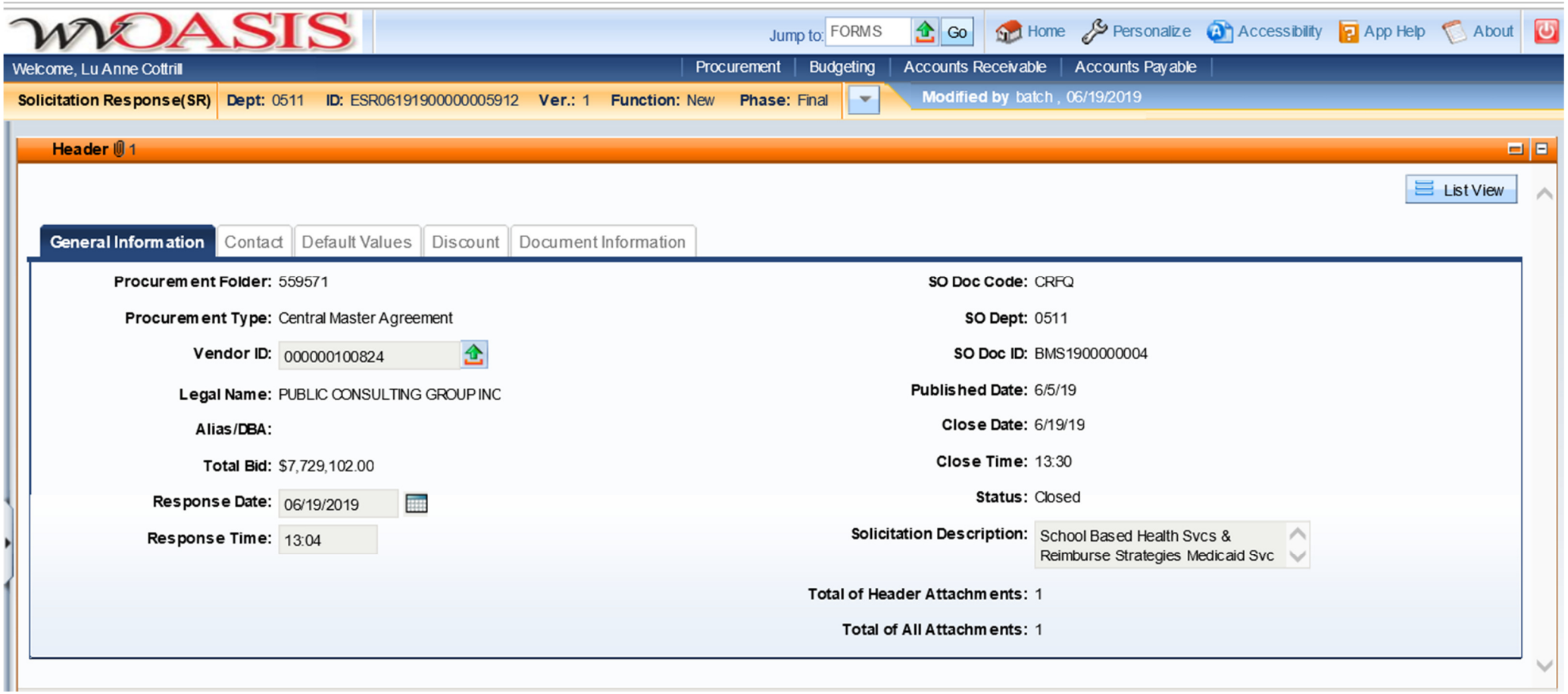
The following documentation is an electronically-submitted vendor response to an advertised solicitation from the *West Virginia Purchasing Bulletin* within the Vendor Self-Service portal at ***wvOASIS.gov***. As part of the State of West Virginia's procurement process, and to maintain the transparency of the bid-opening process, this documentation submitted online is publicly posted by the West Virginia Purchasing Division at ***WVPurchasing.gov*** with any other vendor responses to this solicitation submitted to the Purchasing Division in hard copy format.


wvOASIS
Jump to: FORMS Go
Home
Personalize
Accessibility
App Help
About
Welcome, Lu Anne Cottrill
Procurement
Budgeting
Accounts Receivable
Accounts Payable
Solicitation Response(SR) Dept: 0511 ID: ESR06191900000005912 Ver.: 1 Function: New Phase: Final
Modified by batch , 06/19/2019
Header 1
List View
General Information
Contact
Default Values
Discount
Document Information
Procurement Folder: 559571
Procurement Type: Central Master Agreement
Vendor ID: 000000100824
Legal Name: PUBLIC CONSULTING GROUP INC
Alias/DBA:
Total Bid: $7,729,102.00
Response Date: 06/19/2019
Response Time: 13:04
SO Doc Code: CRFQ
SO Dept: 0511
SO Doc ID: BMS1900000004
Published Date: 6/5/19
Close Date: 6/19/19
Close Time: 13:30
Status: Closed
Solicitation Description: School Based Health Svcs & Reimburse Strategies Medicaid Svc
Total of Header Attachments: 1
Total of All Attachments: 1

Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Solicitation Response

Proc Folder : 559571

Solicitation Description : School Based Health Svcs & Reimburse Strategies Medicaid Svc

Proc Type : Central Master Agreement

Date issued	Solicitation Closes	Solicitation Response	Version
	2019-06-19 13:30:00	SR 0511 ESR06191900000005912	1

VENDOR

000000100824

PUBLIC CONSULTING GROUP INC

Solicitation Number: CRFQ 0511 BMS1900000004

Total Bid : $7,729,102.00 **Response Date:** 2019-06-19 **Response Time:** 13:04:56

Comments:

FOR INFORMATION CONTACT THE BUYER

April E Battle

(304) 558-0067
april.e.battle@wv.gov

Signature on File **FEIN #** **DATE**

All offers subject to all terms and conditions contained in this solicitation

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
1	Base Year One (1) Mandatory Requirements 4.1.1 through 4.1.8				$720,949.00

Comm Code	Manufacturer	Specification	Model #
85100000			

Extended Description : Mandatory Services for Base Year One (1) Section 4.1.1 through 4.1.8, all-inclusive annual cost.

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
2	Optional Renewal Year 1 Mandatory Requirements 4.1.1-4.1.8				$735,367.00

Comm Code	Manufacturer	Specification	Model #
85100000			

Extended Description : Mandatory Services for Optional Renewal Year One (1) Mandatory Requirements Section 4.1.1 through 4.1.8, all inclusive annual cost.

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
3	Optional Renewal Year 2 Mandatory Requirements 4.1.1-4.1.8				$750,075.00

Comm Code	Manufacturer	Specification	Model #
85100000			

Extended Description : Mandatory Services for Optional Renewal Year Two (2) Mandatory Requirements Section 4.1.1 through 4.1.8, all inclusive annual cost.

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
4	Optional Renewal Year 3 Mandatory Requirements 4.1.1-4.1.8				$765,076.00

Comm Code	Manufacturer	Specification	Model #
85100000			

Extended Description : Mandatory Services for Optional Renewal Year Three (3) Mandatory Requirements Section 4.1.1 through 4.1.8, all inclusive hourly cost.

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
5	Additional Services Base Year One (1) x 5000 Hours	5000.00000	HOUR	$225.000000	$1,125,000.00

Comm Code	Manufacturer	Specification	Model #
85100000			

Extended Description : Additional Services Base Year One (1) Section 4.1.9 (assume 5000 hours for bid evaluation x vendor's unit price [Hourly Rate}). Service from 07/01/2019-06/30/2020.

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
6	Additional Services Optional Renewal Year 1x5000 hours	5000.00000	HOUR	$230.000000	$1,150,000.00

Comm Code	Manufacturer	Specification	Model #
85100000			

Extended Description : Additional Services Optional Renewal Year 1 Section 4.1.9 (assumes 5000 hours for bid evaluation x vendor's unit price (hourly rate). Service from 07/01/2020-06/30/2021.

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
7	Additional Services Optional Renewal Year 2x5000 hours	5000.00000	HOUR	$235.000000	$1,175,000.00

Comm Code	Manufacturer	Specification	Model #
85100000			

Extended Description : Additional Services Optional Renewal Year 2 Section 4.1.9 (assumes 5000 hours for bid evaluation) x vendor's unit price (hourly rate). Service from 07/01/2021-06/30/2022.

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
8	Additional Services Optional Renewal Year 3x5000 hours	5000.00000	HOUR	$240.000000	$1,200,000.00

Comm Code	Manufacturer	Specification	Model #
85100000			

Extended Description : Additional Services Optional Renewal Year 3 Section 4.1.9 (Assumes 5000 hours for bid evaluation x vendor's unit price (hourly rate). Service from 07/01/2022-06/30/2023.

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
9	Prior Yr Settlement-Unit Price (lump sum per settlement)x11	11.00000	EA	$9,785.000000	$107,635.00

Comm Code	Manufacturer	Specification	Model #
85100000			

Extended Description : Prior year settlement-Unit Price (Lump sum per settlement) x eleven (11), Section 4.1.10. Service from 07/01/2019-06/30/2023.

PCG Health

Public Focus. Proven Results.™

State of West Virginia - Department of Administration, Purchasing Division

School Based Health Services & Reimbursement Strategies for Medicaid Services

June 19, 2019

RFP#: CRFQ 0511 BMS1900000004

April E Battle
2019 Washington St E,
Charleston, WV 25305

PUBLIC CONSULTING GROUP

148 State Street, Tenth Floor, Boston, Massachusetts 02109
Tel. (617) 426-2026, Fax. (617) 426-4632
www.publicconsultinggroup.com

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Required Forms

Designated Contact Form
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HIPAA Business Associate Addendum
Purchasing Affidavit
Disclosure of Interested Parties to Contracts

PUBLIC CONSULTING GROUP

Designated Contact Form

DESIGNATED CONTACT: Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

James Waldinger, Manager

(Name, Title)

James Waldinger, Manager

(Printed Name and Title)

148 State Street, 10th Floor, Boston, MA 02109

(Address)

(617) 717 - 1123 / (617) 426-4632

(Phone Number) / (Fax Number)

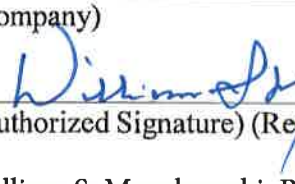
jwaldinger@pcgus.com

(email address)

CERTIFICATION AND SIGNATURE: By signing below, or submitting documentation through wvOASIS, I certify that I have reviewed this Solicitation in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that I am authorized by the vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

Public Consulting Group, Inc.

(Company)



(Authorized Signature) (Representative Name, Title)

William S. Mosakowski, President/CEO

(Printed Name and Title of Authorized Representative)

June 18, 2019

(Date)

(617) 426 - 2026 / (617) 426 - 4632

(Phone Number) (Fax Number)

Addendum
Acknowledgement Form

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFQ 0511 BMS1900000004

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:
(Check the box next to each addendum received)

- ☐ Addendum No. 1
- ☐ Addendum No. 2
- ☐ Addendum No. 3
- ☐ Addendum No. 4
- ☐ Addendum No. 5
- ☐ Addendum No. 6
- ☐ Addendum No. 7
- ☐ Addendum No. 8
- ☐ Addendum No. 9
- ☐ Addendum No. 10

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Public Consulting Group, Inc.

Company

William J Moorhead

Authorized Signature

June 18, 2019

Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.

Contract Manager Form

10. VENDOR DEFAULT:

10.1. The following shall be considered a vendor default under this Contract.

10.1.1. Failure to perform Contract Services in accordance with the requirements contained herein.

10.1.2. Failure to comply with other specifications and requirements contained herein.

10.1.3. Failure to comply with any laws, rules, and ordinances applicable to the Contract Services provided under this Contract.

10.1.4. Failure to remedy deficient performance upon request.

10.2. The following remedies shall be available to Agency upon default.

10.2.1. Immediate cancellation of the Contract.

10.2.2. Immediate cancellation of one or more release orders issued under this Contract.

10.2.3. Any other remedies available in law or equity.

11. MISCELLANEOUS:

11.1. Contract Manager: During its performance of this Contract, Vendor must designate and maintain a primary contract manager responsible for overseeing Vendor's responsibilities under this Contract. The Contract manager must be available during normal business hours to address any customer service or other issues related to this Contract. Vendor should list its Contract manager and his or her contact information below.

Contract Manager: James Waldinger
Telephone Number: (617) 717-1123
Fax Number: (617) 426 - 4632
Email Address: jwaldinger@pcgus.com

Exhibit A: "Pricing Page"

HIPAA Business Associate Addendum

WV STATE GOVERNMENT

HIPAA BUSINESS ASSOCIATE ADDENDUM

This Health Insurance Portability and Accountability Act of 1996 (hereafter, HIPAA) Business Associate Addendum ("Addendum") is made a part of the Agreement ("Agreement") by and between the State of West Virginia ("Agency"), and Business Associate ("Associate"), and is effective as of the date of execution of the Addendum.

The Associate performs certain services on behalf of or for the Agency pursuant to the underlying Agreement that requires the exchange of information including protected health information protected by the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), as amended by the American Recovery and Reinvestment Act of 2009 (Pub. L. No. 111-5) (the "HITECH Act"), any associated regulations and the federal regulations published at 45 CFR parts 160 and 164 (sometimes collectively referred to as "HIPAA"). The Agency is a "Covered Entity" as that term is defined in HIPAA, and the parties to the underlying Agreement are entering into this Addendum to establish the responsibilities of both parties regarding HIPAA-covered information and to bring the underlying Agreement into compliance with HIPAA.

Whereas it is desirable, in order to further the continued efficient operations of Agency to disclose to its Associate certain information which may contain confidential individually identifiable health information (hereafter, Protected Health Information or PHI); and

Whereas, it is the desire of both parties that the confidentiality of the PHI disclosed hereunder be maintained and treated in accordance with all applicable laws relating to confidentiality, including the Privacy and Security Rules, the HITECH Act and its associated regulations, and the parties do agree to at all times treat the PHI and interpret this Addendum consistent with that desire.

NOW THEREFORE: the parties agree that in consideration of the mutual promises herein, in the Agreement, and of the exchange of PHI hereunder that:

1. **Definitions.** Terms used, but not otherwise defined, in this Addendum shall have the same meaning as those terms in the Privacy, Security, Breach Notification, and Enforcement Rules at 45 CFR Part 160 and Part 164.

    a. **Agency Procurement Officer** shall mean the appropriate Agency individual listed at: http://www.state.wv.us/admin/purchase/vrc/agencyli.html.

    b. **Agent** shall mean those person(s) who are agent(s) of the Business Associate, in accordance with the Federal common law of agency, as referenced in 45 CFR § 160.402(c).

    c. **Breach** shall mean the acquisition, access, use or disclosure of protected health information which compromises the security or privacy of such information, except as excluded in the definition of Breach in 45 CFR § 164.402.

    d. **Business Associate** shall have the meaning given to such term in 45 CFR § 160.103.

    e. **HITECH Act** shall mean the Health Information Technology for Economic and Clinical Health Act. Public Law No. 111-05. 111th Congress (2009).

f. **Privacy Rule** means the Standards for Privacy of Individually Identifiable Health Information found at 45 CFR Parts 160 and 164.

g. **Protected Health Information or PHI** shall have the meaning given to such term in 45 CFR § 160.103, limited to the information created or received by Associate from or on behalf of Agency.

h. **Security Incident** means any known successful or unsuccessful attempt by an authorized or unauthorized individual to inappropriately use, disclose, modify, access, or destroy any information or interference with system operations in an information system.

i. **Security Rule** means the Security Standards for the Protection of Electronic Protected Health Information found at 45 CFR Parts 160 and 164.

j. **Subcontractor** means a person to whom a business associate delegates a function, activity, or service, other than in the capacity of a member of the workforce of such business associate.

2. **Permitted Uses and Disclosures.**

a. **PHI Described.** This means PHI created, received, maintained or transmitted on behalf of the Agency by the Associate. This PHI is governed by this Addendum and is limited to the minimum necessary, to complete the tasks or to provide the services associated with the terms of the original Agreement, and is described in Appendix A.

b. **Purposes.** Except as otherwise limited in this Addendum, Associate may use or disclose the PHI on behalf of, or to provide services to, Agency for the purposes necessary to complete the tasks, or provide the services, associated with, and required by the terms of the original Agreement, or as required by law, if such use or disclosure of the PHI would not violate the Privacy or Security Rules or applicable state law if done by Agency or Associate, or violate the minimum necessary and related Privacy and Security policies and procedures of the Agency. The Associate is directly liable under HIPAA for impermissible uses and disclosures of the PHI it handles on behalf of Agency.

c. **Further Uses and Disclosures**. Except as otherwise limited in this Addendum, the Associate may disclose PHI to third parties for the purpose of its own proper management and administration, or as required by law, provided that (i) the disclosure is required by law, or (ii) the Associate has obtained from the third party reasonable assurances that the PHI will be held confidentially and used or further disclosed only as required by law or for the purpose for which it was disclosed to the third party by the Associate; and, (iii) an agreement to notify the Associate and Agency of any instances of which it (the third party) is aware in which the confidentiality of the information has been breached. To the extent practical, the information should be in a limited data set or the minimum necessary information pursuant to 45 CFR § 164.502, or take other measures as necessary to satisfy the Agency's obligations under 45 CFR § 164.502.

3. **Obligations of Associate.**

a. **Stated Purposes Only.** The PHI may not be used by the Associate for any purpose other than as stated in this Addendum or as required or permitted by law.

b. **Limited Disclosure.** The PHI is confidential and will not be disclosed by the Associate other than as stated in this Addendum or as required or permitted by law. Associate is prohibited from directly or indirectly receiving any remuneration in exchange for an individual's PHI unless Agency gives written approval and the individual provides a valid authorization. Associate will refrain from marketing activities that would violate HIPAA, including specifically Section 13406 of the HITECH Act. Associate will report to Agency any use or disclosure of the PHI, including any Security Incident not provided for by this Agreement of which it becomes aware.

c. **Safeguards.** The Associate will use appropriate safeguards, and comply with Subpart C of 45 CFR Part 164 with respect to electronic protected health information, to prevent use or disclosure of the PHI, except as provided for in this Addendum. This shall include, but not be limited to:

i. Limitation of the groups of its workforce and agents, to whom the PHI is disclosed to those reasonably required to accomplish the purposes stated in this Addendum, and the use and disclosure of the minimum PHI necessary or a Limited Data Set;

ii. Appropriate notification and training of its workforce and agents in order to protect the PHI from unauthorized use and disclosure;

iii. Maintenance of a comprehensive, reasonable and appropriate written PHI privacy and security program that includes administrative, technical and physical safeguards appropriate to the size, nature, scope and complexity of the Associate's operations, in compliance with the Security Rule;

iv. In accordance with 45 CFR §§ 164.502(e)(1)(ii) and 164.308(b)(2), if applicable, ensure that any subcontractors that create, receive, maintain, or transmit protected health information on behalf of the business associate agree to the same restrictions, conditions, and requirements that apply to the business associate with respect to such information.

d. **Compliance With Law.** The Associate will not use or disclose the PHI in a manner in violation of existing law and specifically not in violation of laws relating to confidentiality of PHI, including but not limited to, the Privacy and Security Rules.

e. **Mitigation.** Associate agrees to mitigate, to the extent practicable, any harmful effect that is known to Associate of a use or disclosure of the PHI by Associate in violation of the requirements of this Addendum, and report its mitigation activity back to the Agency.

f. **Support of Individual Rights.**

i. **Access to PHI.** Associate shall make the PHI maintained by Associate or its agents or subcontractors in Designated Record Sets available to Agency for inspection and copying, and in electronic format, if requested, within ten (10) days of a request by Agency to enable Agency to fulfill its obligations under the Privacy Rule, including, but not limited to, 45 CFR § 164.524 and consistent with Section 13405 of the HITECH Act.

ii. **Amendment of PHI.** Within ten (10) days of receipt of a request from Agency for an amendment of the PHI or a record about an individual contained in a Designated Record Set, Associate or its agents or subcontractors shall make such PHI available to Agency for amendment and incorporate any such amendment to enable Agency to fulfill its obligations under the Privacy Rule, including, but not limited to, 45 CFR § 164.526.

iii. **Accounting Rights.** Within ten (10) days of notice of a request for an accounting of disclosures of the PHI, Associate and its agents or subcontractors shall make available to Agency the documentation required to provide an accounting of disclosures to enable Agency to fulfill its obligations under the Privacy Rule, including, but not limited to, 45 CFR §164.528 and consistent with Section 13405 of the HITECH Act. Associate agrees to document disclosures of the PHI and information related to such disclosures as would be required for Agency to respond to a request by an individual for an accounting of disclosures of PHI in accordance with 45 CFR § 164.528. This should include a process that allows for an accounting to be collected and maintained by Associate and its agents or subcontractors for at least six (6) years from the date of disclosure, or longer if required by state law. At a minimum, such documentation shall include:

- the date of disclosure;
- the name of the entity or person who received the PHI, and if known, the address of the entity or person;
- a brief description of the PHI disclosed; and
- a brief statement of purposes of the disclosure that reasonably informs the individual of the basis for the disclosure, or a copy of the individual's authorization, or a copy of the written request for disclosure.

iv. **Request for Restriction.** Under the direction of the Agency, abide by any individual's request to restrict the disclosure of PHI, consistent with the requirements of Section 13405 of the HITECH Act and 45 CFR § 164.522, when the Agency determines to do so (except as required by law) and if the disclosure is to a health plan for payment or health care operations and it pertains to a health care item or service for which the health care provider was paid in full "out-of-pocket."

v. **Immediate Discontinuance of Use or Disclosure.** The Associate will immediately discontinue use or disclosure of Agency PHI pertaining to any individual when so requested by Agency. This includes, but is not limited to, cases in which an individual has withdrawn or modified an authorization to use or disclose PHI.

g. **Retention of PHI.** Notwithstanding section 4.a. of this Addendum, Associate and its subcontractors or agents shall retain all PHI pursuant to state and federal law and shall continue to maintain the PHI required under Section 3.f. of this Addendum for a period of six (6) years after termination of the Agreement, or longer if required under state law.

h. **Agent's, Subcontractor's Compliance.** The Associate shall notify the Agency of all subcontracts and agreements relating to the Agreement, where the subcontractor or agent receives PHI as described in section 2.a. of this Addendum. Such notification shall occur within 30 (thirty) calendar days of the execution of the subcontract and shall be delivered to the Agency Procurement Officer. The Associate will ensure that any of its subcontractors, to whom it provides any of the PHI it receives hereunder, or to whom it provides any PHI which the Associate creates or receives on behalf of the Agency, agree to the restrictions and conditions which apply to the Associate hereunder. The Agency may request copies of downstream subcontracts and agreements to determine whether all restrictions, terms and conditions have been flowed down. Failure to ensure that downstream contracts, subcontracts and agreements contain the required restrictions, terms and conditions may result in termination of the Agreement.

j. **Federal and Agency Access.** The Associate shall make its internal practices, books, and records relating to the use and disclosure of PHI, as well as the PHI, received from, or created or received by the Associate on behalf of the Agency available to the U.S. Secretary of Health and Human Services consistent with 45 CFR § 164.504. The Associate shall also make these records available to Agency, or Agency's contractor, for periodic audit of Associate's compliance with the Privacy and Security Rules. Upon Agency's request, the Associate shall provide proof of compliance with HIPAA and HITECH data privacy/protection guidelines, certification of a secure network and other assurance relative to compliance with the Privacy and Security Rules. This section shall also apply to Associate's subcontractors, if any.

k. **Security.** The Associate shall take all steps necessary to ensure the continuous security of all PHI and data systems containing PHI. In addition, compliance with 74 FR 19006 Guidance Specifying the Technologies and Methodologies That Render PHI Unusable, Unreadable, or Indecipherable to Unauthorized Individuals for Purposes of the Breach Notification Requirements under Section 13402 of Title XIII is required, to the extent practicable. If Associate chooses not to adopt such methodologies as defined in 74 FR 19006 to secure the PHI governed by this Addendum, it must submit such written rationale, including its Security Risk Analysis, to the Agency Procurement Officer for review prior to the execution of the Addendum. This review may take up to ten (10) days.

l. **Notification of Breach.** During the term of this Addendum, the Associate shall notify the Agency and, unless otherwise directed by the Agency in writing, the WV Office of Technology immediately by e-mail or web form upon the discovery of any Breach of unsecured PHI; or within 24 hours by e-mail or web form of any suspected Security Incident, intrusion or unauthorized use or disclosure of PHI in violation of this Agreement and this Addendum, or potential loss of confidential data affecting this Agreement. Notification shall be provided to the Agency Procurement Officer at www.state.wv.us/admin/purchase/vrc/agencyli.htm and,

unless otherwise directed by the Agency in writing, the Office of Technology at incident@wv.gov or https://apps.wv.gov/ot/ir/Default.aspx.

The Associate shall immediately investigate such Security Incident, Breach, or unauthorized use or disclosure of PHI or confidential data. Within 72 hours of the discovery, the Associate shall notify the Agency Procurement Officer, and, unless otherwise directed by the Agency in writing, the Office of Technology of: (a) Date of discovery; (b) What data elements were involved and the extent of the data involved in the Breach; (c) A description of the unauthorized persons known or reasonably believed to have improperly used or disclosed PHI or confidential data; (d) A description of where the PHI or confidential data is believed to have been improperly transmitted, sent, or utilized; (e) A description of the probable causes of the improper use or disclosure; and (f) Whether any federal or state laws requiring individual notifications of Breaches are triggered.

Agency will coordinate with Associate to determine additional specific actions that will be required of the Associate for mitigation of the Breach, which may include notification to the individual or other authorities.

All associated costs shall be borne by the Associate. This may include, but not be limited to costs associated with notifying affected individuals.

If the Associate enters into a subcontract relating to the Agreement where the subcontractor or agent receives PHI as described in section 2.a. of this Addendum, all such subcontracts or downstream agreements shall contain the same incident notification requirements as contained herein, with reporting directly to the Agency Procurement Officer. Failure to include such requirement in any subcontract or agreement may result in the Agency's termination of the Agreement.

m. **Assistance in Litigation or Administrative Proceedings.** The Associate shall make itself and any subcontractors, workforce or agents assisting Associate in the performance of its obligations under this Agreement, available to the Agency at no cost to the Agency to testify as witnesses, or otherwise, in the event of litigation or administrative proceedings being commenced against the Agency, its officers or employees based upon claimed violations of HIPAA, the HIPAA regulations or other laws relating to security and privacy, which involves inaction or actions by the Associate, except where Associate or its subcontractor, workforce or agent is a named as an adverse party.

4. Addendum Administration.

a. **Term.** This Addendum shall terminate on termination of the underlying Agreement or on the date the Agency terminates for cause as authorized in paragraph (c) of this Section, whichever is sooner.

b. **Duties at Termination.** Upon any termination of the underlying Agreement, the Associate shall return or destroy, at the Agency's option, all PHI received from, or created or received by the Associate on behalf of the Agency that the Associate still maintains in any form and retain no copies of such PHI or, if such return or destruction is not feasible, the Associate shall extend the protections of this Addendum to the PHI and limit further uses and disclosures to the purposes that make the return or destruction of the PHI infeasible. This shall also apply to all agents and subcontractors of Associate. The duty of the Associate and its agents

and subcontractors to assist the Agency with any HIPAA required accounting of disclosures survives the termination of the underlying Agreement.

c. **Termination for Cause.** Associate authorizes termination of this Agreement by Agency, if Agency determines Associate has violated a material term of the Agreement. Agency may, at its sole discretion, allow Associate a reasonable period of time to cure the material breach before termination.

d. **Judicial or Administrative Proceedings.** The Agency may terminate this Agreement if the Associate is found guilty of a criminal violation of HIPAA. The Agency may terminate this Agreement if a finding or stipulation that the Associate has violated any standard or requirement of HIPAA/HITECH, or other security or privacy laws is made in any administrative or civil proceeding in which the Associate is a party or has been joined. Associate shall be subject to prosecution by the Department of Justice for violations of HIPAA/HITECH and shall be responsible for any and all costs associated with prosecution.

e. **Survival.** The respective rights and obligations of Associate under this Addendum shall survive the termination of the underlying Agreement.

5. **General Provisions/Ownership of PHI.**

a. **Retention of Ownership.** Ownership of the PHI resides with the Agency and is to be returned on demand or destroyed at the Agency's option, at any time, and subject to the restrictions found within section 4.b. above.

b. **Secondary PHI.** Any data or PHI generated from the PHI disclosed hereunder which would permit identification of an individual must be held confidential and is also the property of Agency.

c. **Electronic Transmission.** Except as permitted by law or this Addendum, the PHI or any data generated from the PHI which would permit identification of an individual must not be transmitted to another party by electronic or other means for additional uses or disclosures not authorized by this Addendum or to another contractor, or allied agency, or affiliate without prior written approval of Agency.

d. **No Sales.** Reports or data containing the PHI may not be sold without Agency's or the affected individual's written consent.

e. **No Third-Party Beneficiaries.** Nothing express or implied in this Addendum is intended to confer, nor shall anything herein confer, upon any person other than Agency, Associate and their respective successors or assigns, any rights, remedies, obligations or liabilities whatsoever.

f. **Interpretation.** The provisions of this Addendum shall prevail over any provisions in the Agreement that may conflict or appear inconsistent with any provisions in this Addendum. The interpretation of this Addendum shall be made under the laws of the state of West Virginia.

g. **Amendment.** The parties agree that to the extent necessary to comply with applicable law they will agree to further amend this Addendum.

h. **Additional Terms and Conditions.** Additional discretionary terms may be included in the release order or change order process.

AGREED:

Name of Agency:_____

Signature:_____

Title:_____

Date:_____

Name of Associate: Public Consulting Group, Inc.

Signature: [signature]

Title: President/CEO

Date: June 18, 2019

Form - WVBAA-012004
Amended 06.26.2013

APPROVED AS TO FORM THIS 26th
DAY Of June 20 19
Patrick Morrisey
Attorney General
BY _____

Purchasing Affidavit

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

CONSTRUCTION CONTRACTS: Under W. Va. Code § 5-22-1(i), the contracting public entity shall not award a construction contract to any bidder that is known to be in default on any monetary obligation owed to the state or a political subdivision of the state, including, but not limited to, obligations related to payroll taxes, property taxes, sales and use taxes, fire service fees, or other fines or fees.

ALL CONTRACTS: Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

EXCEPTION: The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Employer default" means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

"Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceed five percent of the total contract amount.

AFFIRMATION: By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (*W. Va. Code* §61-5-3) that: (1) for construction contracts, the vendor is not in default on any monetary obligation owed to the state or a political subdivision of the state, and (2) for all other contracts, that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

WITNESS THE FOLLOWING SIGNATURE:

Vendor's Name: Public Consulting Group, Inc.

Authorized Signature: William J. Mossbrook Date: June 18, 2019

State of Massachusetts

County of Suffolk, to-wit:

Taken, subscribed, and sworn to before me this 18 day of June, 2019

My Commission expires January 22, 2021.

AFFIX SEAL HERE

DIANE E CASEY
Notary Public
COMMONWEALTH OF MASSACHUSETTS
My Commission Expires On
January 22, 2021

NOTARY PUBLIC Diane E. Casey

Disclosure of Interested Parties to Contracts

West Virginia Ethics Commission

Disclosure of Interested Parties to Contracts

Pursuant to *W. Va. Code* § 6D-1-2, a state agency may not enter into a contract, or a series of related contracts, that has/have an actual or estimated value of $1 million or more until the business entity submits to the contracting state agency a Disclosure of Interested Parties to the applicable contract. In addition, the business entity awarded a contract is obligated to submit a supplemental Disclosure of Interested Parties reflecting any new or differing interested parties to the contract within 30 days following the completion or termination of the applicable contract.

For purposes of complying with these requirements, the following definitions apply:

"Business entity" means any entity recognized by law through which business is conducted, including a sole proprietorship, partnership or corporation, but does not include publicly traded companies listed on a national or international stock exchange.

