80:18,20; 119:16 Prior (2) 30:15;99:16 private (2) 43:3;93:17 probably (15) 16:9;18:5;21:12,24; 22:9,14,21;27:5;35:11; 36:17;38:22;52:7; 61:7;63:18;100:6 problem (37) 7:16;8:8,9,13;10:16; 14:13,14,21;15:17; 17:12;20:6;23:6,9; 28:12;32:15;38:5; 42:7;48:19;49:5,10; 50:15;57:22;70:18; 81:19;86:18;87:12,15; 88:2,5,19;93:14;118:1; 121:2,5;122:5;125:3,4 problems (10) 7:20;14:17;34:11; 36:2;45:24;48:2;80:7, 17;90:10,15 problem's (1) 15:18 procedure (3) 39:23;85:7;91:12 process (9) 4:7;18:17;28:6; 37:20;73:5,8;98:14; 99:9;101:10 Proctor (1) 7:4 produce (1) 15:22 product (30) 6:5;37:21;38:2; 41:19,21;48:5;49:8; 60:16,18;61:15;62:20; 63:2,2,7,11,13,22; 64:10,16,18,20,23; 65:1;75:8;94:8; 113:12;114:1,2,3,3 productivity (1) 11:15 products (5) 20:15;40:11;84:18; 106:20;107:5 profit (2) 63:12;89:11 profitability (1) 71:8 profits (2) 60:20;63:9 Program (5) 28:2;49:7;50:16;
---	--	---	--	---

<p>60:19;106:10 programs (4) 5:24;6:8;13:5;43:3 progressive (1) 100:12 prohibits (1) 51:18 promise (1) 38:2 promote (2) 45:22;81:24 pronounce (2) 16:5;30:10 proper (2) 51:17;123:14 property (1) 76:9 proposal (1) 48:9 proposals (2) 35:15;102:7 proposed (9) 4:15,19;5:2;49:16; 83:5;84:4;101:10; 103:16,24 proposing (1) 37:8 proprietor (1) 10:8 protect (1) 72:17 protections (2) 15:7;105:16 protocol (1) 94:18 proven (2) 44:21;48:19 provide (15) 8:17;18:3;25:4; 33:20,21;35:9;38:4,11; 50:18;60:12;61:19; 81:9;96:13;98:9;99:9 provided (2) 5:6;64:21 provider (10) 38:24;39:18;60:6; 62:18;63:23;65:8,11; 89:2;93:23;96:24 providers (22) 4:4;38:23;40:17; 47:16;59:18,19;60:17; 62:14;63:1,18;64:6,6, 8,11,22;65:7;84:19; 85:15;89:1,7;96:21; 110:10 providers' (1) 49:18 provides (4) 63:24;65:2;68:7; 82:2 providing (2) 25:1;28:5 proving (1)</p>	<p>48:23 public (4) 30:17;36:1;94:5; 123:10 publicly (1) 93:9 published (1) 93:3 purchasing (2) 14:24;105:12 pure (1) 118:5 purpose (1) 3:12 purview (1) 116:3 push (3) 40:16,17;81:10 pushed (1) 123:17 pushing (1) 37:15 put (19) 5:24;9:11;22:15; 28:7;48:10,13;69:21; 70:20;89:11;90:2; 92:14;103:22;108:1,4; 109:18;110:4;112:16; 117:7;122:24 puts (3) 34:19;97:7;125:11 putting (1) 81:18</p>	<p>quo (1) 13:17 quote (10) 24:19;34:21;53:2,4, 23;55:17,23;79:8; 80:9;109:22 quoted (1) 27:12</p>	<p>reactions (1) 3:14 read (2) 10:4;98:16 reading (1) 97:21 real (9) 88:17;91:10;99:13; 102:1,2;107:1;112:4; 115:1;118:1 realize (1) 95:20 really (43) 7:5;8:23;13:3,23; 14:14;15:15;26:2; 29:24;30:2;32:15; 39:16;41:20;45:20; 46:22;48:12;53:18,19, 23;55:5,19,22;56:2; 57:11;60:11;62:6; 67:11;68:10,14;69:5; 75:6,20;76:2,11,12,16, 18;77:16;84:21;86:9; 90:12;114:4;116:23; 125:9 reams (1) 4:6 reapply (1) 51:22 reason (4) 63:10;88:1;92:7; 112:4 reasonable (2) 88:23;89:12 reasonableness (1) 83:13 reasons (3) 47:23;50:22;69:9 recall (2) 60:3;72:6 receipt (1) 19:17 receive (3) 5:7;10:14;16:24 received (3) 97:11;106:1;114:22 receiving (1) 44:7 recent (2) 12:19;59:9 recently (5) 11:5;35:18;37:14; 112:3;122:6 recipient (1) 15:11 recognize (4) 24:9;49:18;60:10; 113:22 recommendation (1) 101:17 recommendations (1) 61:23 record (3)</p>	<p>5:11;58:19;126:3 reduce (1) 61:9 reduced (2) 75:5,8 refer (1) 32:11 referenced (1) 82:6 referred (2) 107:21,22 reform (11) 20:15;35:13;44:16; 45:6;79:13;84:12,12; 107:12;113:23; 115:23;117:13 regardless (1) 111:2 registered (1) 6:7 regular (1) 31:18 regulate (4) 4:5;72:23,24;73:1 regulated (1) 72:22 regulation (4) 4:14;50:19;51:23; 83:11 regulations (2) 72:8;103:21 regulatory (2) 4:10,13 reimburse (1) 19:18 reimbursed (1) 29:4 reimbursement (3) 63:3;81:18;126:1 reimburses (1) 64:23 relate (1) 41:11 Relations (1) 3:12 relative (1) 84:18 relief (8) 23:12;30:3;53:19, 24;58:12;60:13;61:20; 63:24 re-looking (1) 102:7 relying (1) 99:8 remarkable (1) 96:10 remember (1) 115:1 removed (2) 9:13,14 renew (1) 16:15</p>
<p>programs - renew (16)</p>	<p>Q qualified (3) 33:10;95:5;96:1 qualifies (2) 51:3,19 qualify (1) 51:20 quality (18) 35:21;39:4,5,22; 68:7;79:22;81:9; 84:16,19;85:17;91:13, 15;92:1,2;93:3;100:4, 13;117:10 qualms (1) 111:16 quasi (1) 107:10 Quebec (1) 95:17 quick (1) 25:17 quickly (2) 103:11;108:19 quit (2) 121:9,16 quite (5) 10:10;30:9;34:16; 80:11;107:6</p>	<p>R racheted (1) 96:14 radio (1) 116:1 raise (3) 10:23;11:1,4 raised (2) 3:18;49:23 raises (2) 50:3;122:19 raising (1) 90:24 range (3) 24:16;31:24;32:1 rarely (1) 15:9 rate (33) 10:22;11:10,16; 14:4;28:10;38:21; 50:5;59:8;60:13,17; 61:20;63:2;64:24; 68:1;74:15,18;75:23; 81:14;83:6;90:4,7; 98:7,14;99:9,14,22; 105:5;108:12,23; 118:8,10;125:14,24 rated (2) 39:21;63:13 rates (46) 4:16,19,20;8:5,7,23; 9:7;12:22;13:8;14:4; 25:7,8;28:8;29:9; 33:13;43:11;44:5,14; 45:14,18;46:14;48:13; 50:3;65:6;66:6;67:7, 10,17;68:24;69:22,24; 83:1,12;96:8;98:9; 99:16;101:10,12; 102:3;103:2,14,16,18, 24;117:21;123:16 rather (2) 54:6;71:17 rating (2) 104:7,22 ratio (2) 87:17,20 reach (1) 22:24 reached (1) 55:13 reaching (2) 29:7;32:10</p>	<p>reactions (1) 3:14 read (2) 10:4;98:16 reading (1) 97:21 real (9) 88:17;91:10;99:13; 102:1,2;107:1;112:4; 115:1;118:1 realize (1) 95:20 really (43) 7:5;8:23;13:3,23; 14:14;15:15;26:2; 29:24;30:2;32:15; 39:16;41:20;45:20; 46:22;48:12;53:18,19, 23;55:5,19,22;56:2; 57:11;60:11;62:6; 67:11;68:10,14;69:5; 75:6,20;76:2,11,12,16, 18;77:16;84:21;86:9; 90:12;114:4;116:23; 125:9 reams (1) 4:6 reapply (1) 51:22 reason (4) 63:10;88:1;92:7; 112:4 reasonable (2) 88:23;89:12 reasonableness (1) 83:13 reasons (3) 47:23;50:22;69:9 recall (2) 60:3;72:6 receipt (1) 19:17 receive (3) 5:7;10:14;16:24 received (3) 97:11;106:1;114:22 receiving (1) 44:7 recent (2) 12:19;59:9 recently (5) 11:5;35:18;37:14; 112:3;122:6 recipient (1) 15:11 recognize (4) 24:9;49:18;60:10; 113:22 recommendation (1) 101:17 recommendations (1) 61:23 record (3)</p>	<p>5:11;58:19;126:3 reduce (1) 61:9 reduced (2) 75:5,8 refer (1) 32:11 referenced (1) 82:6 referred (2) 107:21,22 reform (11) 20:15;35:13;44:16; 45:6;79:13;84:12,12; 107:12;113:23; 115:23;117:13 regardless (1) 111:2 registered (1) 6:7 regular (1) 31:18 regulate (4) 4:5;72:23,24;73:1 regulated (1) 72:22 regulation (4) 4:14;50:19;51:23; 83:11 regulations (2) 72:8;103:21 regulatory (2) 4:10,13 reimburse (1) 19:18 reimbursed (1) 29:4 reimbursement (3) 63:3;81:18;126:1 reimburses (1) 64:23 relate (1) 41:11 Relations (1) 3:12 relative (1) 84:18 relief (8) 23:12;30:3;53:19, 24;58:12;60:13;61:20; 63:24 re-looking (1) 102:7 relying (1) 99:8 remarkable (1) 96:10 remember (1) 115:1 removed (2) 9:13,14 renew (1) 16:15</p>