"Interested party" or *"Interested parties"* means:

(1) A business entity performing work or service pursuant to, or in furtherance of, the applicable contract, including specifically sub-contractors;
(2) the person(s) who have an ownership interest equal to or greater than 25% in the business entity performing work or service pursuant to, or in furtherance of, the applicable contract. (This subdivision does not apply to a publicly traded company); and
(3) the person or business entity, if any, that served as a compensated broker or intermediary to actively facilitate the applicable contract or negotiated the terms of the applicable contract with the state agency. (This subdivision does not apply to persons or business entities performing legal services related to the negotiation or drafting of the applicable contract.)

"State agency" means a board, commission, office, department or other agency in the executive, judicial or legislative branch of state government, including publicly funded institutions of higher education: Provided, that for purposes of W. Va. Code § 6D-1-2, the West Virginia Investment Management Board shall not be deemed a state agency nor subject to the requirements of that provision.

The contracting business entity must complete this form and submit it to the contracting state agency prior to contract award and to complete another form within 30 days of contract completion or termination.

This form was created by the State of West Virginia Ethics Commission, 210 Brooks Street, Suite 300, Charleston, WV 25301-1804. Telephone: (304)558-0664; fax: (304)558-2169; e-mail: ethics@wv.gov; website: www.ethics.wv.gov.

Revised June 8, 2018

West Virginia Ethics Commission

Disclosure of Interested Parties to Contracts

(Required by *W. Va. Code* § 6D-1-2)

Name of Contracting Business Entity: Public Consulting Group, Inc. **Address:** 148 State Street, 10th Floor Boston, MA 02109

Name of Authorized Agent: William S. Mosakowski **Address:** 148 State Street, 10th Floor Boston, MA 02109

Contract Number: CRFQ 0511 BMS 1900000004 **Contract Description:** School Based Health Services

Governmental agency awarding contract: Department of Health and Human Resources, Bureau of Medical Services

☐ **Check here if this is a Supplemental Disclosure**

List the Names of Interested Parties to the contract which are known or reasonably anticipated by the contracting business entity for each category below *(attach additional pages if necessary)*:

1. **Subcontractors or other entities performing work or service under the Contract**
   ☒ Check here if none, otherwise list entity/individual names below.

2. **Any person or entity who owns 25% or more of contracting entity (not applicable to publicly traded entities)**
   ☐ Check here if none, otherwise list entity/individual names below.
   William S. Mosakowski

3. **Any person or entity that facilitated, or negotiated the terms of, the applicable contract (excluding legal services related to the negotiation or drafting of the applicable contract)**
   ☒ Check here if none, otherwise list entity/individual names below.

Signature: William S Mosakowski Date Signed: June 18, 2019

Notary Verification

State of Massachusetts, County of Suffolk:

I, William S. Mosakowski, the authorized agent of the contracting business entity listed above, being duly sworn, acknowledge that the Disclosure herein is being made under oath and under the penalty of perjury.

Taken, sworn to and subscribed before me this 18 day of June, 2019.

Notary Public
COMMONWEALTH OF MASSACHUSETTS
My Commission Expires On
January 22, 2021

Diane E Casey
Notary Public's Signature

To be completed by State Agency:

Date Received by State Agency: _____

Date submitted to Ethics Commission: _____

Governmental agency submitting Disclosure: _____

Revised June 8, 2018

Transmittal Letter

PUBLIC CONSULTING GROUP

Public Focus. Proven Results.™

June 19, 2019

April Battle
State of West Virginia
Department of Administration, Purchasing Division
2019 Washington Street East
Charleston, WV 25305-0130

Dear Ms. Battle:

Public Consulting Group, Inc. (PCG) is pleased to present a response to the State of West Virginia Department of Health and Human Services, Bureau for Medical Services' (DHHR/BMS) request for a vendor to provide *School Based Health Services (SBHS) and Reimbursement Strategies for Medicaid Services, CRFQ 0511 BMS1900000004.*

PCG is pleased to have been your SBHS vendor since 2011 and we very much would like to continue our relationship with you. Partnering with the local education agencies (LEAs), PCG and DHHR/BMS have achieved great success in working together to establish a reformed SBHS program over the past eight years. Our intricate knowledge of the SBHS program and our existing relationships with the LEAs will allow us to hit the ground running and continue provide high-quality and cost-effective services to DHHR/BMS.

As you know, the PCG SBHS model that was used in West Virginia, as well as numerous other states, features:

- ✓ An efficient and robust web-based claiming system;
- ✓ High level customer service to facilitate compliant LEA participation; and
- ✓ Seasoned professionals with the necessary expertise and West Virginia experience to continue to manage on-going program operations.

Our model ensures that West Virginia will continue to capture funding for the health-related services provided to students with disabilities while maintaining regulatory compliance and sufficient financial reporting requirements.

PCG is the Market Leader in Medicaid School-Based Consulting Services

PCG offers unrivaled experience to DHHR/BMS as we have provided school-based Medicaid claiming services across the country for nearly 25 years. PCG understands the funding and operational challenges faced by local and state governments and the need to maximize all allowable revenue sources possible, particularly in the school-based arena. Our team brings decades of experience working with state Medicaid and Education agencies to implement and manage successful school-based Medicaid billing and reimbursement programs to capture funding for the health-related services provided to students with disabilities. **No vendor in the country has more experience operating school-based programs on a**

statewide basis. PCG supports Medicaid school-based service claiming operations on a statewide basis in twelve states, thus meeting and exceeding the minimum requirements. Furthermore, no vendor has generated more allowable revenue than PCG. PCG has generated more than $6 billion dollars in Medicaid reimbursements and currently has school-based Medicaid engagements with thousands of school districts nationwide.

PCG Has Extensive Administrative Claiming and Cost Settlement Experience

PCG deploys a uniform process to leverage the financial data collected from LEAs for Medicaid administrative claiming and cost settlement purposes. We have designed a nationally recognized cost reporting software solution to streamline and simplify administrative claiming and cost reporting for school districts. Our robust, web-based application minimizes burden on the users while maintaining strict compliance with Centers for Medicare and Medicaid Services (CMS) regulations with data entry edits and built-in quality review protocols. The system is successfully used for cost collection, cost reporting, and/or settlement across the country to streamline data collection, monitor school district submissions, and perform desk review functions.

PCG is a Trusted Partner of West Virginia DHHR/BMS

PCG has had a proven track record as the vendor for the SBHS program's administration for nearly a decade and demonstrated a strong presence in West Virginia through numerous other engagements with the State. Our experience includes several revenue enhancement and cost savings engagements on behalf of DHHR/BMS, including a behavioral health system redesign, a comprehensive assessment and implementation plan maximizing federal recoveries for the State, as well as the current operation of the transformed SBHS program.

PCG's 33 Years in the Business Will Provide the Best Value for DHHR/BMS

We believe our talented team possesses the experience necessary to fulfill the requirements of this RFP. Backed by nearly 25 years of school-based health services experience, PCG brings an expert team with decades of experience and proven processes to this engagement, providing DHHR/BMS with the confidence and comfort that your SBHS program is administered in full compliance with government regulations in the most efficient and cost-effective manner possible.

We have developed a high level of loyalty and trust amongst our clients and our response demonstrates our deep understanding of DHHR/BMS' needs and our ability to continue to successfully meet and exceed the expectations outlined in the scope of work.

If you have any questions regarding this proposal, please contact:

James Waldinger
148 State Street, 10th Floor
Boston, MA 02150
Phone: (617) 717-1123
Email: jwaldinger@pcgus.com

PCG looks forward to working with you on this important engagement, and we hope that this proposal will be viewed favorably.

Sincerely,

William S. Mosakowski
President/CEO

Qualifications

Professional Experience with School-Based Services
CMS Approved Program Implementation
Medicaid Reimbursement Strategy Experience

PUBLIC CONSULTING GROUP

Professional Experience with School-Based Services

III. QUALIFICATIONS

1. Professional Experience with School-Based Services

Minimum of three (3) years of professional experience in administering and performing School-Based Administrative Claiming, Cost Reporting and RMTS on a statewide basis. The Vendor should provide with the bid, but must provide prior to award a detailed description of its experience shall that should include specific examples of prior work performed for other states that list the following information: name of clients served, narrative description of type of services provided, dates, quality results (CMS acceptance or denial of any aspect of the work product, description of the results of audits of the work product, CMS disallowances (if any), and any other information related to the work product and whether it met or did not meet CMS requirements and applicable regulations). The vendor may include in its bid any other information that demonstrates the Vendor's relevant experience. The bid should correlate the components described above with the requirements of this RFQ to indicate specifically which have been successfully achieved (e.g. implemented on time, methodologies and supporting materials accepted by CMS, postimplementation successful operations and acceptance by CMS of resulting claims).

PCG Corporate Background

Public Consulting Group, Inc. (PCG) is a government management and operations consulting firm that primarily serves public sector education, health, and human services clients on various levels of government. Founded in 1986 and headquartered at 148 State Street in Boston, Massachusetts, PCG has more than 2,000 dedicated professionals in over 50 offices around the U.S., Canada, England, and Poland and is committed to providing proven solutions and outstanding customer service to our clients.

PCG's profound knowledge of financial, legal, and regulatory requirements has made it one of the nation's top consulting firms. As onerous tasks and fiscal constraints can create stress with some government agencies, PCG has helped many of those agencies in serving the public by maximizing resources, making better management decisions using performance measurement techniques, strategic planning, improving organizational processes, and client outcomes.

PCG currently holds over 1,400 active contracts in the U.S., as well as contracts in the District of Columbia, Pakistan, Poland, United Kingdom, and Canadian provinces of British Columbia, Ontario, Quebec, and Saskatchewan. *Figure 1* below displays the specific contracts, along with PCG offices around the world.

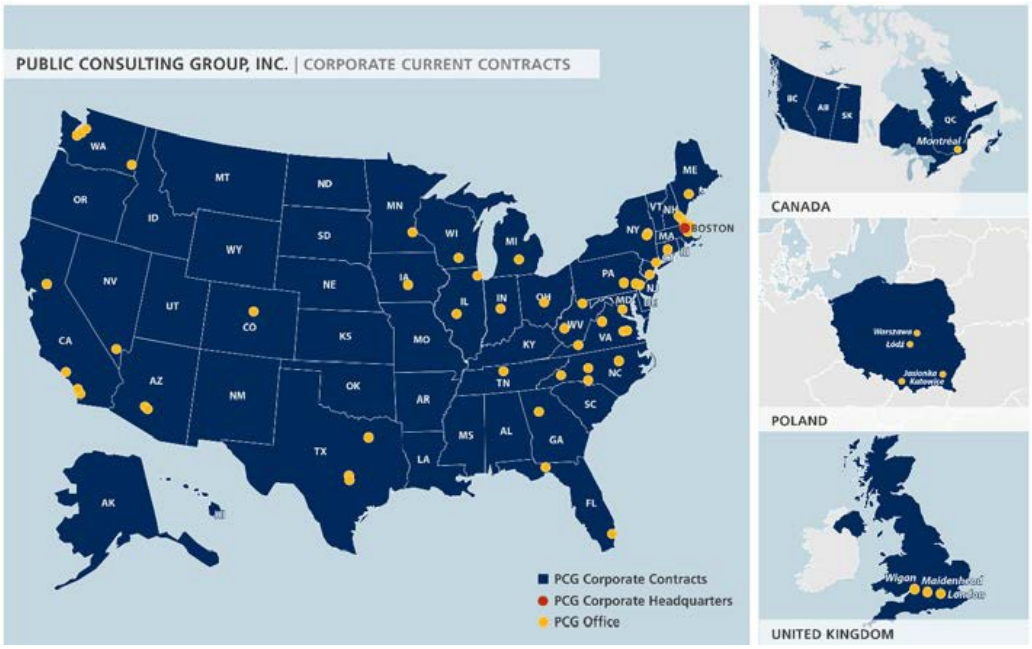


Figure 1: PCG's Depth of Experience

PCG Corporate Experience

PCG's four designated practice areas have a proven track record of achieving desired results for clients. For this engagement, PCG will leverage the expertise of two practice areas, PCG Education and PCG Health, to ensure the firm successfully meets the requirements outlined in the RFP.

PCG Health helps state, local, and municipal health agencies respond optimally to reform initiatives, restructure service delivery systems to best respond to regulatory change, maximize program revenue, and achieve regulatory compliance. The practice area uses industry best practices to help organizations deliver quality services with constrained resources, offering expertise in strategy and finance, revenue cycle management, and payer support services. PCG Health is a recognized leader in health care reform and health benefits exchange consulting; a leading provider of revenue enhancement, rate setting, and cost settlement services; and a leading provider of health care expense management services. As of today, PCG Health has formed relationships with 43 different state Medicaid agencies.

Combining management consulting experience with significant K-12 educational domain expertise, PCG Education offers consulting solutions that help schools, school districts, and state education agencies/ministries of education promote student success, improve programs and processes, and optimize financial resources. Together with its state-of-the-art technology, PCG Education's consulting approach helps educators make effective decisions by transforming data into meaningful results. PCG Education has current projects in 40+ states and four Canadian provinces and serves 18 of the 25 largest U.S. school districts. Its special education management systems – including EasyIEP™, GoalView™, and iep.online™ – serve more than 1.6 million special education students across the U.S.

PCG has recovered over $6 billion in federal Medicaid funds for school district clients, more than any other offeror.

PCG Human Services helps state, county, and municipal human services agencies to achieve their performance goals in order to better serve populations in need. The practice area's seasoned professionals offer proven solutions to help agencies design programs, services, and systems; increase program revenue; cut costs; and improve compliance with state and federal regulations. PCG Human Services is a proven national leader in management consulting services for state Temporary Assistance for Needy Families (TANF) programs, state child welfare and juvenile justice programs, workforce investment boards, Social Security advocacy management, early childhood programs, and state Supplemental Nutrition Assistance Programs (SNAP).

PCG Technology Consulting (PCG TC) offers a full spectrum of IT services to help government agencies at every stage of the IT life cycle. Services include IV&V and Quality Assurance, enterprise and technical architecture assessments, project management, procurement support, requirements definition, feasibility studies, application development, management consulting, disaster recovery and business continuity planning, security assessments, and infrastructure support services. The addition of these IT services puts PCG in a unique position to be able to offer clients specialized IT services with the various programmatic perspectives provided by our other practice areas.

PCG's organizational structure allows the firm to assemble multidisciplinary teams when required, taking advantage of the specialized expertise and experience of each practice area to address the multi-dimensional objectives of the public sector. To support the requirements of this engagement, PCG will coordinate as necessary with LEAs and the West Virginia Department of Education, across all services, Medicaid Administrative Claiming (MAC), Random Moment Time Study (RMTS), and Medicaid Cost Reporting, to assure responsibilities are attended to and participant questions are appropriately directed.

PCG West Virginia and National Experience with School-Based Services

PCG understands the State of West Virginia Department of Health and Human Resources (DHHR), Bureau of Medical Service (BMS) is seeking information on qualified vendors with the organizational capacity and experience to successfully administer the Medicaid School-Based Health Services (SBHS) Program and Administrative Claiming calculation support. **Because PCG is the current vendor for the program, we will be able to hit the ground running and continue to provide high-quality deliverables and outstanding customer service to DHHR/BMS.**

PCG currently operates 13 statewide school-based service contracts across the US – more than any other firm.

PCG's proven approach is "tried and true" and distinguishes us from many other organizations. Our approach has been grounded in our extensive experience administering the program in West Virginia as well as implementing and operating similar services nationwide. The firm is currently managing 13 statewide school-based service contracts across the country, more than any other firm. Each engagement provides PCG with additional opportunities to continuously improve our processes, collaborate with new clients, and share knowledge and insights across programs. We are

continually building upon our working relationships, improving methods, and working to execute high-quality deliverables. Our constantly evolving and expanding experience with school-based Medicaid services will allow us to bring new ideas and best practices to West Virginia's SBHS program.

PCG will bring the benefit of our national experience along with our proven approach, making PCG the ideal partner to continue to provide DHHR/BMS with this proposed statement of work. The chart below highlights PCG's national Medicaid reimbursement experience, inclusive of Medicaid fee-for-service interim claiming and cost settlement, as well as Medicaid administrative claiming revenue streams. Our extensive work with direct services billing and administrative programs for state agencies across the country will provide DHHR/BMS with the continued advantage of a partnership that is nationally recognized for its excellent outcomes.

State	Fee-For-Service	Administrative Claiming	Total
Alaska	$868,231	N/A	$868,231
Arizona	$253,367,016	$30,256,418	$283,623,434
California	$19,051,000	N/A	$19,051,000
Colorado	$202,613,391	$20,174,940	$222,788,331
Connecticut	$434,023	N/A	$434,023
Delaware	$13,783,016	N/A	$13,783,016
District of Columbia	$120,000,000	N/A	$120,000,000
Florida	$27,660,004	N/A	$27,660,004
Georgia	$35,700,857	$55,469,474	$91,170,331
Illinois	$513,675,758	$229,501,749	$743,177,507
Indiana	$3,024,503	$24,441,329	$27,465,832
Kansas	$77,616,500	$76,762,620	$154,379,120
Kentucky	$4,021,706	$26,769,400	$30,791,106
Louisiana	$4,500,000	N/A	$4,500,000
Massachusetts	$378,051,986	$189,459,792	$567,511,778
Michigan	$844,180,904	$250,869,969	$1,095,050,873
Minnesota	$122,296,153	N/A	$122,296,153
Missouri	$2,000,000	$3,000,000	$5,000,000
Nevada	$62,894,119	$4,651,949	$67,546,068
New Jersey	$720,189,426	$76,508,568	$796,697,994
New York	$95,810,926	N/A	$95,810,926
North Carolina	$224,452,482	$67,919,835	$292,372,317
Pennsylvania	$355,831,688	$149,577,301	$505,408,989
Ohio	$3,700,448	N/A	$3,700,448
Oklahoma	$92,723	N/A	$92,723
Rhode Island	$60,796,153	$3,266,713	$64,062,866

State	Fee-For-Service	Administrative Claiming	Total
South Carolina	$91,354,974	N/A	$91,354,974
South Dakota	N/A	$10,797,642	$10,797,642
Tennessee	$2,849,140	N/A	$2,849,140
Texas	$58,846,359	N/A	$58,846,359
Virginia	$38,947,621	N/A	$38,947,621
Vermont	$1,200,000	N/A	$1,200,000
Washington	$10,686,559	N/A	$10,686,559
West Virginia	$58,391,688	$9,408,747	$67,800,435
Wisconsin	$259,895,611	$109,629,665	$369,525,276
Total	$4,668,784,965	$1,329,057,364	$6,007,251,076

Figure 2: PCG's National Reimbursement Experience

PCG has unparalleled and extensive national Medicaid experience within school-based Medicaid billing and reimbursement programs to capture funding for health-related services, having successfully designed, developed, and implemented the services described throughout this proposal in over a dozen states. No vendor in the country has more experience operating school-based Medicaid-related programs, and no vendor has generated more reimbursement for such programs than PCG.

PCG has provided school-based Medicaid claiming services since the mid-1990's. PCG understands the funding and operational challenges faced by local and state governments, resulting in the need to maximize all allowable revenue sources possible, while adhering to program requirements that ensure compliance with federal rules and regulations and claiming best practices. Our team brings years of experience working with state Medicaid agencies and state Education agencies to implement and manage successful services provided to students with disabilities.

In addition to our current contract with West Virginia DHHR/BMS, PCG is currently serving the following 12 other states with statewide Medicaid initiatives: Arizona, Colorado, Delaware, Georgia, Indiana, Kansas, Kentucky, Michigan, New Jersey, New York, Pennsylvania, and Wisconsin. (See *Figure 3* below*)*. Furthermore, PCG is supporting school-based service programs at the local level within the states of Massachusetts, Nevada, North Carolina, and Texas.

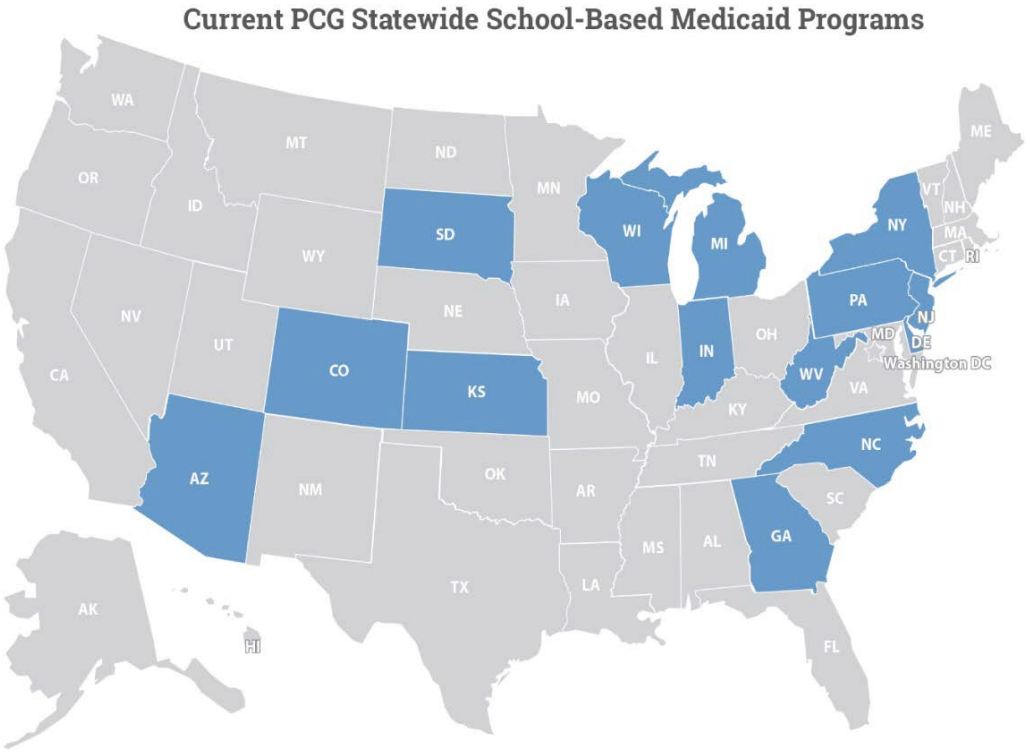


Figure 3: PCG's Current Statewide School Based Medicaid Service Contracts

To further substantiate our expertise, *Figure 4* on the following page provides a listing of PCG's state-level contracts and illustrates the diversity of our experience and services we have provided that are similar to the scope of this RFQ.

State/Agency	State Plan Development	MAC Implementation Guide Development	Random Moment Time Study Administration	MAC Claiming	Medicaid Cost Settlement	Tranining to Providers	Audit Support
Arizona: Arizona Health Care Cost Containment System	●	●	●	●	●	●	●
Colorado: Department of Health Care Policy and Financing	●	●	●	●	●	●	●
Delaware: Department of Education	●	●	●	●	●	●	●
Georgia: Department of Community Health	●	●	●	●	●	●	●
Indiana: Department of Education	●	●	●	●		●	●
Kansas: Department of Health and Education	●	●	●	●	●	●	●
Kentucky: Department of Education		●	●	●		●	●
Massachusetts: Local School Districts				●		●	●
Michigan: Department of Community Health	●	●	●	●		●	●
New Jersey: Department of Treasury	●	●	●	●	●	●	●
New York: Department of Health	●		●		●	●	●
North Carolina: Local School Districts			●	●	●	●	●
Pennsylvania: Department of Education		●	●	●	●	●	●
Texas: Local School Districts					●	●	●
West Virginia: Department of Health and Human Resources	●	●	●	●	●	●	●
Wisconsin: Department of Health Services	●	●	●	●	●	●	●

Figure 4: PCG's National Reimbursement Experience

PCG has developed a number of special techniques that apply to its cost settlement approach; these have been gained only through years of actual experience across both program areas***. No other vendor can provide DHHR/BMS with the breadth and depth of knowledge in both Medicaid and Education, including special education, as PCG can.*** The techniques PCG will employ to implement a Medicaid cost settlement process are borne of more than two decades working with Medicaid and Education agencies on this type of scope of work. PCG completed its first cost settlement project for Massachusetts in 1990, signed its first school district contract with Boston Public Schools in 1993, and performed its first cost-based rate setting project for Texas school districts in 2003.

PCG understands that a successful cost settlement program must address the issues that are most important to the Medicaid agency: program design, CMS/OIG compliance, and federal reporting. PCG also currently operates in 4,300 school districts and understands that a successful cost settlement program must address the issues that are most important to school districts: minimize administrative burden, improve reimbursements for services, and provide training.

West Virginia–Specific Experience

Since July 1, 2011, PCG has been successfully performing most of the school-based service claiming services outlined within this task order on behalf of DHHR/BMS. Since that time, PCG has successfully assisted in DHHR/BMS transforming the school-based cost settlement and MAC programs to achieve a number of significant programmatic milestones and enhancements.

Thus far during the term of this contract, PCG has successfully:

- ✓ Implemented an automated time study process through PCG's proprietary Random Moment Time Study (RMTS) web-based system, EasyRMTS™.
- ✓ Implemented a centralized coding methodology for the RMTS, thereby reducing programmatic risk and enhancing program compliance. PCG is responsible for the coding of all moments, ensuring consistency, and reducing programmatic risk in case of a CMS or Office of Inspector General (OIG) audit.
- ✓ Automated a financial collection process for Medicaid administrative claiming program and Medicaid cost reporting through the deployment of PCG's web-based Medicaid Claiming System.
- ✓ Restructured the Medicaid State Plan to enhance Medicaid cost settlement reimbursement.
    - o PCG authored a Medicaid state plan to change cost allocation processes and introduce a new direct medical service, Targeted Case Management.
- ✓ Implemented Medicaid cost reporting and MAC training and support functions.
- ✓ PCG developed training programs surrounding both the MAC and Medicaid cost settlement programs.
- ✓ PCG developed a toll-free hotline and e-mail support to provide school districts with the necessary guidance and support to successfully and compliantly participate in the school-based service program.

- ✓ Supported DHHR/BMS throughout a comprehensive CMS program audit.

Given PCG's past accomplishments and successful partnership with DHHR/BMS, we are confident that we can continue to meet and exceed West Virginia's expectations in performing the services outlined in this RFQ.

CMS Audits of Medicaid School Based Services Projects

PCG has conducted numerous Medicaid school-based services projects, detailed throughout this proposal, which were subject to federal oversight. In addition, PCG has conducted multiple revenue enhancement projects subject to federal scrutiny. The following list identifies and describes the projects in which PCG claiming services for clients have been subject to an OIG audit. PCG works with states throughout the audit process, providing audit assistance. In many of these cases, the audit results have been overturned or settled, and have had minimal financial impact on the state.

1. **West Virginia #1: Retroactive Claims:** The OIG issued its initial retroactive costs findings in late January 2009. The findings were limited to the narrow issue of whether $4.1 million in retroactive costs claimed for a six-month period in 2001 were truly "retroactive" claims, as opposed to "new" claims. The OIG accepted a portion of the claim as retroactive but recommended a disallowance of $2.3 million of the remainder. In April 2009, the OIG rejected the West Virginia objections and recommended to CMS that the disallowance be upheld. West Virginia appealed the decision to the HHS Department Appeals Board (DAB) and argued that the adjustment in prior year costs was permissible and not a basis for a disallowance. The decision was affirmed by the federal district court in September 2012.

2. **West Virginia #2: Operating and Indirect Cost Calculation:** The OIG also investigated the West Virginia rate calculations from 2001-2003 and the application of older claiming methodology used by WV. In April 2011, the OIG issued a final report and recommended a $23 million disallowance. The report was submitted for final review to CMS, which adopted the OIG report in November 2012 and ordered a $23 million disallowance. In December 2013, the Department Appeals Board overturned the disallowance and confirmed that the interpretation advanced by West Virginia was a reasonable exercise of the state's rate calculation authority under the state Medicaid plan.

3. **Colorado: Cost reporting:** In 2009, the OIG initiated a review of Colorado school billing projects. The OIG's focus was the sufficiency of service documentation maintained by the school districts and the accuracy of documentation for the cost-based billing system that had been previously approved by CMS. The OIG issued a draft report in August 2011 that found errors in the RMTS methodology in two percent of the 9,000 samples reviewed. The state objected to the recommended OIG disallowance and contended that the miscoding error rate was negligible and did not warrant a disallowance. PCG's involvement only pertained to the RMTS and PCG was not responsible for any of the fee for service billing issues. In addition, our client found no deficiencies in the RMTS processes completed by PCG.

4. **New Jersey Medicaid School-Based Health Claiming:**

A. 2003-2006 Audit Period

Two OIG reports related to the Medicaid school-based health claiming program in New Jersey have been issued. The first, issued in April 2010, addressed deficiencies in claims filed by Maximus, PCG's predecessor, during the period of 2001 to 2004. The primary causes of the deficiencies were

documentation errors, for which the OIG has directed a return of funds to the federal government. Although Maximus and the school districts were responsible for most of the claims, PCG inadvertently submitted a small portion of the disallowed claims retroactively during the transition period from the Maximus contract, at the beginning of the PCG contract in 2005, as resubmitted claims.

B. 2005-2007 Audit Period

A second, more recent OIG report related to claiming during the 2005 – 2007 audit period. The OIG issued a final report in September 2010, concluding that New Jersey was improperly reimbursed $5.6 million for claims during that period. The disallowance was derived from a small sample that found deficiencies in credentialing and service documentation. The report was critical of school-based health providers who did not comply with federal guidance and of officials for not adequately monitoring the claims and providing sufficient documentation. Following its review of the OIG report and recommendations, CMS concurred with most of the disallowances. Following a further appeal by New Jersey to the Department Appeal Board, New Jersey and CMS in April 2013 reached a settlement agreement, to the satisfaction of the state, which finally resolved both of the long-standing audits.

C. 2017 Audit

In 2017, the HHS OIG issued a report, in which PCG is referenced, stating that New Jersey did not follow certain Federal regulations and CMS guidance when it developed its payment rates for Medicaid school-based services. Among the findings, the OIG alleges that certain school employees' responses were incorrect and monies owed to the school employees' pension fund were improperly incorporated into its payment rates The State and PCG have objected to the audit report findings.

5. **Michigan: Cost Settlement**: In 2016, the OIG initiated a review of the cost settlement practices for Michigan's School Based Services program under the Michigan Department of Health and Human Services. The major finding resulting from this review stemmed from the incorrect reporting of financial expenditures by school districts. PCG was not aware of and did not contribute to the findings identified in this review.

CMS Approved Program Implementation

Arizona
Kansas
Wisconsin
West Virginia

2. CMS Approved Program Implementation

Implemented a CMS approved program in a minimum of three separate State Medicaid programs. Vendor should include, with their bid, but must provide prior to award documentation of CMS approval of implemented programs, and references from three separate states for verification.

Client References

Public Consulting Group, Inc. (PCG) has unparalleled and extensive Medicaid experience within school-based service programs, having successfully designed, developed, and implemented the services described in this engagement in more than a dozen states.

PCG provides quality support and administration of Medicaid school-based services programs and our client references can speak to all our accomplishments and the relationships we have held with each over the past years. As client satisfaction is one of the main goals of PCG, current clients are proud and have agreed to provide references to potential PCG clients about all our hard work and services that we provide.

Below, we have listed the business reference information required by this RFQ for the following Medicaid school-based clients:

- ✓ Arizona Health Care Cost Containment System
- ✓ Kansas Department of Health and Environment
- ✓ Wisconsin Department of Health Services
- ✓ West Virginia Department of Health and Human Resources, Bureau of Medical Services

Arizona

ARIZONA HEALTH CARE COST CONTAINMENT SYSTEM (AHCCCS)

STATE OF ARIZONA

MEDICAID SCHOOL-BASED CLAIMING SERVICES

FEBRUARY 2009 – PRESENT

SCOPE

PCG was selected as the third-party administrator for the Medicaid Direct Service and Administrative Claiming programs for over 150 Local Education Agencies (LEAs) that participate or would like to participate in Medicaid School-Based Claiming.