<p>renewal (6) 31:21;52:21,24; 82:10;85:12;101:15</p> <p>renewals (3) 31:23;53:1;83:15</p> <p>renewing (2) 83:7;101:5</p> <p>reopen (1) 83:14</p> <p>rep (2) 66:1,1</p> <p>repair (2) 27:21;28:3</p> <p>replacement (1) 92:11</p> <p>report (8) 5:3;6:18;15:6;65:5; 77:22;85:6;105:15; 108:24</p> <p>reports (3) 6:19;59:9,17</p> <p>represent (2) 73:24;81:6</p> <p>representation (1) 89:20</p> <p>representative (2) 24:6;62:21</p> <p>representatives (2) 3:9;60:5</p> <p>representing (2) 78:16,18</p> <p>reputation (1) 13:20</p> <p>request (2) 21:5;118:13</p> <p>require (9) 62:24;63:7;75:7; 78:5;84:1;86:20;89:9; 101:5;120:12</p> <p>required (5) 4:18;18:5;20:18; 22:16;64:9</p> <p>requirement (1) 102:5</p> <p>requirements (2) 20:14;32:16</p> <p>requires (2) 88:24;89:1</p> <p>requiring (2) 4:15;103:19</p> <p>researching (2) 13:9;96:20</p> <p>resentful (1) 121:8</p> <p>reserves (1) 48:1</p> <p>resident (2) 97:17;99:10</p> <p>residents (2) 100:15;101:2</p> <p>resolve (4) 20:20,20;21:19,22</p> <p>resolving (1)</p>	<p>26:5</p> <p>respect (1) 124:1</p> <p>response (3) 3:18;21:8;23:1</p> <p>responsibility (2) 49:19;85:14</p> <p>responsible (1) 59:19</p> <p>rest (3) 6:19;88:15;123:9</p> <p>restaurant (1) 51:5</p> <p>restrict (1) 79:24</p> <p>result (7) 43:15,19;44:4; 45:12;49:11;87:9,13</p> <p>results (2) 5:4;75:21</p> <p>retail (2) 102:24;104:24</p> <p>retain (1) 65:16</p> <p>retained (1) 95:4</p> <p>retire (2) 31:15;69:1</p> <p>retirement (1) 31:2</p> <p>returns (1) 98:12</p> <p>Revenue (2) 18:13,14</p> <p>review (4) 4:19;103:16,20; 104:1</p> <p>reward (1) 92:16</p> <p>rich (1) 54:11</p> <p>richest (1) 79:1</p> <p>riddled (1) 11:20</p> <p>right (26) 20:24;21:3;22:20; 29:10;39:16;44:12; 48:23;54:11;57:8; 64:7;66:19;70:17,18; 71:9,10;78:1;81:5; 103:2;106:12;112:7,9; 113:3;119:2;120:1,3; 122:8</p> <p>rising (3) 3:4;59:1,2,3</p> <p>risk (3) 32:20;72:5;80:8</p> <p>risked (1) 66:22</p> <p>river (1) 91:24</p> <p>Robert (1)</p>	<p>40:20</p> <p>Rogers (1) 27:20</p> <p>roof (2) 33:9;67:10</p> <p>room (8) 64:4;80:22;101:21; 109:14;110:23;111:8; 124:24;125:7</p> <p>Roosevelt (1) 26:12</p> <p>roughly (7) 24:18;59:12;61:2,7, 9,15;108:14</p> <p>routinely (1) 118:13</p> <p>rude (1) 52:10</p> <p>rule (2) 31:24,24</p> <p>rules (4) 9:6;41:24;42:6;50:8</p> <p>run (7) 6:3;8:24;12:12;38:7; 81:3;90:20;109:6</p> <p>runaway (1) 49:10</p> <p>running (1) 34:5</p> <p>runs (1) 15:15</p> <p>rush (1) 79:21</p> <p>RX (2) 18:3,22</p>	<p>34:9;37:10;57:13; 59:4;61:5,17;66:22</p> <p>saving (2) 51:7;96:2</p> <p>savings (12) 54:14;55:20;56:2, 15;58:8;60:23;61:18; 76:10,15;107:1;115:5; 122:17</p> <p>saw (2) 69:8;86:19</p> <p>saying (18) 14:17,18;23:17; 25:11;35:9;48:12; 64:12;76:14,17;77:9; 80:15;89:24;100:19; 109:17;111:16,20; 116:11;120:21</p> <p>Scanlan (1) 62:21</p> <p>scary (1) 56:21</p> <p>schedule (1) 66:11</p> <p>school (1) 122:11</p> <p>scope (1) 85:7</p> <p>Scott (1) 117:12</p> <p>screaming (1) 85:1</p> <p>screwed (1) 23:17</p> <p>scrimping (1) 51:7</p> <p>second (3) 11:14,15;60:16</p> <p>secretariat (1) 5:20</p> <p>Secretary (2) 5:18;8:11</p> <p>sector (2) 6:16;123:10</p> <p>seeing (7) 3:16,23;47:8;49:24; 50:5;52:19;122:20</p> <p>seek (1) 55:3</p> <p>seems (3) 25:9;26:2;74:20</p> <p>segment (1) 24:7</p> <p>segmentation (1) 15:4</p> <p>select (3) 46:7,8;75:5</p> <p>selected (1) 106:19</p> <p>selectman's (1) 123:1</p> <p>Selectmen (1) 30:20</p>	<p>self-employed (3) 8:18;66:1;112:23</p> <p>self-fund (1) 94:8</p> <p>self-funded (1) 36:21</p> <p>Self-funding (5) 37:3;81:16;94:1,2,3</p> <p>self-insured (1) 32:20</p> <p>sell (4) 27:22;86:21,21;87:1</p> <p>semblance (1) 48:14</p> <p>Senate (1) 41:10</p> <p>Senator (1) 62:22</p> <p>send (2) 9:24;22:18</p> <p>sending (3) 22:3,3;107:9</p> <p>Senior (1) 58:20</p> <p>sensation (1) 82:17</p> <p>sense (5) 6:10;14:1;84:14,22; 94:15</p> <p>sent (1) 9:21</p> <p>sentence (1) 114:15</p> <p>sentiments (1) 24:12</p> <p>separately (1) 63:13</p> <p>serious (2) 36:19;59:24</p> <p>server (1) 51:5</p> <p>service (12) 6:6;16:7;28:7;33:21; 35:21;83:23;85:3,4; 95:21;98:10;106:11,23</p> <p>services (9) 30:13,23;66:18,20, 23,24;67:22;118:3,13</p> <p>servicing (1) 95:21</p> <p>Session (2) 41:9;102:20</p> <p>set (4) 72:15;83:17;103:14; 106:21</p> <p>setting (3) 98:14;99:9;125:15</p> <p>seven (2) 14:12;108:14</p> <p>several (3) 8:10;59:21;103:1</p> <p>shaded (1) 112:4</p>
		S		
		<p>saddling (1) 37:16</p> <p>Saint (2) 124:22;125:18</p> <p>salaried (1) 113:4</p> <p>salary (4) 11:12,14;71:1;97:12</p> <p>Salem (2) 5:16;68:5</p> <p>sales (1) 66:1</p> <p>same (16) 11:14,24;19:2; 24:12;28:10;51:5; 75:16;91:20,24; 103:21;105:3;107:20; 111:22;120:8;123:2,4</p> <p>Sara (3) 8:14;12:2;15:1</p> <p>sat (1) 68:16</p> <p>satisfied (1) 122:2</p> <p>save (7)</p>		

shake (1) 52:7	5:12;38:16;85:21	3:5,14,18,23;4:2,11, 15,24;5:1,16,23;6:2, 10,21;7:7,10,14;8:4, 20;9:6,11,15;10:13; 13:14,20;19:23;20:13; 22:16;24:15,19;25:6, 21;26:17,20;27:3; 28:3;31:19;33:11; 37:2,5,15,16;41:1; 43:11;44:20;52:14,18; 54:13;56:18;59:2,4,16; 60:12,13,20,24;61:20; 63:9,19,24;65:8,11,12; 70:15;76:12;78:16,19; 83:14;86:3;87:7; 88:21;95:3,16,17,20; 96:1,18;98:3;99:4,6, 17,19,24;100:17; 102:1;103:17;106:11, 21,22;109:10;113:12; 119:11;124:3	79:17,18;93:18	13:8
share (5) 51:11;58:24;73:15; 77:17;89:11	significant (9) 54:15;56:7;60:13, 23;61:19;65:6;96:6; 97:5;101:8	smaller (2) 32:18;54:19	somehow (1) 51:10	spent (1) 79:15
shared (1) 49:19	significantly (3) 41:17;100:17; 110:20	smallest (1) 75:23	someone (6) 16:21;77:6;93:24; 107:9,21;114:4	spiral (1) 48:13
shed (1) 26:13	sign-in (2) 5:5,8	smallgrouprates@statemaus (1) 126:6	something's (1) 26:1	spiralling (1) 26:18
sheet (2) 5:5,8	signs (1) 91:7	smoke (1) 120:22	sometimes (3) 32:6;115:13,18	splitting (1) 105:14
shell (2) 57:13;98:22	silly (1) 89:16	smoking (1) 120:17	Somewhat (1) 115:24	spot (1) 83:8
Shield (15) 41:6,15;69:23; 70:20;82:15;92:17; 93:2;96:7,23;98:23; 99:19;114:19;115:4; 116:17;124:23	silver (1) 118:24	smooth (1) 50:5	somewhere (3) 21:24;25:18;69:3	spouse (1) 43:16