- Program promotion, education, training, and technical assistance to LEAs
- Develop Administrative Claiming Methodology and Manual
- Administer quarterly random moment time study
- Implement the PCG Claiming System, a web-based cost reporting system used for collecting quarterly and annual expenditures
- Prepare and submit financial Medicaid administrative claims
- Develop and implement a comprehensive School Based Claiming Program Handbook
- Conduct prepayment reviews for all personal care or health aide services (review request against IEP documentation) and report review outcome to LEA
- Process and pre-adjudicate direct service claims from all LEAs prior to submission for approval to AHCCCS
- Disburse Medicaid interim direct service and administrative claim payments to LEAs
- Conduct Annual LEA Compliance reviews
- Provide in-depth training during regional information sessions and webinars
- Provide ongoing compliance and program support to AHCCCS

KEY ACHIEVEMENTS

In 2011, PCG supported AHCCCS in the development of a cost-based reimbursement methodology and state plan amendment. The change from a Fee-for-Service model to cost based reimbursement was requested by CMS. PCG assisted the Agency in negotiations with CMS, identified, and implemented program and operational changes needed and conducted state-wide trainings and communications regarding the changes to the program. PCG has process approximately 45,000 claims.

CLIENT REFERENCE

Lisa Dewitt
701 E. Jefferson Street, MD 8200
Phoenix, AZ 85034
(602) 417 - 4771
Lisa.DeWitt@azahcccs.gov

DEPARTMENT OF HEALTH & HUMAN SERVICES Centers for Medicare & Medicaid Services

Region IX
Division of Medicaid & Children's Health Operations
90 Seventh Street, Suite 5-300 (5W)
San Francisco, CA 94103-6706

DEC 16 2011

Thomas J. Betlach, Director
Arizona Health Care Cost Containment System
801 East Jefferson Street
Phoenix, AZ 85034

Dear Mr. Betlach:

Enclosed is an approved copy of Arizona State Plan Amendment (SPA) No. 11-007. This SPA revises the reimbursement methodology for school-based claiming to provide a more comprehensive, cost-based reconciliation process to enhance the identification of actual costs and improve the accuracy of claims reimbursement in compliance with Section 1905(a)(5) of the Social Security Act; the Individuals with Disabilities Education Act (IDEA) Part B; 42 CFR 440.60, 42 CFR 42 CFR 440.110, 42 CFR 440.130, 42 CFR 440.167, and 42 CFR 441.62. This SPA also revises the school-based services pages in Attachment 3.1-A Limitations to clarify the descriptions of services and provider qualifications for the therapies, nursing, transportation, and behavioral health services provided under this benefit.

The effective date of this SPA is July 1, 2011 as requested. Enclosed is the following approved State Plan page to be incorporated within your approved State Plan:

- Attachment 3.1-A Limitations, pages 3-5(b)
- Attachment 4.19-B, pages 10-16

If you have any questions, please have your staff contact Cheryl Young at (415) 744-3598 or at cheryl.young@cms.hhs.gov.

Sincerely,

Gloria Nagle, Ph.D., MPA
Associate Regional Administrator
Division of Medicaid & Children's Health Operations

cc: Jessica Schubel
HeeYoung Ansell

DEPARTMENT OF HEALTH AND HUMAN SERVICES
CENTERS FOR MEDICARE AND MEDICAID SERVICES

FORM APPROVED
OMB NO. 0938-0193

TRANSMITTAL AND NOTICE OF APPROVAL OF STATE PLAN MATERIAL **FOR: Centers for Medicare and Medicaid Services**	1. TRANSMITTAL NUMBER: 11- 007	2. STATE Arizona
	3. PROGRAM IDENTIFICATION: TITLE XIX OF THE SOCIAL SECURITY ACT (MEDICAID)	
TO: REGIONAL ADMINISTRATOR CENTERS FOR MEDICARE AND MEDICAID SERVICES DEPARTMENT OF HEALTH AND HUMAN SERVICES	4. PROPOSED EFFECTIVE DATE July 1, 2011	

5. TYPE OF PLAN MATERIAL *(Check One)*:

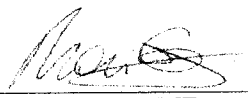
☐ NEW STATE PLAN ☐ AMENDMENT TO BE CONSIDERED AS NEW PLAN ☒ AMENDMENT

COMPLETE BLOCKS 6 THRU 10 IF THIS IS AN AMENDMENT *(Separate Transmittal for each amendment)*

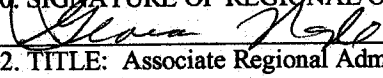
6. FEDERAL STATUTE/REGULATION CITATION: Sec. 1905(a)(5) of the Social Security Act IDEA Part B 42 CFR § 440.60, 42 CFR § 440.110, 42 CFR § 440.130 42 CFR § 440.167 42 CFR § 441.62 Arizona Administrative Code R9-22-213	7. FEDERAL BUDGET IMPACT: FFY 2012: $5,003,324.95* FFY 2013: $5,003,324.95*
8. PAGE NUMBER OF THE PLAN SECTION OR ATTACHMENT: Attachment 3.1A Limitations pp. 3-5a-5b Attachment 4.19B, pp. 10-16	9. PAGE NUMBER OF THE SUPERSEDED PLAN SECTION OR ATTACHMENT *(If Applicable)*: Attachment 3.1-A pp. 3-5 Attachment 4.19B, pp. 10,11

10. SUBJECT OF AMENDMENT:
Revises methodology for reimbursing Medicaid services provided by a participating Local Education Agency (LEA)

11. GOVERNOR'S REVIEW *(Check One)*:
☒ GOVERNOR'S OFFICE REPORTED NO COMMENT
☐ COMMENTS OF GOVERNOR'S OFFICE ENCLOSED
☐ NO REPLY RECEIVED WITHIN 45 DAYS OF SUBMITTAL
☐ OTHER, AS SPECIFIED:

12. SIGNATURE OF STATE AGENCY OFFICIAL: 	16. RETURN TO: Monica Coury 801 E. Jefferson, MD#4200 Phoenix, Arizona 85034
13. TYPED NAME: Monica Coury	
14. TITLE: Assistant Director	
15. DATE SUBMITTED: June 20, 2011	

FOR REGIONAL OFFICE USE ONLY

17. DATE RECEIVED: June 20, 2011	18. DATE APPROVED: DEC 16 2011
PLAN APPROVED – ONE COPY ATTACHED	
19. EFFECTIVE DATE OF APPROVED MATERIAL: July 1, 2011	20. SIGNATURE OF REGIONAL OFFICIAL: 
21. TYPED NAME: Gloria Nagle	22. TITLE: Associate Regional Administrator Division of Medicaid & Children's Health

23. REMARKS:
Pen & Ink changes to Boxes 7 & 8 made by State on 9/27/11 per CMS request.

vi. Eye exams and prescriptive lenses.

vii. Outpatient occupational and speech therapy. The duration, scope and frequency of each therapeutic modality shall be authorized as part of a treatment plan.

viii. The AHCCCS Administration, in accordance with the signed Intergovernmental Agreement between AHCCCS and the Arizona Department of Education, shall provide direct Medicaid reimbursement for certain Medicaid services provided by a participating Local Education Agency (LEA). A LEA is a public school district, a charter school not sponsored by a school district and the Arizona School for the Deaf and Blind. The medically necessary Medicaid services must be provided by a qualified school-based provider to students who are Title XIX eligible and eligible for school health and school-based services pursuant to the Individuals with Disabilities Education Act (IDEA), Part B. Providers shall be registered in accordance with AHCCCS policies. AHCCCS health plans and ALTCS program contractors will continue to provide medically necessary services to all Title XIX members enrolled with AHCCCS and a health plan or program contractor.

Reimbursable Services

Medicaid covered services will only be reimbursable for persons who are at least three years of age and less than 21 years of age and who have been determined eligible for Title XIX and IDEA, Part B services. Those members age 21 to age 22 who are eligible for Medicaid services provided under IDEA are covered within the same service limitations that apply to all eligible AHCCCS members age 21 and older. The following Medicaid services will be eligible for reimbursement:

A. Assessment, Diagnosis and Evaluation services.

Services:
Assessment, diagnosis and evaluation services, including testing, are services used to determine IDEA eligibility or to obtain information on the individual for purposes of identifying or modifying the health related services on the IEP. These services are not covered if they are performed for educational purposes (e.g. academic testing or are provided to an individual who as the result of the assessment and evaluation is determined not to be eligible under IDEA).

Providers:
These services are covered in accordance with the requirements in 42 CFR § 440.130. Services must be performed by qualified AHCCCS providers as set forth in this State Plan Amendment and who provide these services as part of their respective area of practice (e.g., psychologists providing a behavioral health evaluation).

B. Outpatient Speech, Occupational and Physical Therapy Services.

Services:
Outpatient speech, occupational and physical therapy services include individual and group therapy (e.g., neuromuscular re-education, wheel chair management, aural rehabilitation). Speech services are those necessary to diagnose, evaluate, treat, and provide for amelioration activities for specific speech, language and hearing disorders. Occupational therapy services are those services provided to improve, develop, or restore functions impaired or lost through illness, injury, or deprivation. Physical therapy services are those services provided for the purpose of preventing or alleviating movement dysfunction and related functional problems.

Providers:
These services are covered in accordance with the requirements in 42 CFR § 440.110. Services may be provided by:

- State-licensed occupational therapists and certified occupational therapy assistants;
- State-licensed physical therapists and licensed physical therapy assistants;

State-licensed speech-language pathologists and licensed speech-language pathologist assistants. In addition, persons who have a Provisional Speech and Language Impaired Certificate must be supervised by an American Speech and Language Hearing Association-certified pathologist

All licensed occupational therapy assistants, physical therapy assistants, and speech-language pathologist assistants must operate "under the direction of" or "supervised by" a state-licensed therapist/pathologist in accordance with Arizona Administrative Code or Arizona Revised Statute as identified:

- Licensed Speech Therapy Assistants, A.R.S. 36-1940.04
- Licensed Occupational Therapy Assistants, A.A.C. R4-43-401
- Licensed Physical Therapy Assistants, A.A.C. R4-24-303

C. Nursing Services.

Services:
Nursing services include direct nursing care services as identified in the IEP such as catheterization, suctioning and medication management. Services considered observational or stand-by in nature are not covered. In addition, nurses can provide personal care services. Personal care services are a range of human assistance services provided to persons with disabilities and chronic conditions, which enables them to accomplish tasks that they would normally do for themselves if they did not have a disability. Personal care services include assistance to eligible members in meeting essential personal physical needs, such as dressing, toileting, transfers, positioning, mobility, grooming, use of assistive device, and feeding.

Providers:
These services are covered in accordance with the requirements in 42 CFR § 440.60 and 42 CFR § 440.167. Services may be provided by:

- State-licensed Registered Nurses; or
- Licensed Practical Nurses

D. Transportation Services.

Services:
Transportation services will be provided in compliance with CMS policy and will be paid for when an eligible member's need for special transportation is specified in the IEP. These services will only be reimbursed for the same day in which the member obtains another Medicaid covered reimbursable service through the LEA. Transportation services are not covered if the eligible member is transported on a school bus with other non-IDEA eligible students who are attending school.

Providers: These services are covered in accordance with the requirements in 42 CFR § 441.62. LEAs serve as transportation providers and must meet the same provider qualifications as all AHCCCS Medicaid transportation providers (e.g., proof of insurance and appropriate transportation license of drivers).

E. Behavioral Health Services.

Services:
Medically necessary services are health care, diagnostic services, treatments and other measures to identify, correct or ameliorate any disability and/or chronic condition. Services are provided as health and behavior interventions to identify the psychological, behavioral, emotional, cognitive, and social factors important to the prevention, treatment, or management of physical and mental health problems. Behavioral health services include individual/group therapy and counseling.

Providers:
These services are covered in accordance with the requirements in 42 CFR § 440.60 and 42 CFR § 440.50. Services may be provided by:

- State licensed psychiatrists;
- State licensed Ph.D. psychologists;
- Arizona Board of Behavioral Health Examiners licensed marriage and family therapists (LMFT), licensed professional counselors (LPC), and licensed clinical social workers (LCSW); all of whom must have current licensure by the Arizona Board of Behavioral Health Examiners as a LCSW, LPC or LMFT, or if outside Arizona, be licensed or certified to practice independently by the local regulatory authority.

F. Personal Care Services.

Services:
Personal care services are a range of human assistance services provided to persons with disabilities and chronic conditions, which enables them to accomplish tasks that they would normally do for themselves if they did not have a disability. Personal care services include assistance to eligible members in meeting essential personal physical needs, such as dressing, toileting, transfers, positioning, mobility, grooming, use of assistive device, and feeding.

Providers:
These services are covered in accordance with the requirements in 42 CFR § 440.167. All licensed and qualified personnel may authorize personal care services contained within the IEP/service plan. Services may be provided by:

- School-based health attendants certified by the LEA in general care, to include first aid and CPR.

G. Audiological Services.

Services:
Audiology services include testing and evaluating hearing-impaired children that may or may not be improved by medication or surgical treatment. In accordance with Arizona Administrative Code, R9-22-213, annual audiological assessments will be provided to students with disabilities. These billable assessments are separate from the screenings offered to the general student population.

Providers:
These services are covered in accordance with the requirements in 42 CFR § 440.110 (c)(3). Services may be provided by:

- Arizona Department of Health Services (ADHS)-Licensed Audiologist.

4.c. Family planning services and supplies for individuals of child-bearing age.

Family planning services include:

i. contraceptive counseling, medication, supplies and associated medical and laboratory exams;

ii. sterilizations; and,

iii. natural family planning education or referral.

Family planning services do not include abortion or abortion counseling.

5 b. Medical and surgical services furnished by a dentist (in accordance with section 1905(a)(5)(B) of the Act).

The following dental services are not covered under this benefit and are not considered physician services: dental cleanings, routine dental examinations, dental restorations including crowns and fillings, extractions, pulpotomies, root canals, and the construction or delivery of complete or partial dentures.

State: ARIZONA

METHODS AND STANDARDS FOR ESTABLISHING PAYMENT RATES
OTHER TYPES OF CARE

DIRECT MEDICAID REIMBURSEMENT FOR CERTAIN MEDICAID SERVICES PROVIDED BY A PARTICIPATING LOCAL EDUCATION AGENCY (LEA)

A. Reimbursement Methodology for Early and Periodic Screening, Diagnostic, and Treatment Services.

The following describes the reimbursement methodology for services provided pursuant to Attachment 3.1.A, 4.b.ix., Limitations under EPSDT services.

Direct Medicaid reimbursement for certain medical services provided by Local Education Agencies (LEAs) is based on a cost based methodology. Medicaid Services are services that are medically necessary and provided to Medicaid recipients by LEAs in accordance with an Individualized Education Program (IEP) under the Individuals with Disabilities Education Act (IDEA) and as defined in Attachment 3.1.A, 4.b.ix. These services include:

1. Speech-Language Pathology Services
2. Occupational Therapy Services
3. Physical Therapy Services
4. Nursing Services
5. Specialized Transportation Services
6. Behavioral Health Services
7. Personal Care Services
8. Audiological Services

All reimbursable services must meet the service definitions as described in the provider registration criteria and based on the definition and scope contained in the AHCCCS Medical Policy Manual (AMPM) and the AHCCCS Fee-For-Service Provider Manual. These services must be:

- Identified in an Individualized Education Plan (IEP) as a necessary service or provided as part of an assessment, diagnostic or evaluation service in order to determine a student's eligibility under IDEA, Part B. If the person is not eligible for IDEA, Part B, the assessment, diagnostic or evaluation service will not be eligible for direct reimbursement.
- Provided by a provider who is employed or under contract with the LEA. The provider must meet all applicable federal and state licensure and certification requirements and have a valid AHCCCS Provider Registration Number on the date the service was rendered.
- Provided on school grounds unless the IEP specifies that an eligible student should be educated in an alternative setting and/or the IEP service cannot appropriately be provided at the school.
- Ordered or prescribed by a qualified provider in accordance with the AHCCCS AMPM.
- Considered medically necessary as defined in the AMPM, notated in the IEP as medically necessary and supported with medical records that can be audited to establish medical necessity.

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A LEA who requests reimbursement for approved Medicaid services must be registered with AHCCCS as a group billing entity and enter into a participation agreement with the Third Party Administrator under contract with AHCCCS. As an AHCCCS registered provider, the LEA is required to comply with all applicable federal and state laws and regulations.

AHCCCS shall process claims based on Medicaid eligibility and for approved services provided on the claimed date of service. If CMS or AHCCCS disallow a claim that was already reimbursed, the LEA or former LEA shall refund the overpayment to AHCCCS. The refund may be accomplished through transfer of funds to AHCCCS, or the amount in dispute shall be withheld from a future payment to the LEA.

Audit Functions
The Third Party Administrator, with AHCCCS approval, shall establish an annual compliance audit review program to ensure that LEAs are appropriately billing for medically necessary Medicaid services for Medicaid eligible students.

B. Direct Medical Payment Methodology

Effective with dates of services on or after July 1, 2011, LEAs will be reimbursed on a cost basis consistent with a certified public expenditure (CPE) reimbursement methodology. On an interim basis, LEAs will be reimbursed an amount equal to the rate contained in the AHCCCS fee-for-service schedule for covered school-based Medicaid services or, the amount billed by the provider to a LEA, whichever is less. However, the interim payment remitted to the LEA will only be the federal share of the interim rate. Current AHCCCS rates are effective on or after the date indicated in Attachment 4.19B, p. 2, Annual Update Section. All rates are published on the Agency's website at : http://www.azahcccs.gov/commercial/ProviderBilling/rates/Physicianrates/Physicianrates.aspx.

On an annual basis a LEA-specific cost reconciliation and cost settlement for all over and under payments will be processed. Under payments will be paid to the LEAs by AHCCCS. Overpayments will be paid to AHCCCS by the LEAs. This may be accomplished through transfer of funds to AHCCCS, or the amount in dispute shall be withheld from a future payment to the LEA.

C. Data Capture for the Cost of Providing Health-Related Services

Data capture for the cost of providing health-related services will be accomplished utilizing the following data sources:

1) Total direct and indirect costs, less any federal payments for these costs, will be captured utilizing the following data:
   a. School Health Services cost reports received from LEAs;

State: ARIZONA

METHODS AND STANDARDS FOR ESTABLISHING PAYMENT RATES
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b. Arizona Department of Education (ADE) Unrestricted Indirect Cost Rate (UICR);
c. Random Moment Time Study (RMTS) Activity Code 4B (Direct Medical Services-Covered as IEP Services) and Activity Code 10 (General Administration); and
d. LEA specific Medicaid IEP Ratios.

D. Data Sources and Cost Finding Steps

The following provides a description of the data sources and steps to complete the cost finding and reconciliation:

1) Allowable Costs: Direct costs for direct medical services include unallocated payroll costs and other unallocated costs that can be directly charged to direct medical services. Direct payroll costs include the total compensation (i.e., salaries and benefits and contract compensation) to the direct services personnel for the provision of health services listed in the description of covered Medicaid services delivered by LEAs in Attachment 3.1.A, 4.b.ix.

Other direct costs include costs directly related to the approved direct services personnel for the delivery of medical services, such as direct materials, supplies and equipment. Only those direct materials, supplies, and equipment that have been identified and included in the CMS approved Medicaid cost reporting instructions are Medicaid allowable costs and can be included on the Medicaid cost report.

Total direct costs for direct medical services are reduced on the cost report by any federal funding source resulting in direct costs net of federal funds.

These direct costs net of federal funds are accumulated on the annual cost report, resulting in total direct costs net of federal funds. The cost report contains the scope of cost and methods of cost allocation that have been approved by CMS. The source of this financial data will be audited Chart of Account records kept at the LEA level. The Chart of Accounts is uniform throughout the state of Arizona. Costs will be reported on an accrual basis.

a) Direct Medical Services, Non-federal cost pool for allowable providers consists of:
   i. Salaries;
   ii. Benefits;
   iii. Medically-related purchased services; and
   iv. Medically-related supplies and materials

2) Indirect costs are determined by applying the LEA's specific unrestricted indirect cost rate to its net direct costs. Arizona LEAs use predetermined fixed rates for indirect costs. The Arizona Department of Education is the cognizant agency for LEAs, and approves unrestricted indirect cost rates for LEAs

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for the United States Department of Education. Only Medicaid-allowable costs are certified by LEAs. LEAs are not permitted to certify indirect costs that are outside their unrestricted indirect cost rate.

Indirect Cost Rate:

The Arizona Department of Education UICR is the unrestricted indirect cost rate calculated by the Arizona Department of Education. Apply the Arizona Department of Education Cognizant Agency Unrestricted Indirect Cost Rate (UICR) applicable for dates of service in the rate year.

3) Net direct costs and indirect costs are combined.

4) Time Study Percentages: A CMS-approved time study is used to determine the percentage of time that medical service personnel spend on direct medical services, general and administrative time and all other activities to account for 100 percent of time to assure that there is no duplicate claiming. The appropriate time study results will be applied to the direct medical services cost pool. The direct medical services costs and their respective time study results must be aligned to ensure proper cost allocation. The use of the CMS-approved time study methodology assures that no more than 100 percent of time and costs are captured and that the time study is statistically valid per OMB Circular A-87 cost allocation requirements.

5) Medicaid's portion of total net costs is calculated by multiplying the results from Item 4 by the Medicaid IEP ratio. The numerator will be the number of Medicaid IEP students in the LEA who have an IEP and received direct medical services as outlined in their IEP and the denominator will be the total number of students in the LEA with an IEP who received direct medical services as outlined in their IEP. Direct medical services are those services billable under the FFS program as defined Attachment 3.1.A, 4.b.ix of the Medicaid State Plan.

E. Specialized Transportation Services Payment Methodology

Effective dates of service on or after July 1, 2011, providers will be paid on a cost basis. Providers will be reimbursed interim rates for Specialized Transportation services at the lesser of the provider's billed charges or the statewide enterprise interim rate. However, the interim payment remitted to the LEA will only be the federal share of the interim rate. Current AHCCCS rates are effective on or after the date indicated in Attachment 4.19B, p. 2, Annual Update Section. All rates are published on the Agency's website at:
http://www.azahcccs.gov/commercial/ProviderBilling/rates/Physicianrates/Physicianrates.aspx.
On an annual basis a cost reconciliation and cost settlement will be processed for all over and under payments.

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Transportation to and from school may be claimed as a Medicaid service when the following conditions are met:

1) Special transportation is specifically listed in the IEP as a required service;
2) The child requires transportation in a vehicle adapted to serve the needs of an individual with a disability;
3) A medical service is provided on the day that specialized transportation is billed; and
4) Transportation services are billed in units of 1-way trips. The LEA must be registered with AHCCCS as a transportation provider and must meet the same provider qualifications as all AHCCCS Medicaid transportation providers (e.g., proof of insurance and licensure of school bus drivers).

Transportation costs included on the cost report worksheet will only include those personnel and non-personnel costs associated with special education reduced by any federal payments for these costs, resulting in adjusted costs for transportation. The cost identified on the cost report includes the following:

1) Bus Drivers
2) Mechanics
3) Substitute Drivers
4) Fuel
5) Repairs & Maintenance
6) Rentals
7) Contract Use Cost (Insurance Costs)
8) Depreciation

The source of these costs will be audited Chart of Accounts data kept at the LEA level. The Chart of Accounts is uniform throughout the State of Arizona. Costs will be reported on an accrual basis. Special education transportation costs include those for wheelchair lifts and other special modifications which are necessary to equip a school bus in order to transport children with disabilities.

When LEAs are not able to discretely identify the special education transportation cost from the general education transportation costs, a special education transportation cost discounting methodology will be applied. A rate will be established and applied to the total transportation cost of the LEA. This rate will be based on the total number of specialized vehicles divided by the total number of vehicles used by LEAs to provide transportation to students. The result of this rate (%) multiplied by LEA Transportation Cost for each of the categories listed above will be included on the cost report. It is important to note that this cost will be further discounted by the ratio of Medicaid Eligible special education IEP One Way Trips divided by the total number of special education IEP One Way Trips. The numerator data will be provided from bus logs. The process will ensure that only one way trips for Medicaid eligible Special Education children with IEP's are billed and reimbursed under the Medicaid program.

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METHODS AND STANDARDS FOR ESTABLISHING PAYMENT RATES
OTHER TYPES OF CARE

F. Certification of Funds Process

Each LEA will submit a Certification of Public Expenditure Form on an annual basis. On an annual basis, each LEA will certify through its cost report its total actual, incurred Medicaid allowable costs/expenditures. Providers are permitted to certify only Medicaid-allowable costs and are not permitted to certify any indirect costs outside their unrestricted indirect cost rate.

G. Annual Cost Report Process

For Medicaid services provided in schools during the state fiscal year (July 1 through June 30) each provider must complete an annual cost report. The cost report is due five months after the fiscal year end. At the discretion of AHCCCS, providers may be granted extensions up to three months.

The primary purposes of the LEA provider's cost report are to:

1) Document the LEA provider's total CMS approved Medicaid-allowable costs of delivering Medicaid coverable services using a CMS approved cost allocation methodology.
2) Reconcile the annual interim payments to the LEA provider's total CMS approved, Medicaid-allowable costs using a CMS approved cost allocation methodology.

The annual Medicaid Cost Report includes a certification of funds statement to be completed, certifying the provider's actual, incurred costs/expenditures. All filed annual Cost Reports are subject to desk review by AHCCCS or its designee.

H. The Cost Reconciliation Process

The cost reconciliation process must be completed within twenty-four months of the end of the reporting period covered by the annual Medicaid Cost Report. The total CMS-approved, Medicaid allowable scope of costs based on CMS-approved cost allocation methodology procedures are compared to the LEA provider's Medicaid interim payments delivered during the reporting period as documented in the Medicaid Management Information System (MMIS), resulting in a cost reconciliation.

For the purposes of cost reconciliation, the state may not modify the CMS-approved scope of costs, the CMS approved cost allocation methodology procedures, or its CMS-approved RMTS for cost-reporting purposes. Any modification to the scope of cost, cost allocation methodology procedures, or RMTS for

State: ARIZONA

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cost-reporting purposes requires approval from CMS prior to implementation; however, such approval does not necessarily require the submission of a new state plan amendment.

I. The Cost Settlement Process

For services delivered for a period covering July 1st, through June 30th, the annual Medicaid Cost Report is due on or before December 1st of the preceding fiscal year (5 months after the fiscal year end), with the cost reconciliation and settlement processes completed within twenty-four months of the cost report due date.

If the LEA provider's interim payments exceed the actual, certified costs for the delivery of school based health services to Medicaid clients, the LEA provider will return an amount equal to the overpayment. AHCCCS will submit the federal share of the overpayment to CMS in the federal fiscal quarter following receipt of payment from the provider. AHCCCS will comply with the Medicaid overpayment rules and will be accountable for returning the Federal share within the time limits, even if the LEA has not returned the overpayment to the State within this timeframe.

If the LEA provider's actual, certified costs exceed the interim payments, AHCCCS will pay the federal share of the difference to the provider in accordance with the final actual certification agreement and submit claims to CMS for reimbursement of that payment in the federal fiscal quarter following payment to the provider.

AHCCCS shall issue a notice of settlement that denotes the amount due to or from the LEA.

Kansas

CONNECTION TO RFP

PCG implemented an annual cost-based settlement reconciliation process for the Medicaid School-Based Services program. This process ensures that school districts are reimbursed for providing eligible and medically necessary direct medical and transportation services provided to special education students.

KANSAS DEPARTMENT OF HEALTH AND ENVIRONMENT (KDHE)
STATE OF KANSAS
STATEWIDE SCHOOL DISTRICT ADMINISTRATIVE CLAIM (SDAC)
PROGRAM AND COST SETTLEMENT AND RECONCILIATION SERVICES
FEBRUARY 2009 – PRESENT

SCOPE
PCG was awarded this contract by the State of Kansas' Department of Administration, Division of Health Policy and Finance to assist with Medicaid claiming for school-based administrative costs. This program is administered by the Division of Health Policy and Finance in conjunction with the Kansas State Department of Education. PCG also helped transform the process to a paperless system utilizing e-mail notification of moments and online participant documentation. PCG implemented our "centralized coder" model which has eliminated the need for sampled staff to attend annual time study training.

In 2009, PCG worked with KHDE to implement Cost Settlement and Reconciliation Services for the Fee-for-Service Program. A new State Plan Amendment (SPA) was created and approved by the Center for Medicare and Medicaid Services (CMS). The new state plan was expanded to provide reimbursement for Psychological Services, Social Worker Services and Specialized Transportation when delivered in the school setting.

KEY ACHIEVEMENTS
- Drafted State Plan Amendment to obtain CMS approval to change to cost-based methodology
- Created CMS approved cost reporting form
- Developed a web based financial collection and Medicaid cost reporting application
- Implemented an RMTS process for Medicaid Administrative Claiming and Medicaid cost settlement purposes
- Training school districts on Medicaid cost reporting application and RTMS processes
- Developed Medicaid cost report and Medicaid Administrative claiming training manuals
- Completed Medicaid cost report audits and desk reviews
- Calculated annual Medicaid cost settlements
- Provide ongoing technical assistance on programmatic and policy issues related to the Medicaid school-based services program

CLIENT REFERENCE
Rowena Regier
900 SW Jackson #900 N
Topeka, KS 6612
(785) 291-3625
rowena.regier@ks.gov

DEPARTMENT OF HEALTH & HUMAN SERVICES
Centers for Medicare & Medicaid Services
601 East 12th Street, Suite 235
Kansas City, Missouri 64106

CMS
CENTERS for MEDICARE & MEDICAID SERVICES

Division of Medicaid and Children's Health Operations

July 14, 2010

Received On
JUL 16 2010
Kansas Health Policy Authority

Andrew Allison, PhD
Executive Director
Kansas Health Policy Authority
Landon State Office Building
900 S.W. Jackson, Room 900N
Topeka, Kansas 66612

Dear Dr. Allison:

On June 26, 2009, the Centers for Medicare & Medicaid Services (CMS) received Kansas State Plan Amendment (SPA) transmittal #09-07, which proposes to amend the reimbursement methodology for school based services to provide for payment of reconciled cost to Local Education Agencies (LEAs).

Based on the information provided, I am pleased to inform you that SPA 09-07 is approved as of July 13, 2010 with an effective date of July 1, 2009. Enclosed is a copy of the CMS 179 form as well as the approved pages for incorporation into the Kansas State plan.

I appreciate the significant amount of work that your staff dedicated to getting this SPA approved and the cooperative way in which we achieved this much-desired outcome. If you have any questions concerning this SPA please contact Narinder Singh or Mandy Hanks at (816) 426-5925 or Narinder.Singh@cms.hhs.gov.

Sincerely,

James G. Scott
Associate Regional Administrator
for Medicaid and Children's Health Operations

Enclosure

cc: Barbara Langner, Ph.D.

DEPARTMENT OF HEALTH AND HUMAN SERVICES
HEALTH CARE FINANCING ADMINISTRATION

FORM APPROVED
OMB NO. 0938-0193

TRANSMITTAL AND NOTICE OF APPROVAL OF STATE PLAN MATERIAL FOR: HEALTH CARE FINANCING ADMINISTRATION	1. TRANSMITTAL NUMBER: SPA #09-07	2. STATE Kansas
	3. PROGRAM IDENTIFICATION: TITLE XIX OF THE SOCIAL SECURITY ACT (MEDICAID)	
TO: REGIONAL ADMINISTRATOR HEALTH CARE FINANCING ADMINISTRATION DEPARTMENT OF HEALTH AND HUMAN SERVICES	4. PROPOSED EFFECTIVE DATE July 1, 2009	

5. TYPE OF PLAN MATERIAL *(Check One)*:

☐ NEW STATE PLAN ☐ AMENDMENT TO BE CONSIDERED AS NEW PLAN X AMENDMENT

COMPLETE BLOCKS 6 THRU 10 IF THIS IS AN AMENDMENT *(Separate Transmittal for each amendment)*

6. FEDERAL STATUTE/REGULATION CITATION:	7. FEDERAL BUDGET IMPACT: a. FFY 2009 $ 5,821,247 b. FFY 2010 $23,284,989
8. PAGE NUMBER OF THE PLAN SECTION OR ATTACHMENT: Attachment 4.19-B, #4.b., Page 2 Attachment 4.19-B, #4.b., Pages 2b to 2g (New Pages) Attachment 3.1-A, #4.b., Pages 4 & 5 Attachment 3.1-A, #4.b., Pages 6-10 (New Pages)	9. PAGE NUMBER OF THE SUPERSEDED PLAN SECTION OR ATTACHMENT *(If Applicable)*: Attachment 4.19-B, #4.b., Page 2 Attachment 3.1-A, #4.b., Pages 4 & 5

10. SUBJECT OF AMENDMENT:
Local Education Agencies (LEAs)

11. GOVERNOR'S REVIEW *(Check One)*:
☐ GOVERNOR'S OFFICE REPORTED NO COMMENT
☐ COMMENTS OF GOVERNOR'S OFFICE ENCLOSED
☐ NO REPLY RECEIVED WITHIN 45 DAYS OF SUBMITTAL
X OTHER, AS SPECIFIED:
Andy Allison, PhD. is the Governor's Designee

12. SIGNATURE OF STATE AGENCY OFFICIAL: Barbara E Langner	16. RETURN TO: Andy Allison, PhD. Kansas Health Policy Authority Landon State Office Building 900 SW Jackson, Room 900-N Topeka, KS 66612-1220
13. TYPED NAME: for Andy Allison, PhD.	
14. TITLE: Acting Executive Director of the Kansas Health Policy Authority	
15. DATE SUBMITTED: January 13, 2010	

FOR REGIONAL OFFICE USE ONLY

17. DATE RECEIVED: June 26, 2009	18. DATE APPROVED: July 13, 2010
PLAN APPROVED – ONE COPY ATTACHED	
19. EFFECTIVE DATE OF APPROVED MATERIAL: July 1, 2009	20. SIGNATURE OF REGIONAL OFFICIAL: James G. Scott
21. TYPED NAME: James G. Scott	22. TITLE: Associate Regional Administrator for Medicaid and Children's Health Operations
23. REMARKS:	

FORM HCFA-179 (07-92)

Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Limitations
"Kan Be Healthy" School-Based Services (SBS) (continued)

- **School-Based Services (SBS)**

o Services to children listed on either the child's Individualized Education Program (IEP) or the child's Individualized Family Services Plan (IFSP) including:

Specialized Transportation:

a. Description: Specialized transportation of a child to/from a site to receive medically appropriate and necessary services, including transportation of a caretaker or attendant when medically necessary and including transportation to/from a school setting to receive such services.

b. Qualifications: Specialized transportation to and from school may be claimed as a Medicaid service if the following conditions are met:
Specialized transportation is specifically listed in the IEP as a required service; the child required transportation in a vehicle adapted to service the needs of an individual with a disability; a medical service is provided on the day that specialized transportation is billed; and, the service billed must only represent a one-way trip.
Services must be provided by an enrolled specialized transportation provider within the guidelines described in the Kansas Medical Assistance Program medical benefits brochure and the Kansas Medical Assistance Provider manual, or a Medicaid-enrolled SBS provider.

c. Limitations: Specialized transportation is covered only when it is necessary to receive another Medicaid service, and the need for both the Medicaid service and the transportation are specified in the IEP/IFSP. Similar transportation would be required if the child was not in a school setting.

Nursing Services:

a. Description: Nursing services include but are not limited to: health screenings (i.e., an evaluation of a child that may include but is not limited to developmental, psychological, speech and language, occupational and physical assessment therapy assessment); vision services (i.e., an evaluation of a child's vision status, the making of referrals for medical or other attention); initial and ongoing assessments; communication with physicians; medication set-up and administration; invasive procedures treatment and evaluation of wounds; individualized teaching of care procedures; and other services designed to provide for maximum reduction of physical or mental disability and restoration of a

Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Limitations
"Kan Be Healthy" School-Based Services (SBS) (continued)

recipient to this best possible functional level. All services must be provided in accordance with 42 CFR §440.60 or 42 CFR §440.130(d).

b. Qualifications: Nursing services provided in accordance with 42 CFR §440.60 must be provided by a qualified nurse, such as a Registered Nurse (RN), Licensed Practical Nurse (LPN), Advanced Practice Nurse (APNs) certified by the Kansas Department of Health and Environment . Nursing services provided in accordance with 42 CFR §440.130(d) must be provided by a qualified nurse, such as an RN, LPN, or APN, or though delegated services in accordance with the Kansas Department of Health and Environment by individuals who have received appropriate training from an RN or APN.

c. For situations where another licensed practitioner (OLP) bills for services provided by unlicensed support personnel, all of the following conditions must be met by the OLP in order to bill Medicaid:

- The OLP must assume professional responsibility for the service provided to the beneficiary by the unlicensed support personnel;
- The OLP must provide some portion of the service (or test), which is billed to Medicaid (for example: interpreting the results of the performed test);
- The OLP must be practicing within the scope of the applicable State's Practice Act for which the OLP is licensed.

Occupational Therapy:

a. Description: Identification of children with service needs; evaluation of the nature, extent, and degree of the need for services; improving, developing, or restoring functions impaired or lost through illness and injury; improving ability to perform tasks for independent functioning when functions are impaired or lost; provision of therapy services

Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Limitations
"Kan Be Healthy" School-Based Services (SBS) (continued)

designed to correct deficits or delays; and preventing, through early intervention, initial or further impairment or loss of function, provided in accordance with 42 CFR 440.110(b) .

b. Qualifications: Occupational therapy services must be provided by occupational therapists licensed by the Kansas State Board of Health Arts and/or the Kansas State Department of Education or occupational therapist assistants/aides/interns under the direction of such licensed occupational therapists, in accordance with 42 CFR 440.110(b).

c. For situations where another licensed practitioner (OLP) bills for services provided by unlicensed support personnel, all of the following conditions must be met by the OLP in order to bill Medicaid:

- The OLP must assume professional responsibility for the service provided to the beneficiary by the unlicensed support personnel;
- The OLP must provide some portion of the service (or test), which is billed to Medicaid (for example: interpreting the results of the performed test);
- The OLP must be practicing within the scope of the applicable State's Practice Act for which the OLP is licensed.

Physical Therapy:

a. Description: Identification of children with service needs; evaluation of the nature, extent, and degree of the need for services; services provided for the purpose of preventing or alleviating movement dysfunction and related functional problems; provision of therapy services designed to correct deficits or delays; and obtaining, interpreting, and integrating information appropriate to care planning, provided in accordance with 42 CFR 440.110(a).

b. Qualifications: Physical therapy services must be provided by physical therapists licensed by the Kansas State Board of Healing Arts and/or by the Kansas State Department of Education or physical therapist assistants/aides/interns under the direction of such licensed occupational therapists, in accordance with 42 CFR 440.110.(a).

Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Limitations
"Kan Be Healthy" School-Based Services (SBS) (continued)

c. For situations where another licensed practitioner (OLP) bills for services provided by unlicensed support personnel, all of the following conditions must be met by the OLP in order to bill Medicaid:

- The OLP must assume professional responsibility for the service provided to the beneficiary by the unlicensed support personnel;
- The OLP must provide some portion of the service (or test), which is billed to Medicaid (for example: interpreting the results of the performed test);
- The OLP must be practicing within the scope of the applicable State's Practice Act for which the OLP is licensed.

Speech, Language and Hearing Services:

a. Description: Identification of children with service needs, including children with hearing loss or with speech or language disorders; evaluation of the nature, extent, and degree of the need for services, including the referral for medical or other professional attention for the rehabilitation of speech or language disorders or the amelioration of hearing; provision of amelioration activities, such as language amelioration, auditory training, speech (lip) reading, hearing evaluation and speech conversation; provision of speech or language services for the habilitation or prevention of communicative disorders; determination of the need for group and individual amplification; hearing aid services; and provision of therapy services designed to correct deficits or delays, provided in accordance with 42 CFR 440.110(c).

b. Qualifications: Speech, language, and hearing services must be provided by speech language pathologists or audiologists licensed by the Kansas State Department of Health and Environment and/or the Kansas

Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Limitations
"Kan Be Healthy" School-Based Services (SBS) (continued)

Department of State Education or speech language pathologist assistants/aides/interns and audiologist assistants/aides/interns under the direction of such licensed speech language pathologists or licensed audiologists, in accordance with 42 CFR 440.110(c).

c. For situations where another licensed practitioner (OLP) bills for services provided by unlicensed support personnel, all of the following conditions must be met by the OLP in order to bill Medicaid:

- The OLP must assume professional responsibility for the service provided to the beneficiary by the unlicensed support personnel;
- The OLP must provide some portion of the service (or test), which is billed to Medicaid (for example: interpreting the results of the performed test);
- The OLP must be practicing within the scope of the applicable State's Practice Act for which the OLP is licensed.

Counseling Services:

a. Description: Identification of children with service needs; determination of the nature, extent, and degree of the need for services; and provision of services to assist the child and/or parents in understanding the nature of the child's development, disability, and/or special needs; health and behavior interventions to identify psychological, behavioral, emotional, cognitive, and social factors important to the prevention, treatment, or management of the child's development, disability, and/or special needs, provided in accordance with 42 CFR §440.60(a).

b. Qualifications: Counseling services must be provided by or under the direction of a qualified licensed counselor in accordance with 42 CFR §440.60(a).

Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Limitations
"Kan Be Healthy" School-Based Services (SBS) (continued)

c. For situations where another licensed practitioner (OLP) bills for services provided by unlicensed support personnel, all of the following conditions must be met by the OLP in order to bill Medicaid:

- The OLP must assume professional responsibility for the service provided to the beneficiary by the unlicensed support personnel;
- The OLP must provide some portion of the service (or test), which is billed to Medicaid (for example: interpreting the results of the performed test);
- The OLP must be practicing within the scope of the applicable State's Practice Act for which the OLP is licensed.

Social Work Services:

a. Description: Identification of children with service needs; determination of the nature, extent, and degree of the need for services; provision of services to assist the child and/or parents in understanding the nature of the child's development, disability, and/or special needs; health and behavior interventions to identify psychological, behavioral, emotional, cognitive, and social factors important to the prevention, treatment, or management of the child's development, disability, and/or special needs; and provision of services to support the child's social and emotional needs, provided in accordance with 42 CFR §440.60(a).

b. Qualifications: Social work services must be provided by or under the direction of a qualified licensed social worker in accordance with 42 CFR §440.60(a).

c. For situations where another licensed practitioner (OLP) bills for services provided by unlicensed support personnel, all of the following conditions must be met by the OLP in order to bill Medicaid:

- The OLP must assume professional responsibility for the service provided to the beneficiary by the unlicensed support personnel;

Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Limitations
"Kan Be Healthy" School-Based Services (SBS) (continued)

- The OLP must provide some portion of the service (or test), which is billed to Medicaid (for example: interpreting the results of the performed test);
- The OLP must be practicing within the scope of the applicable State's Practice Act for which the OLP is licensed.

Psychological Services:

a. Description: Evaluation of a child for the purpose of determining the need for specific psychological, health or related services, including the administering psychological tests and other assessment procedures and the interpreting testing and assessment results; services for obtaining, integrating and interpreting information about child behavior and conditions related to learning and functional needs; services for planning and managing a program of psychological services; and assessment of the effectiveness of the delivered services toward achieving goals and objectives of the child's IEP/IFSP, provided in accordance with 42 CFR §440.60(a).

b. Qualifications: Psychological services must be provided by or under the direction of a qualified licensed psychologist in accordance with 42 CFR §440.60(a).

c. For situations where another licensed practitioner (OLP) bills for services provided by unlicensed support personnel, all of the following conditions must be met by the OLP in order to bill Medicaid:

- The OLP must assume professional responsibility for the service provided to the beneficiary by the unlicensed support personnel;
- The OLP must provide some portion of the service (or test), which is billed to Medicaid (for example: interpreting the results of the performed test);
- The OLP must be practicing within the scope of the applicable State's Practice Act for which the OLP is licensed.

**Early and Periodic Screening, Diagnosis and Treatment (EPSDT)
Methods and Standards for Establishing Payment Rates** (Continued)

A. Reimbursement Methodology for Early and Periodic Screening, Diagnostic and Treatment (EPSDT) Services

School-based Services (SBS) are delivered by Local Education Agencies (herein after referred to as "providers" for this section of the State Plan), and include the following Medicaid services identified in an Individualized Family Service Program or Individualized Education Program under the Individuals with Disabilities Education Act (IDEA):

1. Specialized Transportation
2. Nursing Services
3. Occupational Therapy
4. Physical Therapy
5. Speech, Language and Hearing Services
6. Counseling Services
7. Social Work Services
8. Psychological Services

B. Direct Medical Payment Methodology

Effective with dates of service on or after July 1, 2009, providers will be reimbursed on a cost basis. Providers will be paid interim rates for school-based direct medical services on a per unit basis. On an annual basis, a provider-specific cost reconciliation and cost settlement for all over and under payments will be processed.

The units of service are defined by each Health Insurance Portability and Accountability Act (HIPAA) compliant current procedural terminology (CPT) or Healthcare Common Procedure Coding System (HCPCS) codes. Direct medical services may be encounter-based or in 15-minute unit increments. Fee-based reimbursement for a specific service for a period is an interim payment, pending the completion of cost reconciliation and cost settlement for that period.

**Early and Periodic Screening, Diagnosis and Treatment (EPSDT)
Methods and Standards for Establishing Payment Rates** (Continued)

C. Data Capture for the cost of Providing Health-Related Services

Data capture for the cost of providing health-related services will be accomplished utilizing the following data sources:

1. Total direct and indirect costs, less any federal payments for these costs, will be capture utilizing the following data:

    a. School Health Services cost reports received from LEAs;
    b. Kansas Department of Education (KDE) Unrestricted Indirect Cost Rate (ICR);
    c. Random Moment Time Study (RMTS) Activity Code 1200 (Direct Medical Services) and Activity Code 3100 (General Administration);
    d. LEA-specific IEP Ratios.

D. Data Sources and Cost Finding Steps

The following provides a description of the data sources and steps to complete the cost finding and reconciliation:

1. Allowable Costs: Direct costs for direct medical services include unallocated payroll costs and other unallocated costs that can be directly charged to direct medical services. Direct payroll costs include total compensation (i.e., salaries and benefits and contract compensation) of direct services personnel listed in the descriptions of the covered Medicaid services delivered by LEAs, excluding transportation personnel. These direct costs will be calculated on a provider-specific level and will be reduced by any federal payments for these costs, resulting in adjusted direct costs.

    Other direct costs include costs directly related to the approved direct services personnel for the delivery of medical services, such as medically-related purchased services, supplies and materials. These direct costs are accumulated on the annual Kansas School-based Services Cost Report and are reduced by any federal payments for these costs, resulting in adjusted direct costs. The cost report contains the scope of cost and methods of cost allocation that have been approved by the Centers for Medicare & Medicaid Services (CMS).

Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Methods and Standards for Establishing Payment Rates (Continued)

The source of this financial data will be audited Chart of Account records kept at the LEA level. The Chart of Accounts is uniform throughout the State of Kansas. Costs will be reported on a cash or accrual basis, depending on the district.

a. Direct Medical Services

Non-federal cost pool for allowable providers consists of:

i. Salaries;

ii. Benefits;

iii. Medically-related purchased services; and

iv. Medically-related supplies and materials.

2. Indirect Costs: Indirect costs are determined by applying the LEA's specific unrestricted indirect cost rate to its adjusted direct costs. Kansas LEAs use predetermined fixed rates for indirect costs. Kansas Department of Education has, in cooperation with the United State Department of Education (ED), developed an indirect cost plan to be used by LEAS in Kansas. Providers are permitted only to certify Medicaid-allowable costs and are not permitted to certify any indirect costs that are outside their unrestricted indirect cost rate.

   Indirect Cost Rate

   Apply the Kansas Department of Education Cognizant Agency Unrestricted Indirect Cost Rate applicable for the dates of service in the rate year.

   The Kansas Department of Education UICR is the unrestricted indirect cost rate calculated by the Kansas Department of Education.

3. Time Study Percentages: A CMS-approved time study is used to determine the percentage of time that medical service personnel spend on direct medical services, general and administrative time and all other activities to account for 100 percent of time to assure that there is no duplicate claiming. The appropriate time study results will be applied to the direct medical services cost pool. The direct medical services costs and time study results will be maintained by the State of Kansas. The use of CMS-approved time study methodology assures that no more than 100 percent of time and costs are captured and that the time study is statistically valid per OMB Circular A-87 cost allocation requirements.

Early and Periodic Screening, Diagnosis and Treatment (EPSDT)
Methods and Standards for Establishing Payment Rates (Continued)

4. IEP Ratio Determination: A provider-specific IEP Ratio will be established for each participating LEA. When applied, this IEP Ratio will discount the Direct Medical cost pool by the percentage of IEP Medicaid students.

   The names and birthdates of students with a health related IEP will be identified from the December 1 Count Report and matched against the Medicaid eligibility file to determine the percentage of those that are eligible for Medicaid.

   The numerator of the rate will be the students with an IEP that are eligible for Medicaid and the denominator will be the total number of students with an IEP.

5. Total Medicaid Reimbursable Cost: The result of the previous steps will be a total Medicaid reimbursable cost for each LEA for Direct Medical Services.

   After CMS-approved time study results have been produced for at least four consecutive quarters, the Kansas Health Policy Authority (KHPA) will submit for CMS review and approval a proposed methodology for documenting (backcasting) prior period claims by applying the valid time study results for purposes of adjusting the prior period claims. Reported expenditures must be reasonable, allowable, and allocable, and must be adjusted, if necessary, to comport with the guidelines specified in the CMS-approved time study.

E. Specialized Transportation Services Payment Methodology

Effective with dates of service on or after July 1, 2009, providers will be paid on a cost basis. Providers will be reimbursed interim rates for School-based Specialized Transportation services at the statewide enterprise interim rate. Federal matching funds will be available for interim rates paid by the State. On an annual basis a cost reconciliation and cost settlement will be processed for all over and under payments.

Specialized Transportation to and from school may be claimed as a Medicaid service when the following conditions are met:

1. Special transportation is specifically listed in the IEP as a required services;
2. The child required specialized transportation in a vehicle adapted to service the needs of an individual with a disability;

Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Methods and Standards for Establishing Payment Rates (Continued)

3. A medical service is provided on the day that specialized transportation is billed; and

4. The service billed only represents a one-way trip.

Specialized transportation costs included on the cost report worksheet will only include those personnel and non-personnel costs associated with special education reduced by any federal payments for these costs, resulting in adjusted costs for transportation. The cost identified on the cost report includes the following:

1. Bus Drivers
2. Mechanics
3. Substitute Drivers
4. Fuel
5. Repairs & Maintenance
6. Rentals
7. Contract Use Cost
8. Depreciation

The source of these costs will be audited Chart of Accounts data kept at the LEA level. The Chart of Accounts is uniform through the State of Kansas. Costs will be reported on a cash or accrual basis, depending on the district.

Specialized transportation costs include those for wheelchair lifts and other special modifications which are necessary to equip a school bus in order to transport children with disabilities.

When LEAS are not able to discretely identify the specialized transportation cost from the general education transportation costs, a specialized transportation cost discounting methodology will be applied. A rate will be established and applied to the total transportation cost of the LEA. This rate will be based on the *Total IEP Special Educations (SPED) Students in District Receiving Specialized Transportation* divided by the *Total Students in District Receiving Transportation.* The result of this rate (%) multiplied by the *Total School LEA Transportation Cost* for each of the categories listed above will be included on the cost report. It is important to note that this cost will be further discounted by the ratio of *Medicaid Eligible SPED IEP One Way Trips* divided by

**Early and Periodic Screening, Diagnosis and Treatment (EPSDT)
Methods and Standards for Establishing Payment Rates** (Continued)

the total number of *SPED IEP One Way Trips.* This data will be provided from bus logs. The process will ensure that only one way trips for Medicaid eligible Special Education children with IEP's are billed and reimbursed for.

F. Certification of Funds Process

Each provider certifies on an annual basis an amount equal to each fee reimbursed interim rate times the units of service reimbursed during the previous federal fiscal year. In addition, each provider certifies on an annual basis through its cost report its total actual, incurred allowable costs/expenditures, including the federal share and the non-federal share.

Providers are permitted only to certify Medicaid-allowable costs and are not permitted to certify any indirect costs that are outside their unrestricted indirect cost rate.

G. Annual Cost Report Settlement Process

Each provider will complete an annual cost report for all school-based services delivered during the previous state fiscal year covering July 1 through June 30. The cost report must be filed no later than 6 months after the end of the fiscal period (December 31). The primary purposes of the cost report are to:

1. Document provider's total CMS-approved, Medicaid allowable scope of costs for delivering school-based services, including direct costs and indirect costs, based on CMS-approved cost allocation methodology procedures; and

2. Reconcile its interim payments to its total CMS-approved, Medicaid-allowable scope of costs based on CMS-approved cost allocation methodology procedures.

The annual School-based Services Cost Report includes a certification of funds statement to be completed, certifying the provider's actual, incurred costs/expenditures. All filed annual School-based Services Cost Reports are subject to a desk review by the Kansas Health Policy Authority (KHPA) or its designee.

The cost reconciliation process must be completed within twenty-four months of the end of the reporting period covered by the annual School-based Services Cost Report. The total CMS-approved, Medicaid allowable scope of costs based on CMS-approved cost allocation methodology procedures are compared to the

**Early and Periodic Screening, Diagnosis and Treatment (EPSDT)
Methods and Standards for Establishing Payment Rates** (Continued)

provider's Medicaid interim payments for school-based services delivered during the reporting period as documented in the Medicaid Management Information System (MMIS), resulting in a cost reconciliation.

For the purposes of cost reconciliation, the state may not modify the CMS-approved scope of costs, the CMS-approved cost allocation methodology procedures, or the CMS-approved time study for cost-reporting purposes. Any modification to the scope of cost, cost allocation methodology procedures, or time study for cost-reporting purposes requires approval from CMS prior to implementation; however, such approval does not necessarily require the submission of a new state plan amendment.

If a provider's interim payments exceed the actual, certified costs of the provider for school-based services to Medicaid clients, the provider will return an amount equal to the overpayment.

If the actual, certified costs of a provider for school-based services exceed the interim Medicaid payments, KHPA will pay the federal share of the difference to the provider in accordance with the final actual certification agreement and submit claims to the CMS for reimbursement of that payment in the federal fiscal quarter following payment to the provider.

KHPA shall issue a notice of settlement that denotes the amount due to or from the provider.

Wisconsin

CONNECTION TO RFP

PCG implemented an annual cost-based settlement reconciliation process for the Medicaid School-Based Services program. This process ensures that school districts are reimbursed for providing eligible and medically necessary direct medical and transportation services provided to special education students.

DEPARTMENT OF HEALTH SERVICES, STATE OF WISCONSIN

SCHOOL BASED SERVICES AND MEDICAID COST REPORTS

NOVEMBER 2008 – PRESENT

SCOPE

PCG has been contracted by the Department of Health Services (DHS) to maximize Medicaid reimbursement to school districts under the School-Based Services Program (SBS) since 2008. PCG has assumed the operation of administering the SBS program for over 400 school districts in Wisconsin, including the completion of the financial and operational activities.

KEY ACHIEVEMENTS

PCG's key achievements under this contract include:

- $103 Million in Medicaid Administrative Claim Reimbursement to date
- $261 Million in SBS Cost Settlement Reimbursement to date
- Worked with DHS to successfully lift a $75 Million CMS deferral
- Worked with DHS to develop and implement a statewide methodology for Medicaid Administrative Claiming (MAC) and School Based Services (SBS) cost reporting allowing school districts and DHS to gain reimbursement for administrative and direct service costs
- Implemented the Medicaid Cost Reporting and Claiming System (MCRCS), and subsequent PCG Claiming System, a web-based cost reporting system used for collecting quarterly and annual expenditures, along with Random Moment Time Study (RMTS) results
- Trained district program staff throughout the state, via live and web-based training sessions, on program changes and enhancements including identification of eligible staff and collection of the required quarterly and annual financial data used for administrative claiming and cost settlement
- Coordinated time study moment sampling, compliance, coding and calculation of time study results
- Calculated, prepared, and submitted quarterly Medicaid administrative claims for all participating districts
- Completed Medicaid cost report audits and desk reviews
- Calculated annual Medicaid cost settlements
- Developed and implemented a comprehensive MAC and SBS Program Handbook and online system guide
- Conducted Annual Monitoring reviews for compliance purposes
- Conducted annual information sessions for school business officials at the Wisconsin Association of School Business Officials (WASBO) conference
- Developed auditor's guide for WI based auditors of school Medicaid programs and provided trainings throughout the state
- Provided ongoing compliance and program support to DHS

CLIENT REFERENCE

Steve Milioto
1 West Wilson Street, Room 265
Madison, WI 53703
608-266-3802
Steve.Milioto@dhs.wisconsin.gov

Department of Health & Human Services
Centers for Medicare & Medicaid Services
233 North Michigan Avenue, Suite 600
Chicago, Illinois 60601-5519

CMS
CENTERS for MEDICARE & MEDICAID SERVICES

OCT 31 2011

Brett Davis, Administrator and Medicaid Director
Division of Health Care Access and Accountability
Wisconsin Department of Health Services
1 West Wilson Street
P. O. Box 309
Madison, Wisconsin 53701-0309

Dear Mr. Davis:

Enclosed for your records is an approved copy of the following State Plan Amendment:

Transmittal #09-013	- School Based Services -- Effective July 1, 2009

If you have any additional questions, please have a member of your staff contact Charles Friedrich at (608) 442-9125 or Charles.Friedrich@cms.hhs.gov.

Sincerely,

Verlon Johnson
Associate Regional Administrator
Division of Medicaid & Children's Health Operations

Enclosure

cc: Al Matano, Wisconsin Department of Health Services

DEPARTMENT OF HEALTH AND HUMAN SERVICES
HEALTH CARE FINANCING ADMINISTRATION

FORM APPROVED
OMB NO. 0938-0193

TRANSMITTAL AND NOTICE OF APPROVAL OF STATE PLAN MATERIAL

FOR: HEALTH CARE FINANCING ADMINISTRATION

1. TRANSMITTAL NUMBER: 09-013

2. STATE: Wisconsin

3. PROGRAM IDENTIFICATION: TITLE XIX OF THE SOCIAL SECURITY ACT (MEDICAID)

TO: REGIONAL ADMINISTRATOR
HEALTH CARE FINANCING ADMINISTRATION
DEPARTMENT OF HEALTH AND HUMAN SERVICES

4. PROPOSED EFFECTIVE DATE
07/01/2009

5. TYPE OF PLAN MATERIAL *(Check One)*:

☐ NEW STATE PLAN ☐ AMENDMENT TO BE CONSIDERED AS NEW PLAN ☒ AMENDMENT

COMPLETE BLOCKS 6 THRU 10 IF THIS IS AN AMENDMENT *(Separate Transmittal for each amendment)*

6. FEDERAL STATUTE/REGULATION CITATION:
Section 1905(a)(4)(B) of the SSA and
42 CFR Part 441 Subpart B

7. FEDERAL BUDGET IMPACT:
a. FFY 2009 ..... $0K
b. FFY 2010 ..... $0K

8. PAGE NUMBER OF THE PLAN SECTION OR ATTACHMENT:
Attachment 4.19-B, pages 16.d. and 16.e-1 to 16.e-4. .....
(a) Attachment 3.1-A, Supplement 1, pages 1.d - 1.e
(b) Attachment 3.1-B, Supplement 1, pages 1.d - 1.e

9. PAGE NUMBER OF THE SUPERSEDED PLAN SECTION OR ATTACHMENT *(If Applicable)*:
Same
(a) - same
(b) - same

10. SUBJECT OF AMENDMENT:

School-based services.

11. GOVERNOR'S REVIEW *(Check One)*:
☑ GOVERNOR'S OFFICE REPORTED NO COMMENT
☐ COMMENTS OF GOVERNOR'S OFFICE ENCLOSED
☐ NO REPLY RECEIVED WITHIN 45 DAYS OF SUBMITTAL
☐ OTHER, AS SPECIFIED:

12. SIGNATURE OF STATE AGENCY OFFICIAL:
Kristen Willing

13. TYPED NAME:
Jason Helgerson

14. TITLE:
State Medicaid Director

15. DATE SUBMITTED:
June 29, 2009

16. RETURN TO:
Jason Helgerson
State Medicaid Director
Division of Health Care Access and Accountability
1 W. Wilson St.
P.O. Box 309
Madison, WI 53701-0309

FOR REGIONAL OFFICE USE ONLY

17. DATE RECEIVED:
06-29-09

18. DATE APPROVED:
OCT 31 2011

PLAN APPROVED – ONE COPY ATTACHED

19. EFFECTIVE DATE OF APPROVED MATERIAL:
07-01-09

20. SIGNATURE OF REGIONAL OFFICIAL:
Verlon Johnson

21. TYPED NAME:
Verlon Johnson

22. TITLE:
Associated Regional Administrator

23. REMARKS:

FORM HCFA-179 (07-92)

4.b. EPSDT Other Services, continued.

4. School Based Services

School Based Services (SBS) are services that are listed in an eligible student's Individualized Education Program (IEP) that are coverable under one or more of the service categories described in Section 1905(a) of the Social Security Act, and that are necessary to correct or ameliorate defects or physical or mental illnesses or conditions discovered by an EPDST screen.

Service providers shall be licensed under the applicable State practice act or comparable licensing criteria by the State Department of Public Instruction, and shall meet applicable qualifications under 42 CFR Part 440. Identification of defects, illnesses or conditions and services necessary to correct or ameliorate them is done by practitioners qualified to make those determinations within their licensed scope of practice, either as a member of the IEP team or by a qualified practitioner outside the IEP team. Eligible individuals may obtain covered services from any person qualified to perform the services required, who undertakes to provide the services.

Covered services include physical therapy, occupational therapy, and services for individuals with speech, hearing, and language disorders, performed by, or under the direction of, providers who meet the qualifications set forth at 42 CFR 440.110. Covered services also include nursing services coverable under 42 CFR §440.80, and 42 CFR §440.60 ordered by a licensed physician and performed by a registered nurse or licensed practical nurse, nursing services provided on a restorative basis under 42 CFR §440.130 (d), including services delegated in accordance with the Nurse Practice Act to individuals who have received appropriate training from a registered nurse; personal care services (as known as attendant care services) coverable and performed by individuals qualified under 42 CFR §440.167; psychological, counseling, and social work services performed by licensed practitioners within the scope of practice as defined under state law and coverable as medical or other remedial care under 42 CFR §440.60 or rehabilitative services under 42 CFR §440.130. Assessments are covered as necessary to assess or reassess the need for medical services in a child's treatment plan and must be performed by any of the above licensed practitioners within the scope of practice.

The state has established controls to prevent duplicate services and assure continuity of care when a child receives services from both SBS providers and Medicaid Health Maintenance Organizations (HMOs) or fee-for-service providers. HMOs are responsible for managing medical services for recipients receiving SBS when recipients are in HMOs. SBS and HMO providers are required to sign Memorandums of Understanding setting standards, policies and procedures to avoid duplication of services and coordinate care. Where a child served within the Medicaid fee-for-service system receives SBS, SBS providers are required to document the regular contracts between schools and community providers as appropriate for each child but at least annually. Medicaid monitors service coordination and ensures duplicate services are not provided through prior authorization.