ShieldI (1) 114:18	similar (4) 49:16;56:1;64:16,20	sneaking (2) 23:7,8	sorry (6) 19:4,13;23:4;62:8; 86:4;102:23	spouses (1) 44:10
Shield's (2) 98:6;100:3	simple (1) 14:14	snow (2) 33:8;118:6	sort (10) 20:14;23:1;26:24; 50:2;57:1;78:4;84:2,9; 103:20;116:3	spouse's (1) 44:3
shifted (1) 123:13	simpleminded (1) 9:3	software (2) 94:21;95:8	sound (3) 68:8;77:15;117:3	spread (1) 73:10
shifting (1) 31:11	simplistic (1) 47:5	sold (1) 86:17	sounding (1) 24:14	squat (1) 116:22
shifts (1) 32:20	simply (3) 98:21;100:19; 125:15	sole (1) 10:7	sounds (3) 68:11;76:17;110:2	St (1) 85:9
shock (1) 50:5	single (11) 13:10;51:8;53:2; 61:1;66:3,10;68:13; 77:13;87:3;97:9; 109:23	smooth (1) 50:5	speaker (9) 5:5,8;26:16;30:8; 55:5;70:7;85:23; 103:12;106:9	stability (1) 84:8
shop (3) 85:5,10;92:7	sister (2) 43:16;111:6	smoking (1) 120:17	speakers (1) 91:3	staff (4) 28:15;65:17;83:3; 101:11
shopping (1) 29:14	sit (7) 21:15;86:7;109:5,7, 8;121:20;125:5	smooth (1) 50:5	speaking (3) 26:10;53:16;86:1	stand (1) 112:1
shops (2) 28:3;124:8	sited (1) 75:15	sneaking (2) 23:7,8	speaking (3) 69:8;87:21;99:10	standardized (2) 89:14;91:14
Shore (1) 47:1	situation (5) 24:23;43:12;72:20; 97:13;118:18	snow (2) 33:8;118:6	specialist (1) 119:20	standards (1) 39:5
short (1) 81:3	situations (1) 42:21	software (2) 94:21;95:8	specialists (1) 119:11	start (4) 6:4;7:22,23;21:1
shortage (1) 80:18	six (15) 25:14;27:8;28:20, 21;51:14,21;74:17; 101:18;102:15;107:16, 18;108:14;111:14; 122:7;124:24	sold (1) 86:17	specialize (1) 40:24	started (2) 29:24;120:24
short-term (3) 61:21;82:2,19	sixties (1) 77:2	solution (16) 9:8;12:6,6,7,8; 15:18;46:12;56:10; 58:12;60:7,11,12; 76:13;81:21;82:3; 86:10	specialized (2) 33:22;86:24	starting (4) 4:16;7:12;40:10,13
shot (1) 88:21	sizes (1) 86:3	solve (1) 15:19;28:12;32:15; 86:18;88:5,19;90:15	specialty (2) 27:4,6	startups (1) 81:6
sic (1) 68:10	skills (1) 6:3	solved (1) 15:17	specific (2) 13:16;102:6	state (55) 4:23;5:16;6:11,21; 8:16;10:11;14:6;23:5; 25:4;35:9;47:1;59:5; 62:18;63:8;64:5,10; 71:6,23;72:1,9,10; 73:6,12,14;74:8;75:17; 78:1;79:2,5,9;80:18; 81:21;86:14;87:4,18; 88:1;90:11;93:3,10; 95:22;97:23;103:14; 108:1,9;109:18,21; 110:11;111:23;112:2; 113:2;114:6;119:11; 121:12;123:5,11
sick (2) 9:4;94:5	skyrocketed (1) 44:5	solvency (1) 90:9	specifically (3) 51:18;95:24;96:7	stated (1) 53:17
side (5) 10:21;40:17;49:18; 112:17,18	skyrocketing (3) 45:14;47:24;70:1	solving (1) 88:2	specter (1) 31:15	states (6) 8:16;14:20;64:17; 81:7;112:5;119:9
side-by-side (1) 34:14	slightly (2) 24:22;25:8	somebody (10) 15:16;19:22;23:7; 67:12,13;69:23;77:13;	speech (1) 82:7	state's (1)
sides (1) 15:4	small (93)		spend (8) 21:14;34:1;39:13; 47:18;68:17;88:1; 92:22;96:19	
sidewalk (1) 124:19			spending (5) 61:14;97:1,4,24; 98:2	
sign (3) 38:19;51:3;64:9			spends (1)	
signed (3)				