Physical therapy can be provided by physical therapy assistants, aides, and interns under the direction of a qualified physical therapist. Occupational therapy can be provided by occupational therapy assistants, aides, and interns under the direction of a qualified occupational therapist. Speech language services for individuals with speech, hearing, and language disorders can be provided by a speech language pathology assistant and interns under the direction of a qualified speech language pathologist. Audiology can be provided by audiology assistants, interns, and interpreters under the direction of a qualified audiologist.

When services are provided under the direction of a licensed therapist, the licensed must:

- see the beneficiary at the beginning of and periodically during treatment;
- is familiar with the treatment plan as recommended by the referring physician or other licensed practitioner of the healing arts under State law;
- has continued involvement in the care provided, and reviews the need for continued services throughout the treatment;
- assume professional responsibility for the services provided under his/her direction and monitors the need for continued services;
- spend as much time as necessary directly supervising services to ensure beneficiaries are receiving services in a safe and efficient manner in accordance with accepted standards of practice;
- ensure that individuals working under his/her direction have contact information to permit them direct contact with the supervising therapist as necessary during the course of treatment; and
- maintain documentation supporting the supervision of services and ongoing involvement in the treatment.

4.b. EPSDT Other Services, continued.

4. School Based Services

School Based Services (SBS) are services that are listed in an eligible student's Individualized Education Program (IEP) that are coverable under one or more of the service categories described in Section 1905(a) of the Social Security Act, and that are necessary to correct or ameliorate defects or physical or mental illnesses or conditions discovered by an EPDST screen.

Service providers shall be licensed under the applicable State practice act or comparable licensing criteria by the State Department of Public Instruction, and shall meet applicable qualifications under 42 CFR Part 440. Identification of defects, illnesses or conditions and services necessary to correct or ameliorate them is done by practitioners qualified to make those determinations within their licensed scope of practice, either as a member of the IEP team or by a qualified practitioner outside the IEP team. Eligible individuals may obtain covered services from any person qualified to perform the services required, who undertakes to provide the services.

Covered services include physical therapy, occupational therapy, and services for individuals with speech, hearing, and language disorders, performed by, or under the direction of, providers who meet the qualifications set forth at 42 CFR 440.110. Covered services also include nursing services coverable under 42 CFR §440.80, and 42 CFR §440.60 ordered by a licensed physician and performed by a registered nurse or licensed practical nurse, nursing services provided on a restorative basis under 42 CFR §440.130 (d), including services delegated in accordance with the Nurse Practice Act to individuals who have received appropriate training from a registered nurse; personal care services (as known as attendant care services) coverable and performed by individuals qualified under 42 CFR §440.167; psychological, counseling, and social work services performed by licensed practitioners within the scope of practice as defined under state law and coverable as medical or other remedial care under 42 CFR §440.60 or rehabilitative services under 42 CFR §440.130. Assessments are covered as necessary to assess or reassess the need for medical services in a child's treatment plan and must be performed by any of the above licensed practitioners within the scope of practice.

The state has established controls to prevent duplicate services and assure continuity of care when a child receives services from both SBS providers and Medicaid Health Maintenance Organizations (HMOs) or fee-for-service providers. HMOs are responsible for managing medical services for recipients receiving SBS when recipients are in HMOs. SBS and HMO providers are required to sign Memorandums of Understanding setting standards, policies and procedures to avoid duplication of services and coordinate care. Where a child served within the Medicaid fee-for-service system receives SBS, SBS providers are required to document the regular contracts between schools and community providers as appropriate for each child but at least annually. Medicaid monitors service coordination and ensures duplicate services are not provided through prior authorization.

Physical therapy can be provided by physical therapy assistants, aides, and interns under the direction of a qualified physical therapist. Occupational therapy can be provided by occupational therapy assistants, aides, and interns under the direction of a qualified occupational therapist. Speech language services for individuals with speech, hearing, and language disorders can be provided by a speech language pathology assistant and interns under the direction of a qualified speech language pathologist. Audiology can be provided by audiology assistants, interns, and interpreters under the direction of a qualified audiologist.

When services are provided under the direction of a licensed therapist, the licensed must:

- see the beneficiary at the beginning of and periodically during treatment;
- is familiar with the treatment plan as recommended by the referring physician or other licensed practitioner of the healing arts under State law;
- has continued involvement in the care provided, and reviews the need for continued services throughout the treatment;
- assume professional responsibility for the services provided under his/her direction and monitors the need for continued services;
- spend as much time as necessary directly supervising services to ensure beneficiaries are receiving services in a safe and efficient manner in accordance with accepted standards of practice;
- ensure that individuals working under his/her direction have contact information to permit them direct contact with the supervising therapist as necessary during the course of treatment; and
- maintain documentation supporting the supervision of services and ongoing involvement in the treatment.

28. Medicaid-Covered Services included in Medicaid-eligible Students' Individualized Education Programs (IEPs) Provided by Local Education Agencies

Overview

This section of the plan describes how:

1. The Department establishes rates for interim Medicaid reimbursement,
2. Local education agency (LEA) providers identify total allowable Medicaid costs, including the Federal and non-Federal share of expenditures for Medicaid-covered services provided by Medicaid-qualified providers, and
3. The Department reconciles interim payments to total allowed cost as reported on the CMS-approved cost report for direct medical services and specialized transportation services.

This section of the plan applies only to Medicaid-covered services identified in the child's IEP.

Payment for Medicaid-Covered Services included in Medicaid-eligible Students' IEPs Provided by LEAs

LEA providers shall be reimbursed on an interim basis and those payments shall retrospectively be reconciled to cost. Sections A and B cover the interim payment process. Sections C through F cover the process for certification and reconciliation.

Interim Payment for Covered Services Provided by LEA Providers

A. Before July2007, statewide rates will be set on an interim basis using the July 2004 school year's reimbursement updated for inflation at a rate not to exceed the qualified economic offer (QEO) annual rate. In negotiating teacher's contracts, the QEO identifies the minimum offer required by state statute that a local school district may make to avoid binding arbitration on salaries and fringe benefits.

B. After July 2007, LEA specific rates will be set on an interim basis using the LEA's most recent cost information updated to the current year for inflation at a rate not to exceed the QEO.

Identification of Total Allowed Cost

C. LEA providers are required to report annually total allowed cost, including the Federal and non-Federal share of expenditures using a CMS-approved cost report. The following steps will be used to determine cost:

1. The provider will identify cost to be included in the direct medical services cost pool.

   The pool of cost will consist of compensation to practitioners and some additional cost for clinical materials and supplies. Practitioners are licensed medical providers and other qualified providers doing delegated medical tasks under the school-based services section Attachment 3.1-A Supplement 1 and 3.1-B Supplement 1 of the Wisconsin Medicaid State Plan. Only those practitioners who are expected to deliver hands-on services to clients and who are expected to generate a service unit documented through the medical record may be included in the direct services cost pool. The cost of supervisors, program coordinators, special education teachers, administrators and other personnel are included in the cost pool only to the extent they are qualified providers and are expected to provide hands-on care. The LEA will identify individually the practitioners eligible for inclusion in the direct services cost pool. Their compensation data will be reported by individual on the CMS-approved cost report and will reflect offsetting amounts to the extent required by law for all other sources of revenue.

   Only Medicaid qualified providers that are the direct practitioners may be included in the direct services cost pool. The following practitioners must meet the requirements of 42 CFR §440.110 to report their costs: physical therapist, occupational therapist, speech language pathologist, audiologist, and aides providing medical services under the direction of the physical therapist, occupational therapist, speech-language pathologist, and audiologist. Providers of personal care services (also known as attendant care services) must meet the requirements of 42 CFR §440.167 to report their costs. Providers of psychological, counseling, and social work services must meet the requirements of 42 CFR §440.60 or 42 CFR §440.130 to report their costs. Providers of nursing services must meet the requirements of 42 CFR §440.80 and 42 CFR §440.60 or 42 CFR §440.130 (d) to report their costs.

   The Department shall specify the method for identifying these costs using the CMS-approved cost report which employs the use of data derived from the Wisconsin Uniform Financial Accounting Requirements (WUFAR), the Special Education Fiscal Report project codes and other data classifications maintained by the Department of Public Instruction (DPI). These costs shall be identified in compliance with the scope of cost that CMS has approved. DHS allows districts to report compensation data by individual and requires an offsetting adjustment for other revenue sources of revenue. However, DHS assures that the beginning balances tie to the WUFAR.

2. The provider/LEA will identify the amount of cost in the direct services cost pool that may be attributed to the provision of medical services.

   To allocate this cost, the provider multiplies the applicable statewide direct medical services time study percentage by the total direct medical services cost pool amount. The source of the direct medical services time study percentage(s) is the Medicaid Administrative Claiming Time Study for Schools (MACS), which is hereby referred to as the Medicaid Administrative Claiming Time Study for Schools (MACS). The State will supply the time study percentage(s) for direct medical services to providers. The use of this CMS-approved time study assures that no more than 100 percent of time is captured for Medicaid administrative activities and direct medical services and that the time study is statistically valid.

3. The indirect cost is determined through use of the cognizant agency unrestricted indirect cost rate.

   One plus the cognizant agency's unrestricted indirect cost rate assigned to each LEA provider is multiplied by total direct medical services cost as determined under the previous step. If a provider does not have an unrestricted indirect cost rate, the provider does not have any Medicaid-allowable indirect costs associated with direct medical services.

4. Medicaid's portion of total direct services cost will be calculated.

   The results of the previous step are multiplied by the ratio of the total number of IEP students receiving medical services and eligible for Medicaid to the total number of IEP students receiving medical services. One IEP ratio is applied to cost for all practitioner types.

Methodology for Determining Specialized Transportation Cost

D. Transportation is reimbursed only on days when a covered Medicaid service was provided pursuant to an IEP and only if specialized transportation is listed as a service in the IEP.

   Each LEA provider shall report to the Department, on an annual basis, the total allowed costs incurred for Specialized Transportation services using the following steps.

   1. Each LEA will use the CMS-approved cost report to accumulate annually direct cost, which will which will include some personnel cost, contracting cost, and specialized transportation vehicle depreciation, fuel, insurance, and repairs and servicing costs necessary for the provision of school-based IEP transportation services.

   2. Total specialized transportation cost will be determined by multiplying cost identified under Step 1 by one plus the cognizant agency's unrestricted indirect expenditure (cost) rate. If a provider does not have an unrestricted indirect cost rate, the provider does not have any Medicaid-allowable indirect costs associated with specialized transportation services.

   3. Medicaid's portion of specialized transportation cost will be identified by multiplying the results of Step 2 by the ratio of the total number of one-way Medicaid specialized transportation trips pursuant to the IEP over all one-way specialized transportation trips that were provided. The provider is responsible to maintaining one-way trip documentation.

E. Cost Reconciliation and Cost Settlement

Each LEA provider shall be required to do all of the following activities:

1. Each LEA provider must complete annually the CMS-approved cost report for direct medical services and specialized transportation. It will contain total cost incurred to provide Medicaid-covered services to Medicaid beneficiaries, including the Federal and non-Federal share of incurred cost. This cost report will be filed with the Department by March 31, 2007 for 2005-2006 state fiscal year, and the December 31 following the end of the state fiscal year for all future years. The Department will inform the provider of whether there has been an over- or underpayment.

2. The LEA provider is required to keep, maintain and have readily retrievable financial records that fully identify or support its allowable costs eligible for FFP in accordance with Federal and Wisconsin Medicaid records requirements. The LEA provider is also required to participate in statewide time studies conducted by the Department.

3. The LEA provider shall paid at cost. Using the reconciled cost as reported on the CMS-approved cost report, any settlement amount will be identified. LEA providers shall be required to reimburse overpayments of interim payments. If the interim payments underpay an LEA provider, the Department will reimburse the provider up to its cost. All costs will be settled no later than 24 months after the close of the applicable state fiscal year. The State cannot adjust its interim rates prospectively to account for overpayment. The provider will be required to refund any overpayment within the 24-month timeframe. Similarly, the State must reimburse providers, within 24 months of the end of the applicable state fiscal year, separately when there has been an underpayment.

4. Special Rule for Cost Reconciliation and Cost Settlement

   Applicable to the Fiscal Year July 2005-June 2006

   For the fiscal year July 2005 - June 2006 only, cost reconciliation will be performed in accordance with a methodology submitted by the Department and approved by CMS.

F. Department's Responsibilities

1. The Department shall assure that it utilizes the CMS-approved scope of cost as reflected in the CMS-approved cost report. For costs that were reported using invoices instead of object codes, the State will assure by 7/1/07 all cost be reported using object codes. The changes in coding will be made in consultation with CMS. The Department shall review future changes in the DPI WUFAR and Special Education Fiscal Report project codes and other data and procedures as they occur to assure that costs included in cost reports are consistent with CMS-approved cost categories. Whenever there is a change in the object codes used in the cost report, the State will seek approval from CMS. This action may or may not result in the required submission of a state plan amendment. The Department shall conduct time studies that meet CMS guidelines for approved Administrative Claiming Time Studies to determine that percentage of time that school staff spend on activities related to the provision of Medicaid allowable medical services.

2. All cost will be settled no later than 24 months after the close of the applicable school year. The State cannot adjust its interim rates prospectively to account for overpayment. The provider will be required to refund any overpayment separately within the 24-month timeframe. Similarly, the State must reimburse providers, within 24 months of the end of the applicable state fiscal year, separately when there has been an underpayment.

3. As part of the financial oversight responsibilities, the Department shall develop review procedures for the certified expenditures that include procedures for assessment of risk that expenditures and other information submitted by the LEAs is incorrect. The financial oversight of all LEA providers shall include reviewing the allowable costs in accordance with the scope of cost approved by CMS. The scope of allowed cost approved by CMS was adjusted for services provided on or after 7/1/2009.

   If the Department becomes aware of potential instances of fraud, misuse, or abuse, it shall perform timely audits and investigations to identify and take the necessary actions to remedy and resolve the problems.

West Virginia

CONNECTION TO RFP

PCG implemented an annual cost-based settlement reconciliation process for the Medicaid School-Based Services program. This process ensures that school districts are reimbursed for providing eligible and medically necessary direct medical and transportation services provided to special education students.

DEPARTMENT OF HEALTH AND HUMAN RESOURCES, BUREAU OF MEDICAL SERVICES
STATE OF WEST VIRGINIA

SCHOOL BASED HEALTH SERVICES RATE SETTING AND COST SETTLEMENT

2011 – PRESENT

SCOPE

PCG successfully worked with the West Virginia Department of Health and Human Services (DHHR) to implement a cost-based settlement process for direct medical service costs related to the School Based Health Services Program. PCG is also implementing a Medicaid Administrative Claiming (MAC) Program to bring additional Federal revenue to the State.

Per requirement of the Centers for Medicare and Medicaid Services (CMS), West Virginia engaged PCG to assist the State in drafting State Plan Amendment language to ensure continued compliance with the statutory and regulatory requirements governing SBHS and certified match funding. PCG drafted revisions West Virginia's State Plan and worked with the State to revise this documentation based on CMS feedback and to subsequently obtain CMS approval. PCG also drafted and submitted to CMS an Implementation Plan outlining the Random Moment Time Study (RMTS) process that will be used in calculating Medicaid reimbursement for direct services and administrative costs, a Cost Reporting Template and Instruction Manual governing the cost reporting process, and training materials related to both.

KEY ACHIEVEMENTS

- Worked closely with DHHR/BMS to negotiate with CMS in seeking approval for a revised State Plan Amendment.
- Implemented and currently operate a CMS approved statewide Random Moment Time Study (RMTS)
- Assisted with the development of annual cost settlement documentation including school district cost reports, Certified Public Expenditure policies and procedures, and Audit and Oversight policies and procedures.
- Implemented the PCG Claiming System to facilitate collecting quarterly and annual expenditure information from LEAs.
- Trained district staff throughout the state on program components including the RMTS, and the collection of the required quarterly and annual financial data used for administrative claiming and cost settlement.

CLIENT REFERENCE

Ms. Tara Buckner, Chief Financial Officer
Department of Health and Human Resources
State Capitol Complex, Building 03, Room 451
Charleston, WV 25305
Phone: (304) 558-9138

DEPARTMENT OF HEALTH & HUMAN SERVICES
Centers for Medicare & Medicaid Services
150 S. Independence Mall West
Suite 216, The Public Ledger Building
Philadelphia, Pennsylvania 19106-3499

CENTERS FOR MEDICARE & MEDICAID SERVICES

Region III/Division of Medicaid and Children's Health Operations

SWIFT #091220124038

NOV 25 2014

Ms. Cynthia E. Beane, MSW, LCSW
Acting Commissioner
Bureau for Medical Services
350 Capitol Street, Room 251
Charleston, West Virginia 25301-3706

Dear Acting Commissioner Beane:

The Centers for Medicare & Medicaid Services (CMS) has reviewed West Virginia's School Based Health Services State Plan Amendment (SPA) 12-006, in which you propose to more accurately match payments to the cost of services being provided to Medicaid members receiving direct medical services outlined on the Individualized Education Plan (IEP) in the school setting. West Virginia SPA 12-006 is a response to CMS companion letters for SPA 09-02 and SPA 11-011.

This SPA is acceptable. Therefore, we are approving SPA 12-006 with an effective date of July 1, 2014. Enclosed are the approved SPA pages and the signed CMS-179 form. Please note that accompanying this approval of SPA 12-006, there is an enclosed companion letter addressing unrelated issues that arose in review of this SPA.

If you have further questions about this SPA, please contact Margaret Kosherzenko of my staff at 215-861-4288.

Sincerely,

Francis McCullough
Associate Regional Administrator

Enclosures

DEPARTMENT OF HEALTH AND HUMAN SERVICES
HEALTH CARE FINANCING ADMINISTRATION

FORM APPROVED
OMB NO. 0938-0193

TRANSMITTAL AND NOTICE OF APPROVAL OF STATE PLAN MATERIAL

FOR: HEALTH CARE FINANCING ADMINISTRATION

1. TRANSMITTAL NUMBER: 1 2 - 0 0 6

2. STATE: West Virginia

3. PROGRAM IDENTIFICATION: TITLE XIX OF THE SOCIAL SECURITY ACT (MEDICAID)

TO: REGIONAL ADMINISTRATOR
HEALTH CARE FINANCING ADMINISTRATION
DEPARTMENT OF HEALTH AND HUMAN SERVICES

4. PROPOSED EFFECTIVE DATE
July 1, 2014

5. TYPE OF PLAN MATERIAL (Check One)

[X] NEW STATE PLAN [ ] AMENDMENT TO BE CONSIDERED AS NEW PLAN [X] AMENDMENT

COMPLETE BLOCKS 6 THRU 10 IF THIS IS AN AMENDMENT (Separate Transmittal for each amendment)

6. FEDERAL STATUTE/REGULATION CITATION:
Section 1905(a)(5) of the Social Security Act; IDE Act Part B, 42 CFR 440.60, 440.101, 440.130, 440.167 and 441.62.

7. FEDERAL BUDGET IMPACT:
a. FFY 2015 $ 50,271,000
b. FFY 2016 $ 52,332,000

8. PAGE NUMBER OF THE PLAN SECTION OR ATTACHMENT:
Addudnum 3.1-A, Pages 1 - 12 (new)
Attachment 4.19-B, Pages 18 - 22B(new) Supplement 2 to Attachment 3.1-A and 3.1-B page 3aa (Revised) Attachment 4.19-B page 6, page 14, and page 15 (revised); Attachment for A, D and E of Supplement 1 to Attachment 3.1-A pages 1-3 (TN-No 90-15)

9. PAGE NUMBER OF THE SUPERSEDED PLAN SECTION OR ATTACHMENT (If Applicable).
Attachment 4.19-B, page 6 and page 14 and 15; Attachment for A, D, and E of Supplement 1 to Attachment 3.1-A Page 1-3 (TN-NO. 90-15)

10. SUBJECT OF AMENDMENT:
The purpose of this amendment is to more accurately match payments to the cost of services being provided to Medicaid Members receiving direct medical services, outlined on the Individualized Education Plan ("IEP"), in the school setting.

11. GOVERNOR'S REVIEW (Check One):

[ ] GOVERNOR'S OFFICE REPORTED NO COMMENT
[X] COMMENTS OF GOVERNOR'S OFFICE ENCLOSED
[ ] NO REPLY RECEIVED WITHIN 45 DAYS OF SUBMITTAL
[ ] OTHER, AS SPECIFIED:

12. SIGNATURE OF STATE AGENCY OFFICIAL:

13. TYPED NAME:
Cynthia E. Beane, Acting Commissioner, MSW, LCSW

14. TITLE:
Commissioner

15. DATE SUBMITTED:
September 12, 2012

16 RETURN TO:
Bureau for Medical Services
350 Capitol Street Room 251
Charleston West Virginia 25301

FOR REGIONAL OFFICE USE ONLY

17. DATE RECEIVED
September 12, 2012

18 DATE APPROVED NOV 25 2014

PLAN APPROVED - ONE COPY ATTACHED

19. EFFECTIVE DATE OF APPROVED MATERIAL:
July 1, 2014

20. SIGNATURE OF REGIONAL OFFICIAL:

21. TYPED NAME:
FRANCIS Mc Cullough

22 TITLE
Associate Regional Administrator

23. REMARKS:

FORM HCFA-179 (07-92)

INSTRUCTIONS ON BACK

School-Based Health Services (Special Education):

The School-Based Health Services program includes medically necessary covered health care services identified pursuant to an IEP Plan provided by or through the West Virginia Department of Education (DOE) or a Local Education Agency (LEA). These medically necessary health care services must be ordered by a physician or other licensed practitioners of the healing arts within the scope of license as defined under the West Virginia Code to eligible special education students from birth to age 21. The State assures full EPSDT services as defined under 1905(r) will be provided for individuals under 21 who are covered under the State Plan under section 1902(a) (10) (A) to ensure early and periodic screening, diagnostic, and treatment services are provided when medically necessary.

The State assures that the provision of services will not restrict an individual's free choice of qualified providers in violation of section 1902(a)(23) of the Social Security Act. The Medicaid-eligible individual may obtain Medicaid Services from any institution, agency, pharmacy, person or organization that is qualified to perform services.

The services are defined as follows:

A. **Audiology, Speech, Hearing and Language Disorders Services:**

Definition: Per 42 CFR §440.110 (c): Services for individuals with speech, hearing, and language disorders means diagnostic, screening, preventive, or corrective services provided by or under the direction of a speech pathologist or audiologist, for which a patient is referred by a physician or other licensed practitioner of the healing arts within the scope of his or her practice under State law. It includes any necessary supplies and equipment.

Services may include, but are not limited to, testing and/or clinical observation as appropriate for chronological or developmental age for one or more of the following areas of functioning:

- Auditory acuity (including pure tone air and bone conduction), speech detection, and speech reception threshold;
- Auditory discrimination in quiet and noise;
- Impedance audiometry, including tympanometry and acoustic reflex;
- Central auditory function;
- Testing to determine the child's need for individual amplification; selection and fitting of aid(s);

- Hearing aid evaluation;
- Auditory training; and training for the use of augmentative communication devices.

All services shall be fully documented in the medical record.

Qualified Practitioners: Qualified providers must meet the requirements in 42 CFR §440.110 and be licensed by the WV Board of Examiners of Speech, Language Pathology, and Audiology. Speech, hearing, and language disorders services can also be provided by a Speech-Language Pathology Assistant or Audiology Assistant provided the requirements outlined in W.Va. Code St. R. §29-2-1 *et seq.* (1994) are met.

B. Occupational Therapy Services:

Definition: Per 42 CFR §440.110 (b)(1) Occupational therapy means services prescribed by a physician or other licensed practitioner of the healing arts within the scope of his or her practice under State law and provided to a recipient by or under the direction of a qualified occupational therapist. It includes necessary supplies and equipment.

Services may include, but are not limited to, testing and/or clinical observation as appropriate for chronological or developmental age for one or more of the following areas of functioning:

- Activities of daily living assessment and training;
- sensory integration;
- sensorimotor assessment and training;
- neuromuscular assessment and development;
- muscle strengthening and endurance training;
- fine motor assessment and skills facilitation;
- feeding/oral motor assessment and training;
- adaptive equipment application;
- visual perceptual assessment and training;
- perceptual motor development assessment and training;
- musculo-skeletal assessment;
- fabrication and application of splinting and orthotic devices;
- manual therapy techniques;
- gross motor assessment and skills facilitation; and
- functional mobility assessment.

All services shall be fully documented in the medical record.

Qualified Practitioners: Qualified providers must meet the requirements in 42 CFR §440.110 and be licensed by the West Virginia Board of Occupational Therapy. Occupational Therapy services can also be provided by a certified occupational therapy assistant (COTA) under the supervision of a licensed occupational therapist, provided the conditions outlined in W.Va. Code St. R. §13-1-1 et seq. (2010) are met.

C. **Physical Therapy Services:**

Definition: Per 42 CFR §440.110 (a) (1) Physical therapy means services prescribed by a physician or other licensed practitioner of the healing arts within the scope of his or her practice under State law and provided to a recipient by or under the direction of a qualified physical therapist. It includes any necessary supplies and equipment.

Service may include, but are not limited to, testing and/or clinical observation as appropriate for chronological or developmental age for one or more of the following areas of functioning:

- Neuromotor assessment;
- range of motion;
- joint integrity and functional mobility;
- flexibility assessment;
- gait, balance and coordination assessment and training;
- posture and body mechanics assessment and training;
- soft tissue assessment;
- pain assessment;
- cranial nerve assessment;
- clinical electromyographic assessment;
- nerve conduction;
- latency and velocity assessment;
- therapeutic procedures;
- hydrotherapy;
- manual manipulation;
- gross motor development;
- muscle strengthening;
- functional training;
- facilitation of motor milestones;
- sensory motor assessment and training;
- manual muscle test;
- activities of daily living assessment and training;
- therapeutic exercise;

- cardiac assessment and training;
- Manual therapy techniques;
- fabrication and application of orthotic devices;
- pulmonary assessment and enhancement;
- adaptive equipment application; and
- feeding/oral motor assessment and training.

All services shall be fully documented in the medical record.

Qualified Practitioners: Qualified providers must meet the requirements in 42 CFR §440.110 and be licensed by the West Virginia Board of Physical Therapy. Physical therapy services can also be provided by licensed physical therapy assistants under the direct supervision of a licensed physical therapist provided the conditions outlined in W.Va. Code St. R. §16-1-1 *et seq.* (2011) are met.

D. Psychological Services:

Definition: Per 42 CFR §440.60 (a) "Medical care or any other type remedial care provided by licensed practitioners'' means any medical or remedial care or services, other than physicians' services, provided by licensed practitioners within the scope of practice as defined under State law. Psychological, services include those services related to the evaluation, testing, diagnosis and treatment of social, emotional or behavioral problems.

Service may include, but are not limited to, testing and/or clinical observation as appropriate for chronological or developmental age for one or more of the following areas of functioning:

- Cognitive assessment;
- emotional/personality assessment;
- adaptive behavior assessment;
- behavior assessment;
- perceptual or visual motor assessment;
- Cognitive-behavioral therapy;
- rational-emotive therapy;
- family therapy;
- individual interactive psychotherapy using play equipment, physical devices, language interpreter or other mechanisms of non-verbal communication; and
- sensory integrative therapy.

All services shall be fully documented in the medical record.

Qualified Practitioners: Qualified providers must meet the requirements in 42 CFR §440.60. Minimum qualification for providing services are current licensure by the WV Board of Examiners of Psychologists as a licensed psychologist, licensed School psychologist or licensed School psychologist independent practitioner.

E. Nursing Services:

Definition: Per 42 CFR §440.60 (a), Federal regulations identify medical or other remedial care provided by licensed practitioners as "any medical or remedial care or services, other than physicians' services, provided by licensed practitioners within the scope of practice as defined under State law."

Nursing services include, but are not necessarily limited to:

- anaphylactic reaction;
- manual resuscitator;
- postural drainage and percussion;
- catheterization;
- mechanical ventilator;
- seizure management;
- measurement of blood sugar;
- subcutaneous insulin infusion;
- emergency medication administration;
- oral suctioning;
- subcutaneous insulin infusion by injection;
- enteral feeding;
- ostomy care;
- tracheostomy care;
- epinephrine auto-injector;
- oxygen administration;
- inhalation therapy;
- peak flow meter; and
- long-term medication administration.

All services shall be fully documented in the medical record.

Qualified Practitioners: Qualified providers must meet the requirements in 42 C.F.R. §440.60 (a) and be licensed by the West Virginia Board of Examiners for Registered Professional Nurses as a registered professional nurse (RN).

F. Personal Care Services:

Definition: Per 42 CFR §440.167, Personal care services means services furnished to an individual who is not an inpatient or resident of a hospital, nursing facility, intermediate care facility for individuals with intellectual disability, or institution for mental disease that are (1) Authorized for the individual by a physician in accordance with a plan of treatment or (at the option of the State) otherwise authorized for the individual in accordance with a service plan approved by the State; (2) Provided by an individual who is qualified to provide such services and who is not a member of the individual's family; and (3) Furnished in a home, and at the State's option, in another location.

Services related to a child's physical and behavioral health requirements may include, but are not limited to, the following:

- Assistance with eating, dressing, personal hygiene;
- Activities of daily living;
- Bladder and bowel requirements;
- Use of adaptive equipment;
- Ambulation and exercise;
- Behavior modification; and/or
- Other remedial services necessary to promote a child's ability to participate in, and benefit from the educational setting.

All services shall be fully documented in the medical record.

Qualified Practitioners: Qualified providers must meet the requirements in 42 CFR §440.167. Services are furnished by providers who have satisfactorily completed a program for home health aides/nursing assistants, or other equivalent training, or who have appropriate background and experience in the provision of personal care or related services for individuals with a need for assistance due to physical or behavioral conditions.

G. Targeted Case Management:

Definition: Targeted Case Management services, provided in accordance with 1902(a)(10)(B) of the Act and as defined under 1905(a)(19) of the Act and 42 CFR 440.169, are activities that assist Title XIX eligible school-age children who are referred for, or are receiving, medical services pursuant to a Service Plan.

__N/A_Target group includes individuals transitioning to a community setting. Case-management services will be made available for up to ___ consecutive days of a covered stay in a medical institution. The target group does not include individuals between ages 22 and 64 who are served in Institutions for Mental Disease or individuals who are inmates of public institutions). (State Medicaid Directors Letter (SMDL), July 25, 2000)

Areas of State in which services will be provided (§1915(g)(1) of the Act):

___X Entire State

___ Only in the following geographic areas: **[Specify areas]**

Comparability of services (§§1902(a)(10)(B) and 1915(g)(1))

___X Services are provided in accordance with §1902(a)(10)(B) of the Act.

___ Services are not comparable in amount duration and scope (§1915(g)(1)).

Targeted Case Management services are a component of the TCM Service Plan. Targeted Case Management identifies and addresses special health problems and needs that affect the student's ability to learn, assist the child to gain and coordinate access to a broad range of medical, social, educational, and other services, and ensures that the student receives effective and timely services appropriate to their needs.

In accordance with State Medicaid regulations, the school district shall complete and submit to the State a TCM Service Plan for the delivery of Targeted Case Management services. The district shall have a representative group of parents and community-based providers, including the local public health department, EPSDT case managers and any existing school-based health centers to assist in developing the TCM Service Plan. Included in the TCM Service Plan is the provision for coordination of benefits and Targeted Case Management across multiple providers to:

- Achieve service integration, monitoring and advocacy;
- Provide needed medical, social, educational, and other services;
- Ensure that services effectively complement one another; and
- Prevent duplication of services.

The school district shall inform the family of a Medicaid-eligible student receiving Targeted Case Management services from more than one provider that the family may choose one lead case manager to facilitate coordination.

Targeted Case Management services must include any of the following activities:

- Needs Assessment and Reassessment;
- Development and Revision of Service Plan;

- Referral and Related Activities; or
- Monitoring and follow-up activities;

1. Needs Assessment and Reassessment: Reviewing of the individual's current and potential strengths, resources, deficits and need for medical, social, educational and other services. Gathering information from other sources such as family members, medical providers, social workers, and educators (if necessary), to form a complete assessment of the eligible individual. Results of assessments and evaluations are reviewed and a meeting is held with the individual, his or her parent(s) and /or guardian, and the case manager to determine whether services are needed and, if so, to develop a service plan. At a minimum, an annual face-to-face reassessment shall be conducted to determine if the client's needs or preferences have changed.

2. Development and Revision of the TCM Service Plan: Developing a written plan based on the assessment of strengths and needs, which identifies the activities and assistance needed to accomplish the goals collaboratively developed by the individual, his or her parents(s) or legal guardian, and the case manager. Development (and periodic revision) of the TCM Service Plan will specify the goals and actions to address the medical, social, educational, and other services needed by the eligible individual. The service plan describes the nature, frequency, and duration of the activities and assistance that meet the individual's needs. Periodic revisions to the TCM Service Plan will be made at a minimum annually.

3. Referral and Related Activities: Facilitating the individual's access to the care, services and resources through linkage, coordination, referral, consultation, and monitoring. This is accomplished through in-person and telephone contacts with the individual, his or her parent(s) or legal guardian, and with service providers and other collaterals on behalf of the individual. This will occur as necessary, but at least annually. This may include facilitating the recipient's physical accessibility to services such as arranging transportation to medical, social, educational and other services; facilitating communication between the individual, his or her parent(s) or legal guardian and the case manager and between the individual, his or her parent(s) or legal guardian and other service providers; or, arranging for translation or another mode of communication. It also includes advocating for the individual in matters regarding access, appropriateness and proper utilization of services; and evaluating, coordinating and arranging immediate services or treatment needed in situations that appear to be emergent in nature or which require immediate attention or resolution in order to avoid, eliminate or reduce a crisis situation for a specific individual. This may also include acquainting the individual, his or her parent(s) or legal guardian with resources in the community and providing information for obtaining services through community programs.

4. Monitoring and Follow-up Activities: The case manager shall conduct regular monitoring and follow-up activities with the client, the client's legal representative, or with other related service providers. Monitoring will be done to ensure that services are being furnished in accordance with the individual's TCM Service Plan. Periodic review of the progress the individual has made on the service plan goals and objectives and the appropriateness and effectiveness of the services being provided on a periodic basis. This review may result in revision or continuation of the plan, or termination of Targeted Case Management services if they are no longer appropriate. Periodic reviews may be done through personal and telephone contacts with the individual and other involved parties. The periodic reviews will be conducted as necessary but at least annually.

All services shall be fully documented in the medical record.

Non-Duplication of Services: To the extent any eligible School-Based Health Services recipients are receiving Targeted Case Management services from another provider agency as a result of being members of other covered targeted groups; the School-Based Health Services providers will ensure that Targeted Case Management activities are coordinated to avoid unnecessary duplication of service.

Targeted Case Management includes contacts with non-eligible individuals that are directly related to identifying the eligible individual's needs and care, for the purposes of helping the eligible individual access services; identifying needs and supports to assist the eligible individual in obtaining services; providing case managers with useful feedback, and alerting case managers to changes in the eligible individual's needs. Targeted Case Management activities shall not restrict or be used as a condition to restrict a client's access to other services under the state plan.

Qualified Practitioner: Targeted Case Management activities may be provided by any willing qualified provider pursuant to 1902(a)(23) of the Social Security Act. Case Managers must be affiliated with a licensed Behavioral Health Services Provider or School Based Health Services Provider and possess one of the following qualifications:

- A psychologist with a Masters' or Doctoral degree from an accredited program
- A licensed social worker
- A licensed registered nurse
- A Masters' or Bachelors' degree granted by an accredited college or university in one of the following human services fields:
    - Psychology
    - Criminal Justice
    - Board of Regents with health specialization

- Recreational Therapy
- Political Science
- Nursing
- Sociology
- Social Work
- Counseling
- Teacher Education
- Behavioral Health
- Liberal Arts or;
- Other degrees approved by the West Virginia Department of Education (WVDE).

Note: West Virginia does not enroll independent Target Case Manager Providers.

Freedom of choice (42 CFR 441.18(a)(1)):
The State assures that the provision of case management services will not restrict an individual's free choice of providers in violation of section 1902(a)(23) of the Act.

1. Eligible individuals will have free choice of any qualified Medicaid provider within the specified geographic area identified in this plan.
2. Eligible individuals will have free choice of any qualified Medicaid providers of other medical care under the plan.

Access to Services (42 CFR 441.18(a)(2), 42 CFR 441.18(a)(3), 42 CFR 441.18(a)(6):
The State assures the following:

- Case management (including targeted case management) services will not be used to restrict an individual's access to other services under the plan.
- Individuals will not be compelled to receive case management services, condition receipt of case management (or targeted case management) services on the receipt of other Medicaid services, or condition receipt of other Medicaid services on receipt of case management (or targeted case management) services; and
- Providers of case management services do not exercise the agency's authority to authorize or deny the provision of other services under the plan.

Payment (42 CFR 441.18(a)(4)):
Payment for case management or targeted case management services under the plan does not duplicate payments made to public agencies or private entities under other program authorities for this same purpose.

Case Records (42 CFR 441.18(a)(7)):
Providers maintain case records that document for all individuals receiving case management as follows: (i)The name of the individual; (ii) The dates of the case

management services; (iii)The name of the provider agency (if relevant) and the person providing the case management service; (iv) The nature, content, units of the case management services received and whether goals specified in the care plan have been achieved; (v) Whether the individual has declined services in the care plan; (vi) The need for, and occurrences of, coordination with other case managers; (vii) A timeline for obtaining needed services; (viii) A timeline for reevaluation of the plan.

Limitations:

Case management does not include, and Federal Financial Participation (FFP) is not available in expenditures for, services defined in §441.169 when the case management activities are an integral and inseparable component of another covered Medicaid service (State Medicaid Manual (SMM) 4302.F).

Case management does not include, and Federal Financial Participation (FFP) is not available in expenditures for, services defined in §441.169 when the case management activities constitute the direct delivery of underlying medical, educational, social, or other services to which an eligible individual has been referred, including for foster care programs, services such as, but not limited to, the following: research gathering and completion of documentation required by the foster care program; assessing adoption placements; recruiting or interviewing potential foster care parents; serving legal papers; home investigations; providing transportation; administering foster care subsidies; making placement arrangements. (42 CFR 441.18(c))

FFP only is available for case management services or targeted case management services if there are no other third parties liable to pay for such services, including as reimbursement under a medical, social, educational, or other program except for case management that is included in an individualized education program or individualized family service plan consistent with §1903(c) of the Act. (§§1902(a)(25) and 1905(c))

H. Specialized Transportation:

Definition: Per 42 CFR §440.170 (a)(1) "Transportation" includes expenses for transportation and other related travel expenses determined to be necessary by the agency to secure medical examinations and treatment for a recipient. This service is limited to transportation of an eligible child to health related services as listed in a recipient's IEP.

Covered Services and Limitations: Specialized transportation is Medicaid reimbursable if:

1. It is provided to a Medicaid eligible EPSDT recipient who is enrolled in an LEA;
2. It is being provided on a day when the recipient receives an IEP health-related Medicaid covered service;
3. The Medicaid covered service is included in the recipient's IEP;
4. The recipient's need for specialized transportation is documented in the child's IEP; and
5. The driver must meet all State and County license and certification requirements.

Each school district is responsible for maintaining written documentation, such as a trip log, for individual trips provided. No payment will be made to, or for parents providing transportation.

9. **Clinic Services**

Services may be limited by prior authorization.

10. **Dental Services**

Prior Authorization may be required for restorative/replacement procedures. For prior authorization criteria see generally www.wvdhhr/bms/manuals Chapter 505: Dental: sections 505.8, 505.10 and Attachments 1,2 and 3. Dental service limits provided under EPSDT can be exceeded based on medical necessity. Certain emergency dental services are covered for adults, see section 505.7

4.19 Payments for Remedial Care and Services

Inpatient Hospital Services

8. Private Duty Nursing Services
Payment is based on an hourly rate by skill level; i.e., R.N., LPN, Aide, considering customary charges and rate paid for these services by private insurance, or other state agencies.

9. Clinic Services
Payment for services provided by established clinics may be an encounter rate based on all inclusive costs, or on a fee for the services provided in the clinic. Payment not to exceed that allowed for the services when provided by other qualified providers. Payment for free standing ambulatory surgery center services shall be the lesser of 90% of the Medicare established fee or the provider billed charge.

10. Dental; Services

4.19 Payments for Medical and Remedial Care and Services

23. Pediatric or Family Nurse Practitioner Services

Payment may not exceed the amount paid to physicians for the service the provider is authorized by State Law to perform, or the provider's customary charge, whichever is less.

For services provided on and after 11.01.94, the following methodology will apply:

An upper limit is established using a resource-based relative value for the procedure times a conversation factor as determined by the type of service. The conversion factors were developed using utilization and payment level data for the defined service group. Payment will be the lessor of the upper limit or the provider's customary charge for the service to the general public.

1. a. Transportation

Payment is made for transportation and related expenses necessary for recipient access to covered medical services via common carrier or other appropriate means; cost of meals and lodging, and attendant services where medically necessary.

Reimbursement Upper Limits:

(i) Common Carriers (bus, taxi, train or airplane) – the rates established by any applicable regulatory authority, or the provider's customary charge to the general public.

(ii) Automobile – Reimbursement is computed at the prevailing state employee travel rate per mile.

(iii) Ambulance – Reimbursement is the lesser of the Medicare geographic prevailing fee of EMS provider charge to the general public as reported on the State Agency survey.

(iv) Meals - $5.00 per meal during travel time for patient, attendant, and transportation provider.

(v) Lodging – At cost, as documented by receipt, at the most economical resource available as recommended by the medical facility at destination.

PERSONAL CARE

4.19 Payments for Medical and Remedial Care and Services
Methods and Standards for Estahlishine Payment Rates

26. Personal Care Services

Personal Care services will be reimbursed using a statewide fee-for-service rate schedule based on units of services authorized in the approved plan of care. Payment for Personal Care services under the State Plan will not duplicate payments made to public agencies or private entities under other program authorities for the same purpose. Medicaid will be the payer of last resort. Unless specifically noted otherwise in the plan, the state-developed fee schedule rate is the same for both governmental and private providers. Providers will be reimbursed at the lesser of the provider's usual and customary billed charge or the Bureau for Medical Services (Bureau) fee schedule.

Personal care services are limited **on a per unit, per month basis (15 minutes per unit) with all services subject to prior authorization. Individuals can receive up to a maximum of 840 units (210) hours) each month.**

Rate Methodology:
Rates for Personal Care services arc developed using a market-factor rate-setting model. The model reflects individual service definition, operational service delivery, administrative, capital and technology considerations. The following factors arc used in determining the rates:

- Wage - Wage data is obtained from the Bureau for Labor Statistics (BLS). The wage is based on two elements consisting of occupation/wage categories reported by BLS and identified by Medicaid staff as comparable to services delivered under the personal care program as well as results of a formal provider survey
- Inflation - The base wage is adjusted by an inflationary factor determined by the percent change in Consumer Price Index (CPI-U. U.S. City: All Items 1982-84 = 100) from base period 2009 to current rate period.
- Payroll Taxes - The payroll taxes factor represents the percentage of the employer's contribution to Medicare, Social Security, workers' compensation and unemployment insurance.
- Employee Benefits - The employee benefits factor represents the percentage of employer's contribution to employee health insurance and retirement benefits. The employee benefit factor varies by employee type. This factor is discounted to reflect the Medicaid agency's share of cost based on the Medicaid payer mix.
- Allowance for Administrative Costs - The allowance for administrative costs factor represents the percentage of service costs that results from non-billable administrative activities performed by direct care staff and services provided by employer administrative support and executive start This factor is discounted to the Medicaid payer mix as determined by provider survey conducted in 2010 and 2011.
- Allowance for Transportation Costs - The allowance for transportation costs factor represents an allowance for average travel time by the provider as indicated by the provider survey.
- Allowance for Capital and Technology - The allowance for capital and technology factor represents weighting of various income and balance sheet account information and provider survey data to calculate a capital and technology cost per dollar of employee wages. This factor is discounted to reflect the Medicaid agency's share of cost based on the Medicaid payer mix.
- Room and Board - Room and Board shall not **be a component used in developing the rate methodology.**

REIMBURSEMENT TO SCHOOL-BASED SERVICE PROVIDERS:

A. Reimbursement Methodology for School-Based Service Providers

Reimbursement to Local Education Agencies (LEAs) for School-Based Service Providers is based on a cost based methodology.

Medicaid Services provided by School-Based Service Providers are services that are medically necessary and provided to Medicaid recipients by LEAs in accordance with an Individualized Education Program (IEP) under the Individuals with Disabilities Education Act (IDEA):

1. Audiology and Speech-Language Pathology Services
2. Occupational Therapy Services
3. Physical Therapy Services
4. Psychological Services
5. Nursing Services
6. Personal Care Services
7. Targeted Case Management Services
8. Specialized Transportation

Providers will be paid interim rates based on historical cost data for school-based direct medical services. For the initial periods covered by this SPA the interim rate will be based on the current rates for school based health services until sufficient cost data has been collected through the annual cost report process to establish revised interim rates. Annually, provider specific cost reconciliation and cost settlement processes will occur to identify and resolve all over and under payments.

B. Direct Medical, Personal Care Services, and Targeted Case Management Payment Methodology

Effective for dates of service on or after July 1, 2013, the Bureau for Medical Services (BMS) will institute a cost based payment system for all School-Based Service Providers. As a cost based methodology, this system will incorporate standard cost based components: payment of interim rates; a CMS approved Random Moment Time Study (RMTS) approach for determining the allocation of direct service time; a CMS approved Annual Cost Report based on the State Fiscal Year (June 30 end); reconciliation of actual incurred costs attributable to Medicaid with interim payments; and a cost settlement of the difference between actual incurred costs and interim payments.

To determine the allowable direct and indirect costs of providing medical services to Medicaid-eligible clients in the LEA, the following steps are performed on those costs pertaining to each of

the three cost pools; direct services, personal care services, and targeted case management services:

1) Direct costs for medical services include unallocated payroll costs and other unallocated costs that can be directly charged to medical services. Direct payroll costs include the total compensation (i.e. salaries and benefits) to the service personnel identified for the provision of health services listed in the description of covered Medicaid services delivered by LEAs.

   Other direct costs include costs related to the approved service personnel for the delivery of medical services, such as materials, supplies and equipment and capital costs such as depreciation and interest. Only those materials, supplies, and equipment that have been identified and included in the approved BMS Medicaid cost reporting instructions are allowable costs and can be included on the Medicaid cost report.

   Total direct costs for medical services are reduced on the cost report by any credits, adjustments or revenue from other funding sources resulting in direct costs net of federal funds.

2) The net direct costs for each service category are calculated by applying the direct medical services percentage from the approved time study to the direct costs from Item 1 above.

   The RMTS incorporates a CMS approved methodology to determine the percentage of time medical service personnel spend on IEP related medical services, and general and administrative time. This time study will assure that there is no duplicative claiming of administrative costs.

3) Costs incurred through the provision of direct services by contracted staff are allowable costs net of credits, adjustments or revenue from other funding sources. This total is then added to the net direct costs identified in Item 2 above.

4) Indirect costs are determined by applying the LEA's specific unrestricted indirect cost rate to its net direct costs identified in Item 3 above. West Virginia LEAs use predetermined fixed rates for indirect costs. The West Virginia Department of Education is the cognizant agency for LEAs, and approves unrestricted indirect cost rates for LEAs for the United States Department of Education. Only allowable costs are certified by LEAs.

5) Net direct costs, from Items 2 and 3 above, and indirect costs from Item 4 above are combined.

6) Medicaid's portion of total net costs is calculated by multiplying the results from Item 5 above by the cost pool specific IEP ratio. West Virginia LEA's use a different IEP ratio for each of three service type cost pools, including direct services, personal care services, and targeted case management services. For direct services the numerator will be the number of Medicaid IEP students in the LEA who have an IEP with a direct medical service outlined in their IEP and the denominator will be the total number of students in the LEA with an IEP with a direct medical service outlined in their IEP. For personal care services the numerator will be the number of Medicaid IEP students in the LEA who have an IEP with a personal care service outlined in their IEP and the denominator will be the total number of students in the LEA with an IEP with a personal care service outlined in their IEP. For targeted case management services the numerator will be the number of Medicaid IEP students in the LEA who have an IEP with a targeted case management service outlined in their IEP and the denominator will be the total number of students in the LEA with an IEP with a targeted case management service outlined in their IEP.

C. Specialized Transportation Payment Methodology

Effective for dates of services on or after July 1, 2014, providers will be paid on a cost basis. Providers will be paid interim rates based on historical cost data for specialized transportation services. For the initial periods covered by this SPA the interim rate will be based on the current rates for school based health services until sufficient cost data has been collected through the annual cost report process to establish revised interim rates. Annually, provider specific cost reconciliation and cost settlement processes will occur to identify and resolve all over and under payments.

Specialized transportation is allowed to or from a Medicaid covered direct IEP service which may be provided at school or other location as specified in the IEP. Transportation may be claimed as a Medicaid service when the following conditions are met:

1. Specialized transportation is specifically listed in the IEP as a required service;
2. The child required specialized transportation in a vehicle that has been modified as documented in the IEP; and
3. The service billed only represents a one-way trip; and
4. A Medicaid IEP medical service (other than transportation) is provided on the day that special transportation is billed

Transportation costs included on the cost report worksheet will only include those personnel and non-personnel costs associated with specialized transportation reduced by any federal payments for these costs, resulting in adjusted costs for transportation. The cost identified on the cost report includes the following:

1. Personnel Costs – Personnel costs include the salary and benefit costs for transportation providers employed by the school district. The definitions for allowable salary and benefit costs for transportation services are the same as for direct medical service providers. The personnel costs may be reported for the following staff:
   a. Bus Drivers
   b. Attendants
   c. Mechanics
   d. Substitute Drivers
2. Transportation Other Costs – Transportation other costs include the non-personnel costs incurred in providing the transportation service. These costs include
   a. Lease/Rental costs
   b. Insurance costs
   c. Maintenance and Repair costs
   d. Fuel and Oil cost
   e. Contracted – Transportation Services and Transportation Equipment cost
3. Transportation Equipment Depreciation Costs – Transportation equipment depreciation costs are allowable for transportation equipment purchased for more than $5,000.

The source of these costs will be audited general ledger data kept at the LEA level.

LEAs may report their transportation costs as specialized transportation only costs when the costs can be discretely identified as pertaining only to specialized transportation or as general transportation costs when the costs cannot be discretely identified as pertaining only to specialized transportation.

All specialized transportation costs reported on the annual cost report as general transportation costs will be apportioned through two transportation ratios; the Specialized Transportation Ratio and the Medicaid One Way Trip Ratio. All specialized transportation costs reported on the annual cost report as specialized transportation only will only be subject to the Medicaid One Way Trip Ratio.

a. **Specialized Transportation Ratio** – The Specialized Transportation Ratio is used to discount the transportation costs reported as general transportation costs by the percentage of Medicaid eligible IEP students receiving specialized transportation services. This ratio ensures that only the portion of transportation expenditures related to the specialized transportation services for Medicaid eligible students are included in the calculation of Medicaid allowable transportation costs.

   The Specialized Transportation Ratio will be calculated based on the number of Medicaid eligible students receiving specialized transportation services in the school district. The numerator for the ratio will be the total number of Medicaid eligible IEP students receiving

specialized transportation services. The denominator for this ratio will be the total number of all students receiving transportation services. The data for this ratio will be based on the same point in time as is used for the calculation of the IEP ratio.

The Specialized Transportation Ratio is defined by the following formula:

Numerator = Total number of Medicaid eligible students receiving Specialized Transportation services per their IEP
Denominator = Total number of all students receiving transportation services

An example of how the Specialized Transportation Ratio will be calculated is shown below:

Specialized Transportation Ratio	
Total Number of Medicaid Eligible Students Receiving Specialized Transportation Services per their IEP	100
Total Number of ALL Students Receiving Transportation Services (Specialized or Non-Specialized)	1,500
	7%

b. **Medicaid One Way Trip Ratio-** An LEA-specific Medicaid One Way Trip Ratio will be established for each participating LEA. When applied, this Medicaid One Way Trip ratio will discount the transportation costs by the percentage of Medicaid IEP one way trips. This ratio ensures that only Medicaid allowable transportation costs are included in the cost settlement calculation.

The Medicaid One Way Trip Ratio will be calculated based on the number of one way trips provided to students requiring specialized transportation services per their IEP. The numerator of the ratio will be based on the Medicaid paid one way trips for specialized transportation services as identified in the state's MMIS data. The denominator will be based on the school district transportation logs for the number of one-way trips provided to Medicaid eligible students with specialized transportation in the IEP. The denominator should be inclusive of all one way trips provided to students with specialized transportation in their IEP, regardless of whether the trip qualified as Medicaid specialized transportation or not. The data for this ratio will be based on the total number of trips for the entire period covered by the cost report, i.e. all one way trips provided between July 1 and June 30.

The Specialized Transportation Ratio is defined by the following formula:

Numerator = Total Medicaid paid one way trips for specialized transportation services per MMIS
Denominator = Total one way trips for Medicaid eligible students with specialized transportation in their IEP (from bus logs)

An example of how the Specialized Transportation Ratio will be calculated is shown below:

Medicaid One Way Trip Ratio	
Total Number of Paid Medicaid One Way Trips for Specialized Transportation Services (per MMIS)	250
Total Number of ALL One Way Trips for Medicaid Eligible Students with Specialized Transportation in their IEP (per bus logs)	600
	42%

D. Annual Cost Report Process

Each provider will complete an annual cost report for all school-based services delivered during the previous state fiscal year covering July 1 through June 30. The cost report is due on or before December 31st of the same year of the reporting period. The primary purposes of the cost report are to:

1. Document the provider's total allowable costs for delivering services by School-Based Service Providers, including direct costs and indirect costs, based on cost allocation methodology procedures; and

2. Reconcile interim payments to total allowable costs based on cost allocation methodology procedures.

All filed annual Cost Reports are subject to a desk review.

E. Certification of Funds Process

On an annual basis, each LEA will certify through its cost report its total actual, incurred allowable costs/expenditures, including the federal share and the nonfederal share.

F. The Cost Reconciliation Process

The total allowable costs based on cost allocation methodology procedures are compared to the provider's Medicaid interim payments for school-based service providers during the reporting period as documented in the Medicaid Management Information System (MMIS), resulting in a cost reconciliation. West Virginia will complete the review of the cost settlement within a

reasonable time following the submission of the annual cost reports and the completion of all interim billing activities by the providers for the period covered by the cost report.

G. The Cost Settlement Process

For services delivered for a period covering July 1st through June 30th, the annual School Based Service Providers Cost Report is due on or before December 31st of the same year.

If a provider's interim payments exceed the actual, certified costs of the provider for school-based services to Medicaid clients, the provider will return an amount equal to the overpayment.

If the actual, certified costs of a provider for school-based services exceed the interim Medicaid payments, BMS will pay the federal share of the difference to the provider in accordance with the final actual certification agreement and submit claims to the CMS for reimbursement of that payment.

BMS shall issue a notice of interim settlement that denotes the amount due to or from the provider. West Virginia will process the interim settlement within 6 to 12 months following the submission of the annual cost reports. BMS shall also issue a notice of final settlement that denotes the final amount due to or from the provider upon completion of the final cost reconciliation. The final settlement will be issued within 24 months following the final submission of the annual cost reports.

Medicaid Reimbursement Strategy Experience

3. Medicaid Reimbursement Strategy Experience

Minimum of three (3) years' experience in development of Medicaid reimbursement strategies for three separate State Medicaid programs. Vendors should include, with their bid, but must provide prior to award, a detailed description of the types of reimbursement methodologies developed, implemented and supported in other States, specifically those types of methodologies that support pay for performance or that are tied to quality outcomes. Vendors should also describe whether the methodologies were accepted by CMS (i.e. State Plan Amendment) and whether any claims calculated utilizing the developed methodologies have been audited by CMS (and if so the audit outcomes), as well as whether any such claims have been disallowed by CMS. The supporting documentation must demonstrate that the vendor meets the minimum requirement for three years of experience.

PCG is eager to assist West Virginia in strategizing reimbursement reform initiatives throughout the term of this engagement. As a firm, PCG provides Medicaid rate setting and reimbursement services for an array of healthcare services and provider types. These are core competency of PCG, borne of 30+ years of rate-setting experience. PCG is nationally known for evaluating and assessing historical payment methodologies and working with states to identify and recommend alternative payment methodologies in order to more appropriately align reimbursement to services provided and/or outcomes, as Medicaid moves towards value-based purchasing. We compare predictive models to outcomes, communicate complex reimbursement issues to the provider community, conduct peer state analyses, and implement pay-for-performance measures to improve quality of care and ensure that Medicaid programs receive value for services rendered and reimbursed.

We are confident that you will find that PCG is far and away the most qualified vendor to assist West Virginia with strategizing about how to transform the way the state utilizes reimbursement methodologies to incentivize the type of service utilization that will result in high-quality care, while also containing cost growth. Per the RFQ, we have provided several tables below to highlight the types of rate-setting projects PCG has been involved in over the years. This list is composed of recent, innovative rate-setting work that incorporates pay-for-performance (P4P) models.

To our knowledge, none of the projects listed below, or any rate-setting or P4P project PCG has performed, have ever resulted in a CMS or audit finding. As you will see, we easily exceed the three-year requirement of experience in developing innovative reimbursement methodologies.

Acute Hospital Rate Setting and Pay-for Performance	
States and Time Period	Arkansas (2014), District of Columbia (2013), and Georgia (2012)
Description of the type of reimbursement methodology	Behavioral health services are an integral component of a full continuum of care for Medicaid populations. Unfortunately, while states focus their reimbursement strategies on high-cost facilities services, community-based mental health services are often lagging in reimbursement innovation. This is where PCG comes into play. We have brought rate innovation to state behavioral health programs for years. The three listed here are just the latest in a long line of mental health and substance abuse rate-setting efforts. Each brings a slight nuance to it, which highlights PCG's ability to tailor rate innovation to the circumstances (i.e., the population, delivery systems, and provider networks) of each state. Naturally, we would bring a West Virginia focus to any behavioral health rate-setting project. Here are some details of what we have accomplished in each of these states ***Arkansas:*** The Arkansas Department of Human Services contracted with PCG to assist in the transformation of its Behavioral Health System to align with the principles of the state's Arkansas Payment Improvement Initiative (ARPII). The transformation effort included a 1915(i) State Plan Amendment, which enhances access to Home and Community Based Services (HCBS) and a Behavioral Health Home State Plan Amendment. PCG was hired to establish updated, methodologically sound reimbursement rates for both the existing services that will be expanded and the new services to be reimbursed by Arkansas Medicaid. After establishing a base rate from the peer state analyses, we performed for each of the procedures under review, PCG developed two different sets of rate adjustment factors to determine whether regional economic factors would have a significant impact on the final rates. It is this sort of detailed understanding of the state and populations that PCG brings to any rate-setting effort. ***District of Columbia****:* The District of Columbia Department of Behavioral Health (DBH) initiated an effort to analyze the service costs of behavioral health providers participating in its Medicaid Mental Health Rehabilitation Services (MHRS) program. PCG was contracted to analyze costs for eight service categories offered under the MHRS program. In doing so, PCG: • Established a transparent behavioral health rate review process and communication plan with DBH; • Determined a valid and reliable sample group for service cost analysis, which was approved by DBH; • Developed, distributed, and provided training for the cost survey, including all necessary support and review to ensure the integrity of survey data collection; • Developed, distributed, and provided training for the cost survey, including all necessary support and review to ensure the integrity of survey data collection; • Conducted and calculated the service cost analysis; and

Description of the type of reimbursement methodology	• Summarized survey findings and identified improvements for future cost survey and rate setting processes. This process is now currently in used by DC DBH. ***Georgia:*** Georgia's Department of Behavioral Health and Developmental Disabilities (DBHDD) selected PCG to complete a service cost analysis for behavioral health rate setting purposes. PCG drafted a survey to collect service utilization and cost data from providers that was ultimately used to review and calculate rates for behavioral health services PCG and DBHDD selected a sample of 50 behavioral health providers across the state to participate in the cost study. We developed a cost survey template that providers used to report their indirect and direct costs, as well as their behavioral health service utilization for Medicaid, State Contracted Services, and Other Payer Sources. In addition to developing rate recommendations, PCG outlined quality improvement recommendations, including changes to the Medicaid state plan language and provider requirements. PCG was further contracted to perform a rate setting cost survey and analysis for Community-Based Alternatives for Youth (CBAY) providers. PCG developed a new, CBAY-oriented cost survey template, worked with providers to compile the data, and used the aggregated data to model and determine rates. PCG produced a report documenting the methodology and results of the CBAY cost survey.
Were methodologies accepted by CMS?	Yes, these methodologies were approved and have been implemented

Emergency Medical Services (EMS) Supplemental Reimbursement Programs	
States and Time Period	Texas (2009 – Present) Massachusetts (2013 – Present) Colorado (2017 – Present)
Description of the type of reimbursement methodology	PCG has been involved in the creation, implementation, and administration of supplemental reimbursement programs for public ambulance providers across the country. These programs make additional federal revenue available for providers that demonstrate that the costs for providing services to their Medicaid patients outweighs their level of reimbursement from interim billing. Below, we have provided three example states where we have provided assistance with these programs. ***Texas:*** PCG was contracted to provide consulting services to design, gain approval for, and implement the Ambulance Supplemental Payment Program (ASPP), a federally approved program that provides additional reimbursement to governmental ambulance providers serving Medicaid fee-for-service patients. PCG assisted the State of Texas Health and Human Services Commission (HHSC) to launch ASPP in 2009. We were intricately involved in gaining Centers for Medicare and Medicaid Services (CMS) approval for the program through a comprehensive regulatory process. PCG also worked closely with HHSC to ensure that ambulance providers would be included in the uncompensated care reimbursement as part of the Texas Healthcare Transformation and Quality Improvement Program (1115 Waiver). Upon inception of the program, PCG has continued to work closely with HHSC and other ambulance providers across Texas on program implementation and the preparation of annual cost reports. ***Massachusetts:*** PCG was contracted by the Massachusetts Executive Office of Health and Human Services (EOHHS) to provide consulting services to design, gain approval for, and implement an EMS Certified Public Expenditure (CPE) Program, a federally approved program that provides additional reimbursement to governmental ambulance providers serving Medicaid fee-for-service patients. PCG assisted the Commonwealth to launch the program in 2013, being intricately involved in gaining CMS approval for the program through a comprehensive regulatory process. Upon inception of the program, PCG has continued to work closely with EOHHS to administer the program to nearly and 80 participating ambulance providers across the Commonwealth and provided assistance with the preparation of annual cost reports and program compliance. ***Colorado:*** PCG assisted the Colorado Department of Health Care Policy and Financing to obtain CMS approval for the CO Emergency Medical Services (EMS) Supplemental Payment program in September 2018. The CO EMS Supplemental Payment program requires identification of costs incurred in the provision of EMS transports to Medicaid recipients and provides reimbursement to public EMS providers. PCG is currently responsible for the administration and cost settlement of the program, in which 64 providers participate annually.
Were methodologies accepted by CMS?	Yes, these methodologies were approved and have been implemented

Nursing Facility Pay-for-Performance	
States and Time Period	Colorado (2009 – Present)
Description of the type of reimbursement methodology	The Colorado Nursing Facility Pay for Performance (P4P) program, sponsored by the Colorado Department of Health Care Policy and Financing (the Department), has just commenced its tenth year of administration. And for the sixth consecutive year, PCG has been a partner in this person-centered P4P initiative. The purpose of the P4P program is to encourage and support the implementation of resident-centered policies and home-like environments throughout the nursing homes of Colorado. Homes that execute these changes are incentivized with supplemental payments. PCG has reviewed, evaluated, and validated whether nursing homes that applied for additional reimbursement related to the P4P program are eligible for these additional funds. The performance measures serve to gauge how homes provide high quality of life and high quality of care to their residents. The 2019 P4P application include 22 measures that reside in two domains: 1) Quality of Life and 2) Quality of Care. The reimbursement for facilities is based on cumulative points received for all performance measures. PCG has played roles in: • Developing and implementing the evaluation tool that will be used to measure compliance with each P4P subcategory measure; • Making recommendations to the Department for which homes should have on-site visits and conducting review and validations of no less than 10 percent of the P4P applicants; and • Providing evaluation results of the P4P applications to the Department in a standardized format developed by the Contractor and approved by the Department.
Were methodologies accepted by CMS?	Yes, these methodologies were approved and have been implemented

Mandatory Requirements

Random Moment Time Study (RMTS)
Administrative Claiming
Direct Services Claiming – Cost Reporting Requirements
Training
Other Administrative Functions
Reports
Key Staff Requirements
Deliverables
Additional Services
Prior Year Settlement

PUBLIC CONSULTING GROUP

Random Moment Time Study (RMTS)

IV. MANDATORY REQUIREMENTS

4.1 Mandatory Contract Services Requirements and Deliverables: Contract Services must meet or exceed the mandatory requirements listed [in the RFQ].