59:11 statewide (1) 4:1 statistics (3) 6:11;24:17;79:8 status (2) 13:17;72:15 statutes (1) 78:10 stay (2) 7:21;102:5 step (5) 47:19,19;48:12,12; 49:2 steps (1) 88:5 still (14) 18:1;23:10;53:11; 56:14;67:2,16;68:2,12; 69:4;75:10;80:21; 82:15;113:13;117:9 stitches (1) 125:1 stop (3) 11:24;20:24;100:9 store (3) 27:4,6;103:1 stories (1) 49:3 story (3) 10:2;11:6;19:3 strategy (1) 96:6 Street (1) 114:14 stress (1) 9:13 stripped (1) 112:7 stripped-down (1) 112:6 strong (2) 73:5;125:14 strongly (1) 100:24 structure (3) 95:15,17;100:6 struggle (1) 121:14 struggles (1) 113:14 struggling (6) 25:22;26:21;63:20; 70:17;95:7;124:15 stuck (1) 7:24 student (1) 108:24 study (1) 35:18 stuff (4) 34:2;89:18,19; 118:21	stupid (3) 14:12;112:8,10 subcommittee (1) 26:7 subject (3) 14:11;26:13;54:2 sub-MCC (1) 114:1 submit (1) 126:4 subscribers (1) 93:9 subset (1) 88:21 subsidizing (1) 88:16 substantial (3) 4:18;61:20;83:5 substantially (2) 44:20;107:5 suburbs (1) 65:15 successfully (1) 41:18 sudden (2) 45:10;51:15 suddenly (1) 25:21 suffering (2) 36:8,8 suggest (1) 32:23 suggested (2) 90:17,18 suggesting (1) 34:7 suggestions (1) 71:20 Sullivan (11) 5:13,14,15;12:15,19; 13:2,18;14:3;15:9,24; 24:10 summer (1) 27:23 sunset (1) 63:4 support (5) 4:19;81:2;84:6; 101:9,10 supported (1) 62:22 supporting (1) 103:24 supports (1) 83:5 supposed (5) 34:3;55:24;69:8,14; 84:3 sure (14) 5:10;12:4,15;15:15; 35:17;36:5;56:8;83:4; 105:24;106:14; 107:17;113:8;123:14;	125:18 surprised (1) 80:11 survey (1) 42:19 survive (4) 25:20,23;26:21;95:7 suspended (2) 98:11;126:10 suspension (1) 99:15 suspicion (1) 23:8 switch (1) 54:15 switched (2) 29:3;66:16 switching (2) 53:9;96:21 sympathy (1) 5:21 system (12) 9:4;13:14;49:11; 59:7;75:18;78:24; 80:2;94:6,6;103:13,21, 23	110:21;119:12,15 tear (2) 47:3;54:21 tech (2) 13:7;96:1 technical (3) 83:3;101:11;104:2 technician (1) 120:4 technology (1) 28:1 telephone (1) 32:11 telling (3) 18:9;47:16;112:13 temporarily (1) 58:11 temporary (2) 56:9;60:11 Ten (2) 18:11;87:11 TENZIO (9) 102:23,24;104:4,10, 14,17,20,23;105:19 term (2) 11:17;35:16 terms (8) 7:2;33:14;47:6;61:3; 63:15;65:6;93:11; 118:20 terrible (2) 80:7;118:18 terribly (1) 33:16 territory (1) 118:9 test (4) 91:14;119:24;120:9, 10 testified (2) 41:9;42:14 testify (3) 9:24;44:17;58:22 testimony (3) 13:6;24:10;33:3 testing (1) 49:4 tests (1) 91:15 Texas (1) 78:22 Thanks (2) 40:19;72:2 theory (1) 36:9 therethere's (1) 120:17 thesewe (1) 54:20 thingies (1) 91:7 thinking (4) 36:4;84:13;95:13;	100:12 third (3) 45:4;60:19;71:1 thirties (1) 61:13 Thomas (2) 30:6;41:14 thoroughly (1) 15:12 though (3) 22:10;102:15;121:8 thought (3) 68:17;69:7,20 thoughts (1) 5:1 thousand (17) 16:19,20;37:17; 46:16,16;47:12,13; 53:7,15,22;66:17,21, 22,24;67:2,23;111:3 thousands (1) 124:14 threat (1) 99:14 three (17) 12:20;26:9;38:22; 44:1,4;50:2;53:14; 60:14;71:10;86:8; 91:6,7;96:14,19,22; 120:9;122:19 threefold (1) 45:15 three-year (1) 63:4 thrilled (1) 57:7 throw (1) 108:22 Thursday (1) 120:4 tied (3) 56:23;60:15;97:10 tier (12) 38:24;39:2,3,6,6,7,7, 11,12,21;41:19;47:12 tiered (6) 67:20,24;68:1,2,11; 69:4 Tierney's (1) 12:4 tiers (1) 38:23 times (4) 31:21;46:9;92:3; 120:9 timing (1) 18:20 Today (24) 3:6;5:9,22;21:16; 23:14;25:8;40:22; 41:12;58:22;59:1; 62:7;69:12,12,13,15; 79:17;80:1;85:23;
		T		