4.1.1 Random Moment Time Study (RMTS)

Overview

Public Consulting Group, Inc. (PCG) brings a unique and unmatched set of skills and experience to the scope of work outlined by the Department of Health and Human Resources, Bureau of Medical Services (DHHR/BMS), as PCG has generated over $6B in school-based service Medicaid Revenue for our clients. PCG is currently the preferred statewide vendor of all states that have hired a vendor for this type of work, and we have experience in many of the states participating in Random Moment Time Study (RMTS) and the Medicaid Administrative Claiming (MAC) programs. The RMTS component within the PCG Claiming System is used for school-based Medicaid in 16 states including: Arizona, California, Colorado, Delaware, Florida, Georgia, Indiana, Michigan, Nevada, New York, New Jersey, North Carolina, South Dakota, Pennsylvania, West Virginia, and Wisconsin. PCG also currently provides MAC support services directly to LEAs in the states of California, Massachusetts, and North Carolina. We have worked with states to implement new programs, transition from existing practices or vendors, as well as provide enhancements to existing programs to generate additional revenue sources. While this national experience is unmatched by other vendors, we also recognize the fact that every state is different. To complement our national experience, PCG will continue to bring over 15 years of experience in school-based Medicaid claiming to West Virginia. With our national and proven West Virginia experience, PCG is confident we can successfully complete the services requested under this RFQ and not only meet but exceed the mandatory requirements outlined in the RFQ.

4.1.1.1 – The Vendor must be responsible for developing, implementing, and reporting quarterly to DHHR/BMS the results of a quarterly, statewide time study that is consistent with State Plan authority and based on a Random Moment Sampling methodology to determine the amount of time and associated costs LEA staff provides in support of the Medicaid SBHS program.

The RMTS is a necessary component to calculate the Medicaid reimbursement percentage for quarterly Administrative Claiming and is used to support the calculation of Medicaid cost settlements under the SBHS program. As described below, the time study process includes the collection of eligible participants to participate in the time study, the generation of the random moments, the completion of the random moments, the centralized coding of the random moments, and the performance of quality checks on all received data.

PCG has an established and implemented RMTS process in West Virginia that is comprehensive and CMS compliant. Our process and proven approach include a streamlined process to collect the information and ascertain the tasks SBHS participants are performing during the work day, along with a centralized coding process to accurately record the activities of SBHS staff.

The LEAs are guided by PCG to update their staff pool list from the previous quarter through our web-based application. LEAs are provided detailed instructions on how to log in to PCG's Claiming System

website, where they will be able to construct their staff pool list. However, since West Virginia is an existing customer, LEAs will be able to see the list of staff members that they previously added to their roster. If there have been any staff additions, subtractions, or changes, LEAs have the ability to simply make the necessary updates and click 'Certify.' One of the major benefits of PCG's web-based RMTS system is that the staff that are verified by the district prior to each quarter are the same staff members that the district's business/finance director sees when logging into the financial reporting side of the same site. This allows the LEAs to ensure that the participants match up properly, increasing compliance and decreasing the audit risk of claiming costs for unallowable participants. *A comprehensive overview of our RMTS solution and workflow process is articulated in Section 4.1.2.3.*

District contacts in West Virginia have become familiar with navigating through the PCG Claiming System website to update their staff pool list, navigate through the application to view whether participants completed assigned random moments, and generate reports from the system. Furthermore, our system has been configured to meet the program needs of West Virginia. We know that LEAs will be ready and able to use our system because they have been trained and the system is currently in operation. ***PCG is the only vendor that can remove 100 percent of the transition risk and cost from both the state and participating LEAs for this project***.

On the following several pages we outline the functionality and features of our proprietary, web-based system. Our RMTS Claiming System process is user friendly and comprehensive in regard to documenting and reporting to ensure that proper time study administration processes comply with federal reporting requirements.

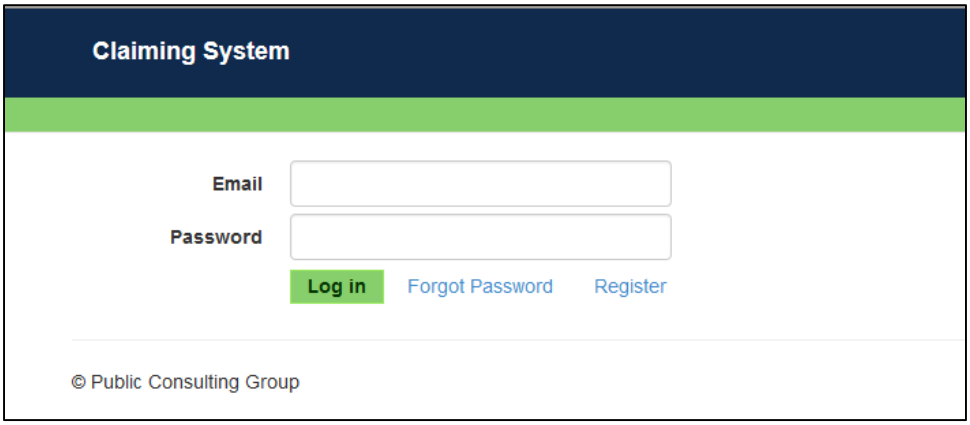


Figure 5: Claiming System Login Screen

Generating Random Moments

When randomly generating moments, our system takes into account each district's calendar and school shifts (shifts are staff work hours) in order to properly generate moments only for those time periods in which LEAs are in session. We are the only vendor with a system that allows for not only district and school level calendars, but also the ability to differentiate part-time staff hours from full-time staff hours in the sampling process. This functionality allows for a more accurate sampling and RMTS process. Our time study sampling process then uses random sampling with replacement moments, in which moments from the available pool are randomly selected, and then randomly matched with staff eligible on that date and time. This process meets the CMS sampling rules and regulations required for the Medicaid School Based

Administrative Claiming Program. The use of district specific calendars, as well as individual shifts, results in a more accurate sample and reduces significantly the times when a staff person at a local district may be sampled at a moment in which they are not working, while allowing the full universe of work time to be included in the sample universe.

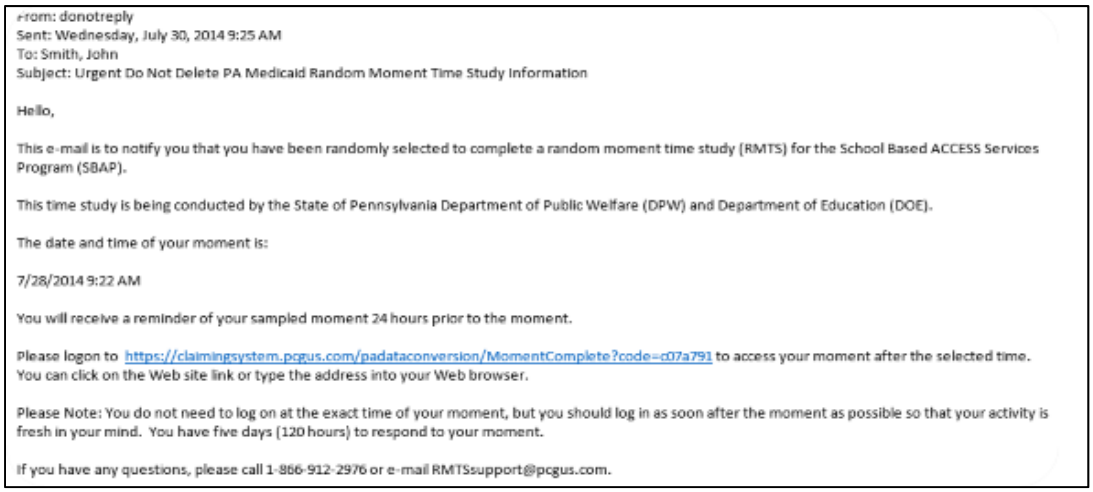
PCG's random moment time study sampling methodology meets statistical validity at a confidence level of 95 percent with a precision level of +/- 2 percent. For West Virginia, we will sample 3,000 moments each for the four time-study pools: Direct Service Providers, Targeted Case Management Providers, Personal Care Providers, and Administrative Service Providers in accordance with Centers for Medicare & Medicaid Services (CMS)-approved processes.

The number of moments selected each quarter is monitored based on return rates from previous quarters to meet statistical sampling requirements. The size of the sample for each cost pool can be increased or decreased based on return results. For example, if one of the cost pools has a decrease in the number of working moments, PCG will inform DHHR/BMS so that we can discuss the possibility of increasing the number of sampled moments for that particular cost pool. PCG recommends discussing these options with DHHR/BMS prior to generating the quarterly sample. Even if there are more completed random moments than needed in a given quarter, all returned moments would be utilized in the calculation of the time study results.

Completing a Random Moment

When a participant is chosen for a random moment, they will first receive an e-mail notification with information on the RMTS, as well as a link that will direct the participant to the Claiming System. Additionally, the system also automatically generates reminder and late notifications for participants who have not responded to their moment. PCG's system also copies district RMTS coordinators on late notifications so that they can perform follow up individually with participants who did not complete a random moment in a timely manner. *Additional information on PCG's late notification process can be found in Section 4.1.1.8.*

The first notification to the random moment participant is an auto-generated e-mail that is sent at the time of the assigned random moment and includes the time and date of the moment as well a site link, which will direct the participant to the RMTS system. An example of this e-mail is seen in *Figure 6*.


From: donotreply
Sent: Wednesday, July 30, 2014 9:25 AM
To: Smith, John
Subject: Urgent Do Not Delete PA Medicaid Random Moment Time Study Information

Hello,

This e-mail is to notify you that you have been randomly selected to complete a random moment time study (RMTS) for the School Based ACCESS Services Program (SBAP).

This time study is being conducted by the State of Pennsylvania Department of Public Welfare (DPW) and Department of Education (DOE).

The date and time of your moment is:

7/28/2014 9:22 AM

You will receive a reminder of your sampled moment 24 hours prior to the moment.

Please logon to https://claimingsystem.pcgus.com/padataconversion/MomentComplete?code=c07a791 to access your moment after the selected time. You can click on the Web site link or type the address into your Web browser.

Please Note: You do not need to log on at the exact time of your moment, but you should log in as soon after the moment as possible so that your activity is fresh in your mind. You have five days (120 hours) to respond to your moment.

If you have any questions, please call 1-866-912-2976 or e-mail RMTSsupport@pcgus.com.

Figure 6: Example RMTS Participant Email

After clicking on the link to and logging on to the Claiming System, participants are directed to an instruction screen, which provides a brief overview of the RMTS program as shown in *Figure 7*. This allows PCG and our customers to demonstrate that every sampled participant completed training on the RMTS process prior to completing the sampled moment.

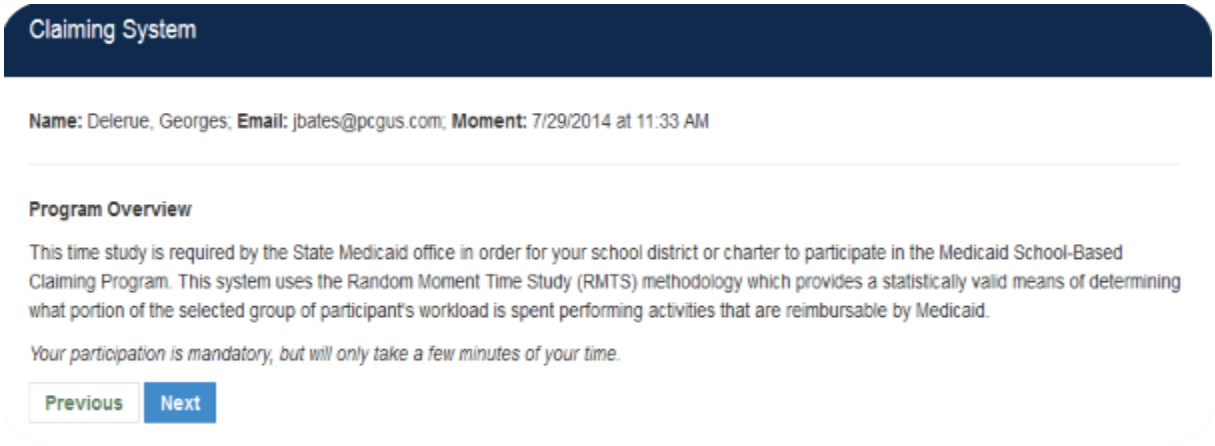


Figure 7: Program Overview Screen

After pressing the “Next” button, participants are then directed to five questions required to complete the Random Moment Time Study is seen in *Figure 8*.

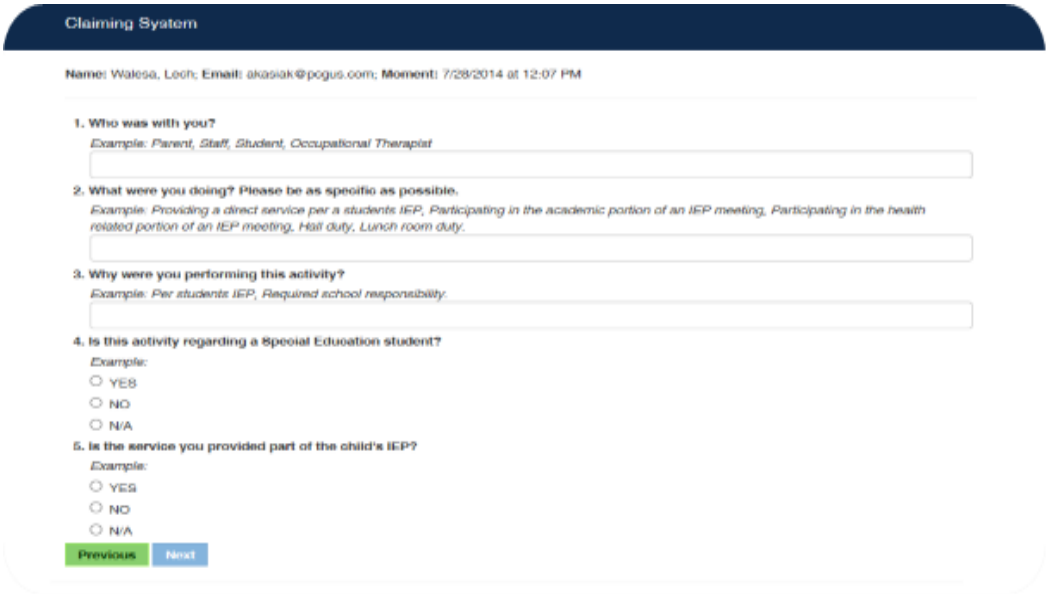


Figure 8: RMTS Survey Questions

After answering the questions, the system will ask the participant to review their responses for accuracy, then check the ‘Submit’ checkbox along with clicking the ‘Submit Moment’ button as shown in *Figure 9*.

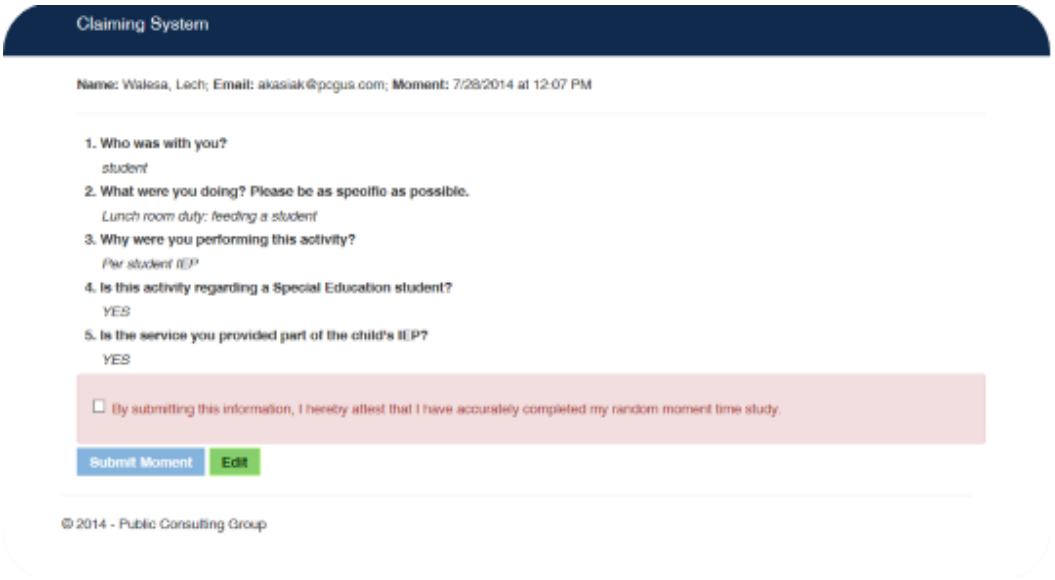


Figure 9: RMTS Survey Submission

As the RMTS is taking place throughout the quarter, sampled participants respond to their moments via the above web-based system. As part of the ongoing process, PCG uses the approved activity codes to centrally code all moments that are completed and have responses. Follow-up activities are performed as necessary. This allows the PCG team to obtain the necessary clarification or gather additional information about a moment response in order to select the correct activity code; PCG's follow-up activity and responses are recorded within the RMTS site. This allows for all information regarding a moment that may be requested in the event of an audit or review to be housed within the system and easily retrievable. PCG has a series of on-demand reports that can be run at any time, allowing for instantaneous data extraction. Additionally, our centralized coding team and quality control group keep up to date on coding, meaning that when current RMTS results are requested, they can be provided quickly.

Upon completion of the coding and QC process, PCG runs a Time Study Results Summary Report. This report shows the number of responses assigned to each activity code. This information will be quality checked for accuracy and then sent to DHHR/BMS. We also have a report that can compile every RMTS form into a single Microsoft Excel file, allowing staff at PCG and the state agency to comprehensively review participant responses in one convenient location.

4.1.1.2 – The Vendor shall be responsible for documenting RMTS procedures and providing guidance regarding any changes to DHHR's current approved Time Study Implementation Guide due to any changes in federal rules or policy.

PCG will document RMTS procedures and provide DHHR/BMS with guidance regarding any changes to DHHR/BMS' Time Study Implementation Guide. Components of the Time Study Implementation Guide include required personnel, RMTS methodology, RMTS sampling requirements, RMTS process, Time Study participants, Time Study compliance, oversight, and monitoring, Time Study activity definition and coding, Medicaid eligibility rate development and financial data collection. The implementation guide will be

kept current and revised on an ongoing basis based on any changes to process or to the program. In terms of CMS approval, PCG has extensive knowledge and experience in all components of the approval process including guide drafting and development, internal (state) approval, CMS submission, responses to CMS inquiries, and final approval.

4.1.1.3 – The Vendor shall include a statement in the bid that acknowledges their understanding that CMS approval of RMTS procedure is required prior to changes of the current RMTS methodology.

PCG understands that CMS approval of RMTS procedure is required prior to implementation of RMTS methodology. In fact, PCG has assisted DHHR/BMS to submit and receive approval of the previous RMTS implementation plan.

4.1.1.4 – The Vendor shall conduct the RMTS on a quarterly basis. Quantified results from the time study will be used to allocate the amount of time staff spent on Medicaid and non-Medicaid reimbursable activities. The results will also be used to calculate costs associated with an Administrative Claim, as well as to calculate the relevant statewide percentages used in the calculation of LEA-specific Direct Services rates. The Vendor will perform these calculations and provide in a format to be mutually agreed upon by the state and vendor, no later than the 15th of the month following the quarter end.

As outlined throughout *Section 4.1.1 Random Moment Time Study RMTS*, PCG remains committed to conducting the quarterly RMTS using our Claiming System. PCG understands the premise of the RMTS is to calculate the relevant statewide percentages used in the calculation of LEA-specific Direct Service rates. As part of this process and highlighted through this section, PCG codes all moments, conducts thorough QA processes, and aggregates the moments by activity code to calculate statewide time study percentages. Furthermore, PCG understands these calculations are to be provided in a mutually agreed upon format no later than the 15th of the month following the quarter end.

4.1.1.5 – The Vendor shall propose a sampling methodology for the RMTS that is consistent with and complies with the sampling plan criteria delineated in CMS SBHS Claiming Guide of May 2003 https://www.hca.wa.gov/assets/billers-and-providers/SBHS-20180101.pdf, Uniform Guidance codified in 2 CFR part 200 https://www.ecfr.gov/cgi-bin/textidx?tpl=/ecfrbrowse/Title02/2cfr200 main 02.tpl. and any applicable federal rules. Upon approval from CMS, the approved sampling methodology will be used for the RMTS. If subsequent guidance is issued by CMS, the Vendor will be responsible for modifications to the sampling methodology to comply with any such changes.

PCG will propose a sampling methodology for the RMTS process that is consistent with federal guidance and SBHS claiming rules. Generally, PCG recommends the implementation of a quarterly RMTS process. The following are the quarters typically followed for the RMTS program:

- October 1 – December 31
- January 1 – March 31
- April 1 – June 30

- July 1 – September 30

On an annual basis, PCG will review LEA calendars for each quarter to determine the date parameters for which ALL schools are in session during that quarter. Those dates and times will be included in the sample. *Additional details on specific sampling methodology is listed in Section 4.1.1.7.* PCG will document and report this process annually to DHHR/BMS.

PCG will use an average of the three (3) subsequent quarter's time study results to calculate a claim for the July – September period. The three quarters utilized for the average for the July – September quarter would be the subsequent October – December, January – March, and April – June quarters. This is in accordance with the May 2003 Medicaid School-Based Administrative Claiming Guide, specifically on page 42. This means there will be no time study conducted for the July to September quarter, as most SBHS staff are not working due to summer recess. The average results of the RMTS process for the prior or subsequent three (3) quarters are typically applied to the July – September period in order to allocate the associated permissible costs paid during the summer. In general, this is acceptable if administrative activities are not actually performed during the summer break, but salaries (reflecting activities performed during the regular school year) are prorated over the year and paid during the summer break.

PCG understands and will fully comply with any directives or modifications made by CMS to the sampling methodology.

4.1.1.6 – The Vendor must establish cost pools, at a minimum, for Direct Service Providers, Targeted Case Management Providers, Personal Care Providers and Administrative Service Providers. The Vendor shall assure that the sample size is statistically valid, and at a minimum, includes a confidence level of ninety-five percent (95%) with a precision level of+/- two percent (2%). The bid must include a description of the sample size determination methodology and calculations used to determine actual sample size that will be used.

Since 2011, PCG has been responsible for conducting the quarterly RMTS for West Virginia using the established four required cost pools, and will continue to fulfill this requirement. Aditionally, PCG will continue to analyze and present quarterly results to ensure that West Virginia is maximizing reimbursement based on the current cost pool structure.

During the April – June 2019 RMTS quarter, there were 4,629 active statewide participants throughout the four established cost pools. The below chart highlights the number of participants per cost pool, as well as an average number of moments per participant.

Cost Pool	Number of Participants	Number of Moments	Average Moments Per Participant
Administrative Service	370	3000	8.11
Direct Service	797	3000	3.76
Targeted Case Management	2595	3000	1.16
Personal Care	867	3000	3.46

The rationale for utilizing multiple time study cost pools in West Virginia is to best group 'like' professionals together to ensure that LEAs are receiving an appropriate amount of reimbursement for these services. This allows for the most accurate depiction of how health professionals, operating in the school setting, spend their time.

In order to achieve statistical validity, PCG will maintain program efficiencies and reduce unnecessary administrative burden for providers. PCG will continue to implement a consistent sampling methodology for all activity codes and groups to be used. PCG has constructed the Statewide RMTS sampling methodology to achieve a level of precision of +/- 2 percent with a 95-percent confidence level for activities.

Statistical calculations show that a minimum statewide sample of 2,401 completed moments quarterly, per cost pool, is adequate to obtain this precision when the total pool of moments is greater than 3,839,197. Additional moments are selected quarterly to account for any invalid moments. Invalid moments are observations that cannot be used for analysis, e.g., moments selected for staff who are no longer at the school, or who changed jobs and are no longer in an allowable position and their old position has not been filled.

The following formula is used to calculate the number of moments sampled for each time study cost pool:

$$Ss = \frac{Z2 * (p) * (1-p)}{c2}$$

where:

Z = Z value (e.g. 1.96 for 95% confidence level)
p = percentage picking a choice, expressed as decimal
(0.5 used for sample size needed)
c = confidence interval, expressed as decimal
(e.g., .02 = ±2)

Correction for Finite Population

$$\text{new ss} = \frac{Ss}{1 + \frac{ss-1}{Pop}}$$

where:

pop = population

The following table shows the sample sizes necessary to assure statistical validity at a 95-percent confidence level and tolerable error level of 2 percent. Additional moments will be selected to account for

invalid moments, as previously defined. An over sample of 15 percent will be used to account for invalid moments as seen in the table in *Figure 10*.

N=	Sample Size Required	Sample Size plus 15% Oversample
100,000	2345	2697
200,000	2373	2729
300,000	2382	2740
400,000	2387	2745
500,000	2390	2749
750,000	2393	2752
1,000,000	2395	2755
3,000,000	2399	2759
>3,839,197	2401	2762

Figure 10: Sample Size

4.1.1.7 The Vendor shall have sample selection procedures to randomly select a sample of staff and moments using a statistically valid methodology, including procedures of how Vendor will notify the participants of their selected moment and the timing of the notification via email, including timelines for reminder emails in the event the sampled participant does not respond. Notification procedures should include capacity to include other staff (e.g. supervisor) on the individual notification email and reminder emails.

As highlighted in the RMTS process overview in *Section 4.1.1.1*, PCG will continue to utilize our proven approach in sampling staff and moments using a CMS approved methodology. Part of this approach involves a moment notification and reminder process to ensure that the RMTS response rate is statistically valid while producing accurate representative time study results.

When a participant is chosen for a random moment, they will first receive an e-mail notification that includes information on the RMTS, the date and time of their selected moment, as well as a link that will direct the participant to the Claiming System site. Additionally, the system also generates reminder and late notifications for participants who are late in completing their moment. PCG's system also copies district RMTS coordinators on late notifications so that they can follow up individually with participants if they did not complete a random moment in a timely manner.

The first notification to the random moment participant is an auto-generated e-mail that includes the time of the moment as a link to directly access the Claiming System site. The participant receives additional late notifications and the district contact is copied on these e-mail notifications if the random moment was not completed within 24 hours following the time of the random moment. Reminder notifications give the district contact alerts that the participant has not yet completed their random moment. They have the option to personally follow-up with the participant at this time. The district contact can always directly check the compliance information at any time in the RMTS system.

The system is very flexible and can be updated easily to increase or decrease the number (and frequency) of notification and reminder messages to the participant and the coordinator. The process outlined above has been utilized to help achieve high return rates of sampled moments. PCG monitors these return rates and discusses any trends with DHHR/BMS. We would discuss with DHHR/BMS the value of increasing or decreasing these notifications if the return results warrant a change, prior to implementation of any change.

For West Virginia RMTS coordinators, PCG provides multiple tools to ensure that the participants from their staff pool list are completing their RMTS moments. Each district coordinator creates a unique password for accessing district-specific RMTS information. This gives them access to real-time RMTS return compliance data which can be accessed through a number of on-demand real-time reports:

- **Individual Master Sample File** – This report shows the time and dates of moments that have been assigned a sampled moment. It includes all assigned moments up to the minute that the report is generated. This provides the Coordinators an accurate view of their participants with assigned moments.

- **Compliance Report** – The compliance report is used to ensure that all moments have been completed and that all LEAs remain in compliance. The report allows coordinators to view all moments that have occurred through the generation of the report and also displays the time and date the moment was submitted to PCG. Coordinators can easily view which participants have not completed their moments, and conduct follow-up with them to assure completion of the moment within the allowed timeframe.

In addition to running these reports, access to the RMTS website also allows coordinators to easily update contact information for staff members as well as add/remove staff members each quarter as needed. This ability is extremely helpful in ensuring high compliance rates.

Finally, PCG sends monthly compliance reports via e-mail that identify which participants have outstanding moments. Although this information is accessible to district contacts at any time, some contacts find the weekly emails to be very accommodating.

4.1.1.8 – The Vendor shall provide for oversampling of moments to ensure sampling objectives are met.

As detailed in *Section 4.1.1.6*, PCG will continue to account for invalid moments and ensure a valid sample by completing a 15% oversample of quarterly moments. The Time Study will require an 85 percent response rate. Moments not returned or not accurately completed and subsequently resubmitted by the LEA will not be included in the database unless the return rate for valid moments is less than 85 percent. If the return rate of valid moments is less than 85 percent, all non-returned moments will be included and coded as a non-allowable/non-Medicaid time. The time study questionnaire or survey forms will be kept open no longer than five (5) business days after the end of the time study period to ensure the accuracy of the time. To ensure that enough moments are received to have a statistically valid sample, West Virginia will over-sample at a minimum of 15 percent more moments than needed for a valid sample size. To ensure that LEAs are properly returning sample moments, the LEA's return percentage for each quarter will be analyzed.

4.1.1.9 – The Vendor shall have procedures to address non-responsiveness to requested moments.

As outlined thoroughly in *Section 4.1.1.7,* PCG utilizes, and will continue to exercise, a systematic approach to both notify participants in advance of their selected moments, as well as informing coordinators of any non-response to assigned moments in their district. This process also enables coordinators to run real-time compliance reports, which will apprise key staff to any responded moments. Furthermore, PCG staff will follow up with school districts when non responsiveness trends are identified to re-enforce the importance of compliance. If certain districts continuously do not meet program requirements, PCG will alert DHHR staff to discuss options and potential penalties to the district, including the potential of removing them from participation in the program if appropriate.

4.1.1.10 – The Vendor shall create a universal sample pool database of LEA staff members eligible to participate in the time studies.

As described in *Section 4.1.1.4*, PCG will continue to utilize our web-based Claiming System to create universal sample pool database of eligible LEA staff members. PCG's random moment time study sampling methodology meets statistical validity at a confidence level of 95 percent with a precision level of +/- 2 percent. For West Virginia, we sample 3,000 moments for each of the four cost pools representing Direct Service Providers, Targeted Case Management Providers, Personal Care Providers and Administrative Service Providers**.** These four cost pools are specific to the West Virginia SBHS program, and PCG has configured our web-based application in accordance with the State's approved methodology. The number of moments selected each quarter are monitored based on return rates from previous quarters to meet statistical sampling requirements. The size of the sample for each cost pool could be increased or decreased based on return results. For example, if one of the cost pools has a decrease in the number of working moments, PCG will inform DHHR/BMS so that we can discuss the possibility of increasing the number of sampled moments for that particular cost pool. PCG always discusses these results with DHHR/BMS prior to generating the quarterly sample. Even if there are more completed random moments than needed in a given quarter, all returned moments would still be utilized in the calculation of the time study results.