		table (1) 105:18 talk (15) 7:2,17,19;9:15; 15:13;16:1;17:18; 18:13;37:1;49:3; 65:20;69:17;71:18; 101:23;116:11 talked (8) 14:24;18:11;42:13; 46:14;54:19;102:3; 116:2;119:5 talking (11) 11:24;17:19;41:14; 43:22;47:5;53:6; 56:11;80:12;112:6; 114:11;123:3 talks (1) 82:7 task (1) 33:20 tasked (2) 3:20,21 tax (3) 11:9;76:8;123:16 taxes (2) 73:13;123:20 taxpayer (3) 91:9;97:17;110:12 teacher (2) 8:6;30:15 teachers (1) 122:9 teaching (3)		

87:14;97:14;100:19; 102:22;105:22;107:14 today's (3) 3:4,13;98:5 told (9) 17:10;18:8;42:11, 12;43:5;45:2,19; 87:17;111:6 Tom (2) 46:21;67:19 tomorrow (1) 21:18 tone (1) 5:22 took (3) 6:8;14:12;17:3 top (2) 81:14;123:19 topic (1) 13:16 tort (1) 115:22 total (3) 22:8;28:20,21 totally (1) 50:7 tough (2) 58:9;85:18 toughest (1) 36:3 towards (1) 19:14 Town (4) 30:16,20;65:14;89:4 transcriptionist (1) 5:10 translates (1) 61:18 Transparency (6) 35:16;39:19;40:16; 84:15;91:2,11 travel (1) 4:23 treatment (1) 125:16 trend (2) 43:19;50:6 Tricia (2) 78:14,15 tried (1) 87:11 trouble (1) 119:7 true (4) 10:17;89:19;91:22; 100:22 truly (5) 24:21;25:6;26:17; 31:9;109:17 truth (2) 114:1;118:6 try (9) 10:4;13:19;23:9;	46:6;47:19;49:9; 55:17;88:5;103:11 trying (17) 13:4;33:18,19; 34:21;55:7;63:20; 77:19;80:7,23;88:19; 89:14;90:15;92:18,19, 20;103:23;113:20 tsunami (2) 35:3;80:13 Tuesday (2) 9:22;120:4 Tufts (12) 26:11,14;29:17; 40:15;46:7;48:20; 71:5;86:16;91:16; 93:7;96:23;109:19 TV (1) 100:3 tweaks (1) 9:4 twirl (1) 33:24 two (25) 10:19;12:20;13:8; 22:11;29:23;30:1,24; 34:11;36:23;44:22; 46:16;47:12;49:13; 51:8;53:14;54:21; 61:6;66:19;67:20; 69:21;90:10;94:2; 96:12,19;122:19 twofold (1) 122:23 type (2) 32:14;39:22 types (2) 15:6;105:16 typical (2) 25:16;92:9	underwriting (1) 94:9 unfair (1) 9:11 unfortunate (4) 43:12;75:13;85:2; 121:11 unfortunately (5) 10:10;66:23;79:1; 101:20;110:22 unheard (1) 42:3 uninsured (2) 51:21;89:18 unintended (3) 63:14;86:12;90:16 unique (1) 32:12 units (1) 110:16 universe (1) 116:10 unlike (2) 64:24;101:7 unnecessary (1) 100:2 Unpredictable (1) 26:3 unproductive (1) 97:6 unquote (1) 24:19 unreasonable (3) 23:15,16;94:10 unrelated (1) 97:6 unsustainable (2) 11:17;59:8 unsympathetic (1) 5:22 untenable (2) 32:2;48:4 unusable (1) 91:8 up (59) 10:22;12:22;13:8,8, 8;19:6;20:9;23:17; 26:11;28:1;31:12; 33:18;38:16,19;39:11, 17;41:12;43:21;45:1; 46:16;47:1;49:19,21; 51:3,11;54:7;55:8; 60:7,23;66:20;67:18; 68:21;69:1,19;71:18; 72:15;77:21;78:19; 79:9,22;80:21;82:14; 85:21,23;87:12;92:11, 24;93:2;96:8;100:7; 105:14;106:21;111:4; 112:1,3,14,19;123:17, 20 upon (3) 98:13;99:8;117:21	upset (3) 122:1;124:18;125:8 urge (2) 15:13;61:22 urging (2) 60:6;85:10 use (11) 13:23;38:24;43:1; 50:20;55:2;66:20; 80:6;93:4,4;104:8,22 used (5) 27:22;28:4;29:1; 30:9;117:18 using (4) 27:14;42:20;47:12; 51:15 utilization (2) 59:21;119:10	4:4 vote (1) 117:13 voting (1) 122:9
			W	
			V	
			valet (1) 125:21 Valley (1) 24:2 value (1) 16:12 Van (1) 97:18 variation (1) 65:6 various (5) 78:10;84:18,19; 104:3,7 vary (1) 100:17 varying (1) 86:3 Veloze (7) 27:18,19,19;28:20; 29:1,12,16 versa (1) 86:22 versed (1) 15:12 versus (6) 47:11;57:16;66:8; 95:16;100:16;116:9 viable (1) 57:3 Vice (3) 24:1;58:20;86:22 view (8) 30:18,21;31:6; 96:18;97:14;100:20; 124:2,3 virtually (1) 42:19 visit (1) 122:12 voice (1) 99:4 voluntarily (1)	wage (1) 74:19 wages (1) 97:12 wait (1) 88:8 waive (1) 80:4 waiver (3) 18:19,20;21:5 wake (1) 92:24 wake-up (2) 97:20,22 Walgreen's (1) 42:17 walk (2) 109:14,20 walking (2) 124:12,19 Wall (1) 114:14 Wal-Mart (1) 42:17 wants (3) 51:10;109:24; 116:19 warrants (1) 20:16 waste (1) 13:11 way (27) 3:16;7:18;9:3;11:21; 17:22;18:4;21:23; 25:2;39:17;51:20; 53:21;58:10;72:1,14, 16,22;78:1;90:21; 93:11;107:20,23; 108:2,8,10;109:3; 111:22,23 ways (1) 58:9 Website (10) 6:20;18:16;61:4; 84:17;91:5,6;93:3; 106:17;110:11,12 Wednesday (1) 49:22 week (8) 4:22;47:22;75:3; 85:6;96:24;106:4; 121:24;122:6 weeks (9) 3:24;13:9;29:23,23; 30:1;34:1,2;108:4;

112:13 weighed (2) 66:7,19 welcome (1) 3:4 well-versed (1) 41:4 weren't (3) 20:24;37:23;55:16 western (1) 12:11 whack (1) 123:13 What's (16) 17:12;28:11;39:2; 48:16;68:20;70:2; 84:14,22;88:18;89:22; 96:10;104:18;107:24; 120:6;121:17;125:23 whatsoever (1) 111:16 whereas (2) 42:23;44:24 Whereupon (1) 126:9 wherever (1) 93:20 whiney (1) 77:15 whining (1) 71:19 whole (7) 34:9;39:24;92:12; 113:16;114:10; 115:16;116:9 who's (2) 38:15;43:15 whose (1) 38:7 wide (1) 24:16 wife (1) 70:8 Wil (2) 23:23;24:1 willing (1) 46:11 wind (1) 20:9 wish (3) 36:9;115:1;118:19 withdrew (1) 87:3 within (11) 26:8;38:6;50:15; 78:4;88:11;91:4; 95:22;106:20;114:13, 14;122:6 without (5) 11:15;55:3,22; 83:21;103:11 Woburn (2) 27:21;94:20	woman (4) 8:14;12:7;15:12; 112:16 Women's (2) 91:24;92:4 wonderful (6) 45:7;50:18;51:4; 75:18;125:20,22 word (1) 50:20 work (31) 6:15;13:4;21:20; 26:5;33:6,11,15;38:6; 44:10,19;45:3;48:24; 52:12,12;66:3,7;67:13, 22;68:16,18,22;78:20, 21;80:14,14;82:20; 100:15;112:23;113:1; 121:13,19 worked (8) 16:18,21,22,23,23; 44:22;55:6;76:5 worker (2) 11:14,15 workers (1) 61:11 working (14) 8:6;14:6,7;21:21; 29:21;67:12;76:4,21; 84:22;106:12;121:14; 122:16,17;123:10 Workmen's (3) 72:2,3,5 works (4) 20:1;51:24;54:11; 66:3 world (4) 72:23;95:14;103:13; 111:7 worried (1) 51:9 worry (2) 116:18;117:17 worrying (1) 123:16 worse (2) 34:19;103:5 worst (3) 35:11;64:2;66:20 worth (3) 89:3;116:22;124:14 worthwhile (1) 35:16 wound (1) 123:22 wrestle (2) 118:1,3 write (1) 124:16 writing (1) 126:5 wrong (1) 125:23	Wyoming (1) 119:14 X x-rays (1) 67:22 Y year (52) 5:24;6:7;10:8,22; 11:10,11;12:18;13:9, 10;16:14,20;17:23; 18:2,4;19:13;20:20,21; 28:9;45:4;66:14;67:1, 2,5,6;70:2,3,21,23,24; 76:22,22;77:11;80:10; 84:1;87:19;88:12; 94:22;96:9,11,13,18, 23;97:9;98:17;99:16; 102:12,18;108:4; 112:13;115:2;124:13, 18 years (41) 11:11;12:20;14:12; 16:11,18;29:1,2;30:14; 32:22;40:24;41:5; 43:17,24;45:2,10,12, 21;59:21;61:5;64:19; 66:2,6;67:6;70:9;72:4; 76:1;87:11;96:12,14, 19,22;97:12;104:20, 24;105:1;107:16; 111:14;117:23;121:4; 122:20;123:4 year's (1) 85:12 yesterday (4) 20:13;23:14;25:13; 106:16 York (9) 8:16,16,19,22;12:12, 17;14:20;78:23;115:4 young (1) 50:22 younger (3) 44:9,12;50:2 youngest (1) 43:14 Yugo (1) 116:9 Z zero (2) 125:1,16 zero-stitch (1) 125:17 Zobroski (6) 62:4;65:22,23,23; 69:14,19
--	--	--