4.1.1.11 – The Vendor's sampling methodology must include a specification for single source interpretation and coding of all time study participants' activities. This requirement necessitates a process that participants only describe and report their activity at the sample moment. The Vendor will be responsible for coding all moments.

As described in *Section 4.1.1.1*, PCG's Claiming System only allows a participant to report activity on their single assigned sample moment. If a participant is selected for more than one moment in a given day or quarter, they are required to independently complete the required questions completely separate from all other moments.

During the course of the quarter, PCG will continue to be responsible for completing a comprehensive centrally coding review of all moments based on the participants reported activities. A breakdown of PCG's four-phase approach to coding moments can be found next in *Section 4.1.1.12.*

4.1.1.12 – The Vendor's methodology must include a specification for primary and secondary review of the sampled moment activity descriptions and assigned codes to ensure coding accuracy and consistency, maintaining a tracking system to document all instances of reported errors in coding and ensuring corrective action is taken when errors are identified. The Vendor will be responsible for conducting follow-up as necessary to ensure proper coding and that data can be used.

PCG has a great deal of experience in the RMTS and will continue to apply our comprehensive sample moment and coding review methodology to this project. We approach coding in four phases, with phase one and two happening on an ongoing basis throughout the quarter.

- **Phase 1**: During the quarter, sampled participants respond to their moments via the Claiming System website. Each moment is then coded centrally using approved activity codes by a trained staff member who is familiar with the state-specific methodology, policies, and intricacies. Follow-up is performed when necessary to clarify or gather additional information about a moment response in order to select the correct activity code; PCG's follow-up activity and responses are recorded within the RMTS site.

- **Phase 2:** A second coder quality checks the moment. If the coder and QC staff person disagree, they can discuss the moment amongst themselves, talk to their supervisor, follow-up with the participant for clarification on their response, or pursue other options.

- **Phase 3:** At the end of the quarter, a randomly selected portion of the moments are reviewed again internally for a final quality assurance process. If the review process is completed successfully, the results are submitted to the state for review.

- **Phase 4:** DHHR/BMS will review a sample of moments each quarter for accuracy. This allows an extra set of review and works to reduce the audit risk associated with the coding of moments. Additionally, coders, QC staff, and their supervisor meet frequently to review moments and tracking coding trends and errors. These meetings are an opportunity to discuss the moments, further develop familiarity with the codes and the state methodology and ensure that moments are being coded accurately and consistently.

4.1.1.13 – The Vendor shall be responsible to maintain each LEA's roster data.

As described previously, PCG will continue the responsibility in maintaining all RMTS data, including but not limited to LEA roster data, within PCG's Claiming System. This data is maintained permanently within PCG's systems for easy retrieval and review.

Administrative Claiming

4.1.2 Administrative Claiming

4.1.2.1 – The Vendor shall be responsible for using Web-based software to collect accurate LEA staff, salaries, and other information, as required, to calculate aggregate LEA-specific Administrative Claim information.

Public Consulting Group, Inc. (PCG) will continue to utilize its Web-based Claiming System in order to collect accurate LEA staff, salaries, and other information required to calculate aggregate LEA-specific Administrative claim information. *A comprehensive outline of these processes can be found below in Section 4.1.2.2.*

4.1.2.2 – The Vendor shall be responsible for collecting all allowable expenditure information per the CMS School-Based Administrative Claiming Guide (current version is May 2003; subject to future updates) from participating LEAs to compute individual LEAs' Administrative Claims.

Within this section, PCG outlines our approach and proposed continued responsibilities for providing a web-based application to support the financial collection process for the calculation of the quarterly Administrative Claim. West Virginia will continue to utilize PCG's Claiming System, a robust web-based application developed to facilitate the collection of financial and statistical information in a streamlined and efficient fashion to support School-Based Administrative Claiming. PCG's Claiming System has the necessary functionality to support the needs of the Department of Health and Human Resources, Bureau of Medical Services (DHHR/BMS) and has been successfully deployed on behalf of Medicaid programs across the country at a statewide implementation level, including Arizona, Colorado, Delaware, Georgia, Indiana, Kansas, Kentucky, Michigan, New Jersey, New York, Pennsylvania, West Virginia, and Wisconsin, to support school-based Medicaid claiming and cost reporting needs.

PCG has a successful record of accomplishment with West Virginia LEAs, as web-based applications have been successfully implemented and utilized to support Medicaid school-based administrative claiming since state fiscal year 2011. PCG's Claiming System is customized and configured to meet the specific needs of West Virginia. By selecting PCG, DHHR/BMS will ensure that there is no disruption in school-based service claiming, as our proven application is already deployed, and meets and exceeds the requirements outlined within the scope of work. On the following pages, PCG provides an overview of the Claiming System to demonstrate system capabilities and how West Virginia school district financial contacts will utilize the system to submit the necessary data for Administrative Claiming purposes.

Claiming System Administrative Claiming Functionality

When a district staff person visits the PCG's web-based secure Claiming System, he/she is taken to the login screen as seen in *Figure 11*. Each district contact receives a unique password upon registering and is prompted to specify his/her login credentials prior to accessing any district specific information.

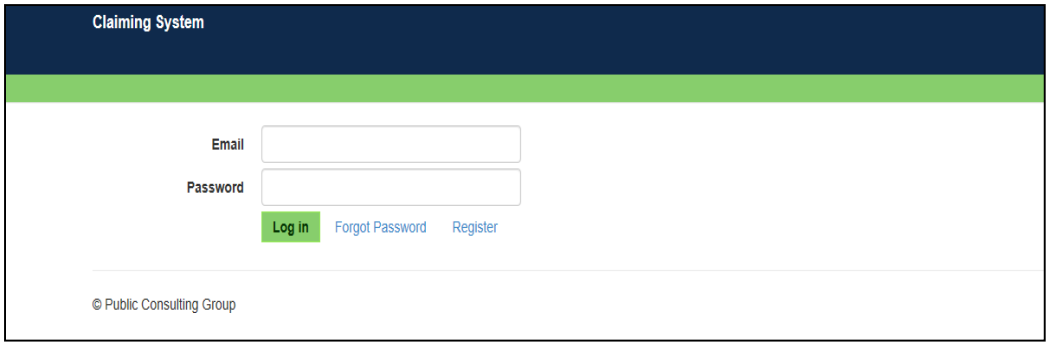


Figure 11: Login Screen

After logging in, the user is taken to the dashboard page seen in *Figure 12*. The dashboard includes important documents and resources including upcoming due dates, user guides, and training manuals. Any additional helpful resources, guides, manuals, or state plans can be added upon request. These documents are updated regularly to provide the school districts with the most current information. LEAs in West Virginia have found these documents helpful.

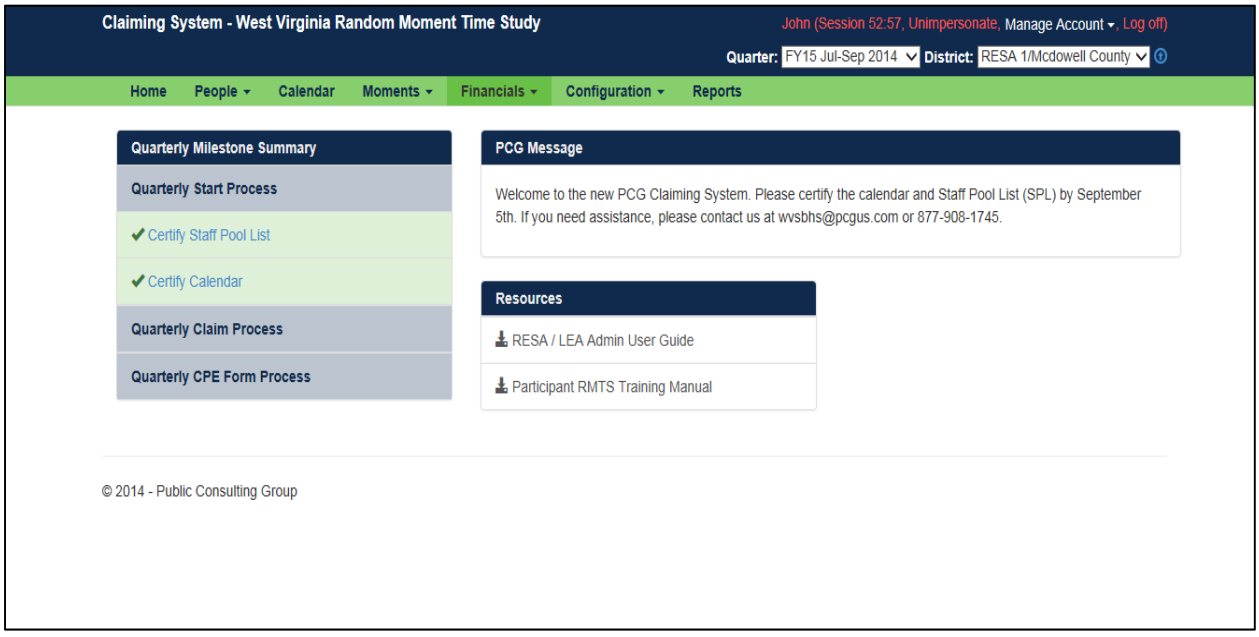


Figure 12: Claiming System Home Page

To submit quarterly financial information, the user clicks the “Financials” tab, and then selects the appropriate time period in the upper right corner of the page under “Quarter.” The user is then presented with separate cost categories in which to submit the district’s quarterly financial information. The user begins the process by clicking on the first category, “Salaried Staff,” as seen in *Figure 13*.

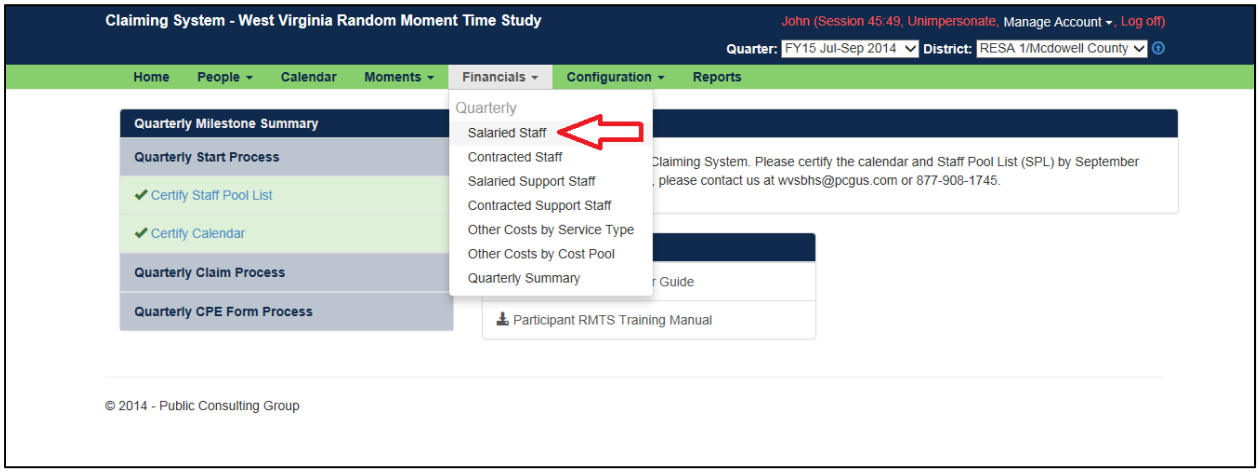


Figure 13: Quarterly Financials Menu

Each LEA identifies the eligible participants on their staff pool list prior to the start of the quarter when certifying their Staff Pool List. After the close of the quarter, the "Financials" tab allows the user to enter the allowable salary and benefit information for eligible participants. *Figure 14* is an overview of the process for entering costs for "Salaried Staff."

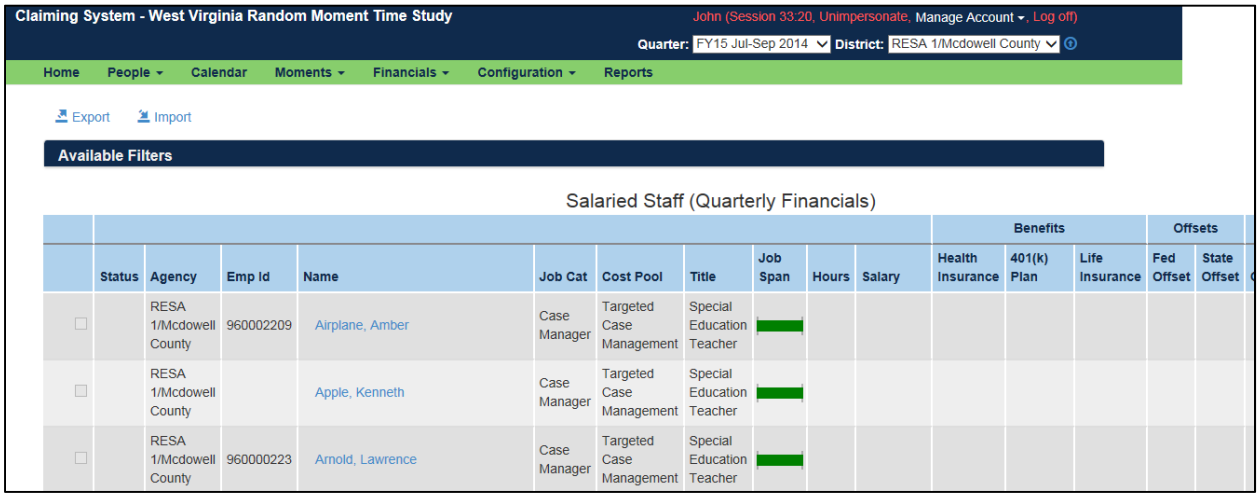


Figure 14: Salaried Staff Page

The fields that are pre-populated prior to the start of the quarter are pulled directly from the certified staff pool list and include Last Name, First Name, Job Category, Cost Pool, Staff Employment Status, District Job Title, and District Employee ID. The process in which district contacts enter LEA staff rosters, make adjustments to staff rosters, report school calendars, and enter shifts can be found in *Section 4.1.1.1*.

This is an automated process that ensures only certified participant specific data is available for the financial district contact entering the quarterly cost data. This process ensures that only eligible participants will appear, saving the district contact from re-entering this information, and ensures proper reporting. PCG

requires LEAs to enter their costs on a per-provider basis to ensure that each dollar is accounted for and can easily be traced back in the case of an audit.

To enter data for a participant, the user clicks on the participant's name as seen in *Figure 15*.

									Benefits			Offsets	
Agency	Emp Id	Name	Job Cat	Cost Pool	Title	Job Span	Hours	Salary	Health Insurance	401(k) Plan	Life Insurance	Fed Offset	State Offse
RESA 1/Mcdowell County	960002209	Airplane, Amber	Case Manager	Targeted Case Management	Special Education Teacher								

Figure 15: Participant Data

This allows the user to enter salary and benefit information for an individual participant. Here, Amber Airplane in *Figure 16* has a quarterly salary of $10,000, quarterly health insurance costs of $5,000, life insurance costs of $1,000, and 401(k) cost of $1,000. To save this information, the user clicks "Save Changes" on the bottom right of the box.

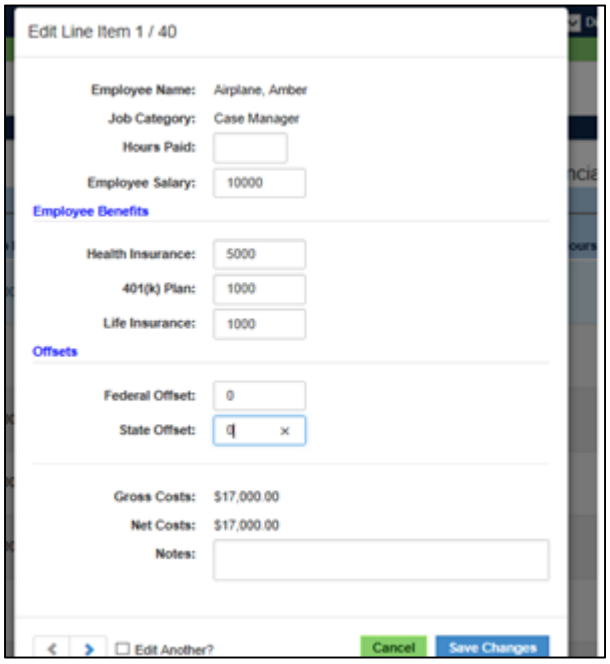


Figure 16: Participant Data Entry

As shown in *Figure 17*, payroll information has now been entered for Amber Airplane.

									Benefits			Offsets			
Agency	Emp Id	Name	Job Cat	Cost Pool	Title	Job Span	Hours	Salary	Health Insurance	401(k) Plan	Life Insurance	Fed Offset	State Offset	Gross	Net
RESA 1/Mcdowell County	960002209	Airplane, Amber	Case Manager	Targeted Case Management	Special Education Teacher			$10,000.00	$5,000.00	$1,000.00	$1,000.00	$0.00	$0.00	$17,000.00	$17,000.00

Figure 17: Participant Data - Populated

While the ability to enter costs by individual is advantageous for smaller LEAs with limited numbers of staff, it is not a time-efficient process for larger LEAs. For LEAs with a larger number of staff, the system allows them to export the data into a document that can be used in conjunction with the district's accounting system, or the district can use the exported document to enter information for multiple staff at one time in Microsoft Excel. The system has an import/export feature to pull the populated data from the system, allowing the user to update the cost fields, and then import the data back into the Claiming System. First, the user clicks "Export" at the top of the screen to export a CSV document that can be completed in Microsoft Excel, as seen in *Figure 18*.

Figure 18: Export of Participant Data

An example of the CSV document opened in Microsoft Excel is shown in *Figure 19* with the corresponding columns from the "Salaried Staff" page.

	A	B	C	D	E	F	G	H	I	J	K	L
1	Agency	Employeeld	LastNa	FirstNa	JobCategory	HoursPaid	Salary/Contra	Health	401(k)	Life Ins	Federa	State O
2	RESA 1/Mcdowell County	960002209	Airplane	Amber	Case Manager		10000	5000	1000	1000	0	0
3	RESA 1/Mcdowell County		Apple	Kenneth	Case Manager							
4	RESA 1/Mcdowell County	960000223	Arnold	Lawrence	Case Manager							

Figure 19: Export of Participant Data

Leveraging this utility, the user can quickly enter all payroll information for every participant in their staff pool list. LEAs can use this file in conjunction with their specific financial reports, which decreases the burden on the school district by reducing the overall manual data entry for the user. After completing this spreadsheet as seen in *Figure 20*, the user can import it back into the PCG financial system.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Agency	Employeeld	LastNa	FirstNa	JobCategory	HoursPaid	Salary/Contra	Health	401(k)	Life Ins	Federa	State O	Notes	Explana
2	RESA 1/Mcdowell County	960002209	Airplane	Amber	Case Manager		10000	5000	1000	1000	0	0		
3	RESA 1/Mcdowell County		Apple	Kenneth	Case Manager		5000	100	25	100				
4	RESA 1/Mcdowell County	960000223	Arnold	Lawrence	Case Manager		2500	100	50	200				

Figure 20: Export of Participant Data

To import this document back into PCG's financial system, the user returns to the "Salaried Staff" screen and selects "Choose File." A dialogue box appears as seen in *Figure 21*, and the user selects the saved CSV document. Lastly, the user clicks "Upload."

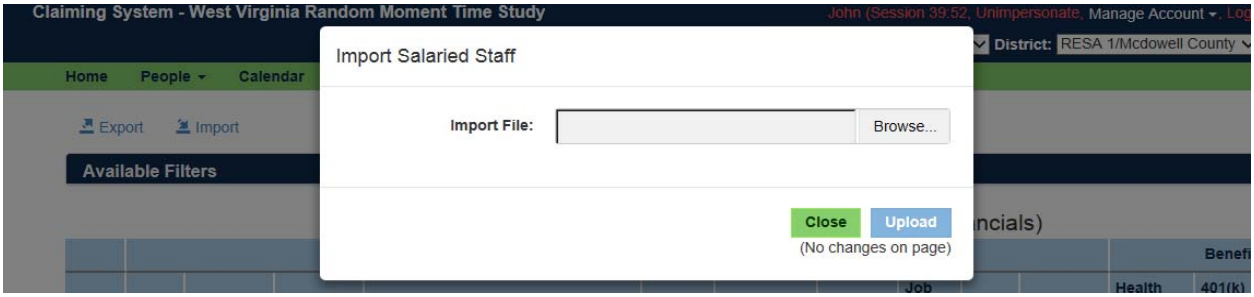


Figure 21: Upload Participant Data

As seen in *Figure 22*, the "Salaried Staff" page is now completely updated with the information that was entered into the CSV document.

Salaried Staff (Quarterly Financials)

									Benefits		
Agency	Emp Id	Name	Job Cat	Cost Pool	Title	Job Span	Hours	Salary	Health Insurance	401(k) Plan	Life Insurance
RESA 1/Mcdowell County	960002209	Airplane, Amber	Case Manager	Targeted Case Management	Special Education Teacher			$10,000.00	$5,000.00	$1,000.00	$1,000.00
RESA 1/Mcdowell County		Apple, Kenneth	Case Manager	Targeted Case Management	Special Education Teacher			$5,000.00	$100.00	$25.00	$100.00
RESA 1/Mcdowell County	960000223	Arnold, Lawrence	Case Manager	Targeted Case Management	Special Education Teacher			$2,500.00	$100.00	$50.00	$200.00

Figure 22: Participate Data - Populated

On the "Other Costs by Service Type" screen, the user has the option to enter in other costs associated with the various service types listed in the district's staff pool list as seen in *Figure 23*. Such "Other Costs" include materials and supplies, staff professional dues and fees, and staff travel and training costs. If the district incurred costs for any of these categories that were not paid using federal funds and can be directly associated with someone listed on the staff pool list, then the district could report them below. If federal funds were used to pay for any of the "Other Costs," they could be reported in the "Federal Offset" column.

Other Costs by Service Type (Quarterly Financials)

		Cost			Offsets			
Agency	Service Type	Staff Professional Dues and Fees	Staff Travel and Training Costs	Materials and Supplies	Fed Offset	Gross	Net	Clear
Abington Heights School District	Administrative Services							

Figure 23: "Other Costs" Page

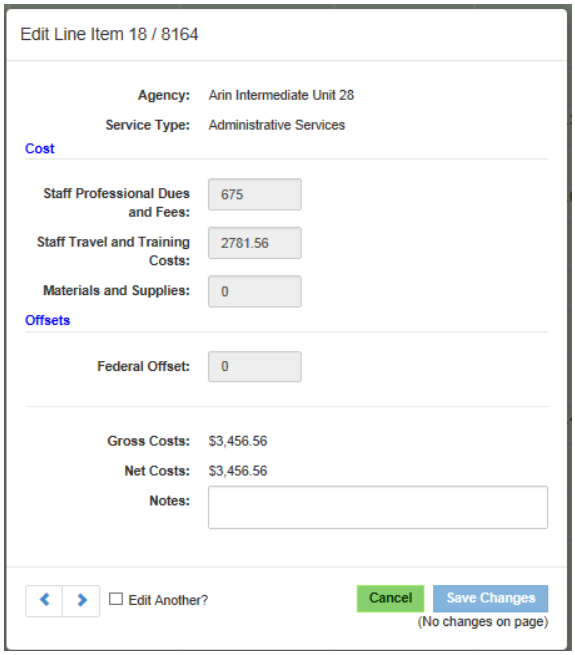


Figure 24: "Other Costs" Data Entry

To enter other costs for each service type as seen in *Figure 24*, the user first clicks on the service type. The West Virginia district contacts have been trained to understand that federal funds are not claimable but can be listed in the "Federal Offset" column. The system will automatically subtract these costs from the total reported costs. In addition, contacts have been informed that costs reported in the "Other Costs" section must be able to be tied back to a participant listed on the staff pool list.

PCG's Claiming System has many quality control measures that PCG implemented for West Virginia to ensure accurate data is reported throughout the financial submission process. PCG has developed a number of edit checks to ensure the information submitted by LEAs is reasonable and that obvious errors are caught. Each of the edit checks are customizable and configurable to meet the needs of our specific clients. PCG reviews the list of edit checks with our clients to work together to identify any additional edit checks that could improve program compliance. One such edit check we regularly perform is an analysis on the reasonableness of salaries/benefits reported by LEAs. For example, for this specific edit check calculations are performed by taking the statewide salary and benefits per job category for the previous fiscal year, and then calculating one standard deviation above the mean for each job category. This number is used as the salary and benefit threshold for each job category.

Below is a list of some of the edits that are conducted automatically by this system. The list is not an all-inclusive list of system edits:

- Contracted staff costs for staff identified as "employees"
- Employee Salary costs for staff identified as "contractors"
- No Cost data reported for an individual
- High Reported Salary Amount
- High Reported Benefits Amount
- High Reported Direct Support Staff Salary Amount
- High Reported Direct Support Staff Benefits Amount

- Reporting Non-compensation costs (ex. Materials and Supplies) in a job category without reported compensation costs
- Federal Revenues Exceeds Total Reported Payroll Costs

There are three levels of edit checks in the system:

- **Level 1**: This type of edit check will not allow information to be saved when entering it directly into the system in an inappropriate field. An error message will appear, describing the error and how to correct it. For example, if a school district tries to enter a negative number in a salary or benefit field, or if they try to enter contracted costs and a salary for the same employee.
- **Level 2**: This type of edit check will flag an unexpected entry. The system will allow the district to provide an explanation.
- **Level 3**: This type of edit check will not allow the flagged entry to be certified. The entry must be corrected before saving an employee's costs.

The screenshot shown in *Figure 25* notifies the user that there are edits that need to be resolved or explained before submitting a participant's financial data (ex: Salary is low for job).

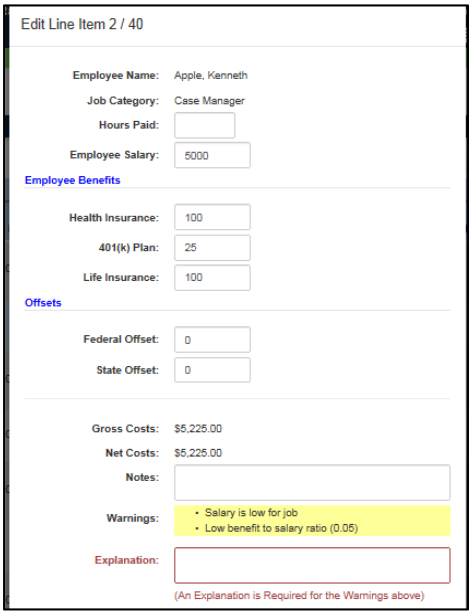


Figure 25: Edits Triggered

As reflected in *Figure 26*, once the flagged costs have been corrected, or an explanation has been given, the user is then able to save changes to that participant's costs.

Figure 26: Saving Edits

Since the system notifies the district immediately when costs are reported outside of predefined ranges, LEAs are able to instantly correct mistakes either identified through the edit checks or provide further explanation without receiving unnecessary e-mails requesting follow-up.

After entering all costs and resolving edit checks, the user returns to the “Financials” tab and proceeds to the last step, “Quarterly Summary” as shown in *Figure 27*.

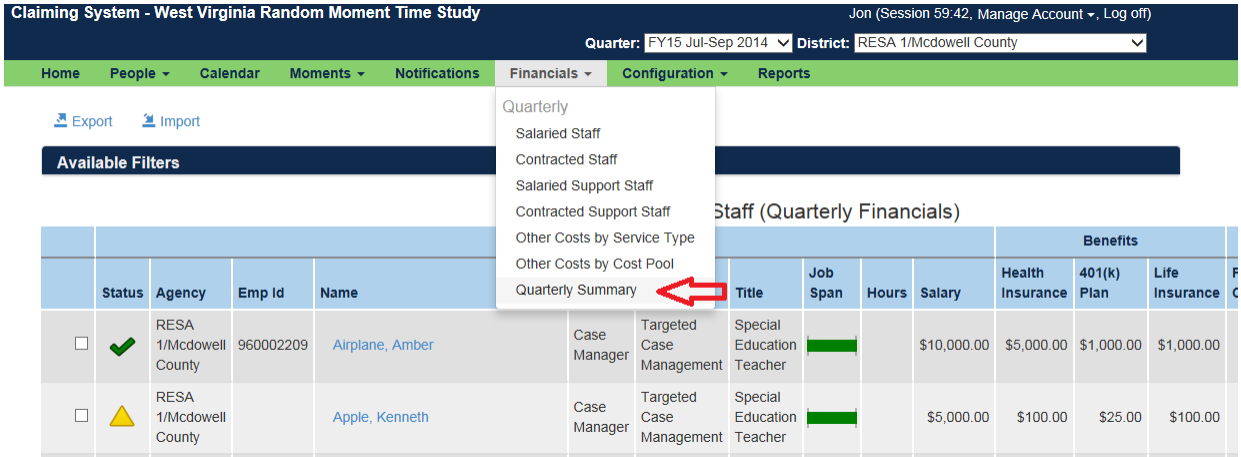
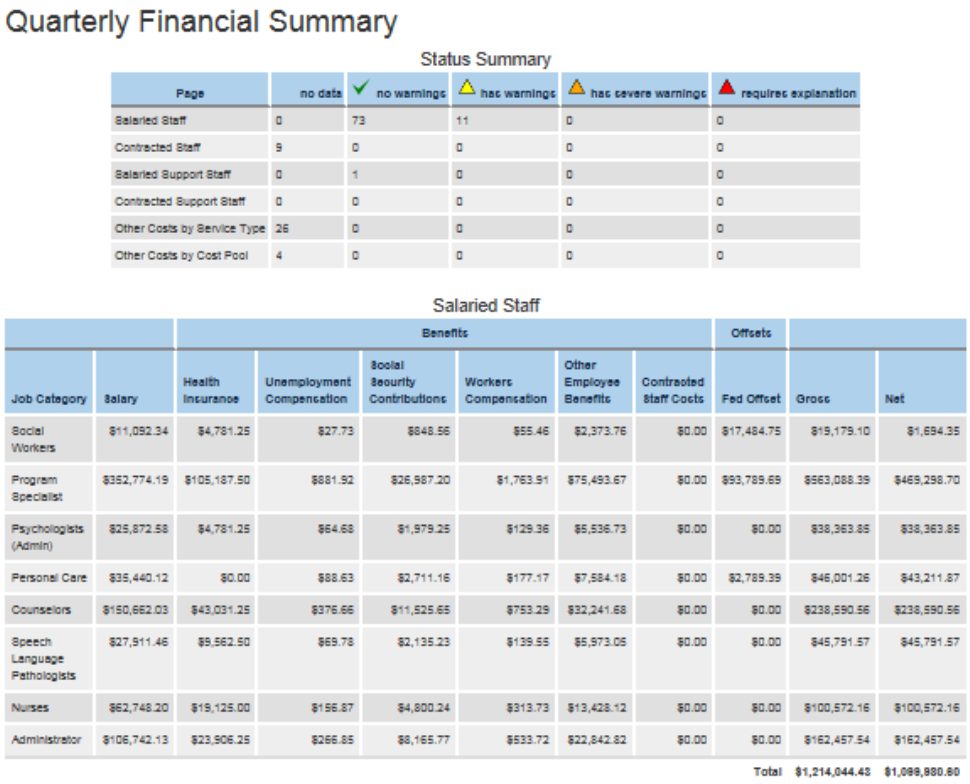


Figure 27: Menu –Quarterly Summary

The “Quarterly Summary” page, as displayed in *Figure 28*, reflects the summary of costs reported in the previous steps, as well as a summary of the edit checks that were performed in the financials. The West Virginia district contacts have found this screen helpful as they can see the aggregated costs per job category and confirm that what they entered is accurate.



Quarterly Financial Summary

Status Summary

Page	no data	no warnings	has warnings	has severe warnings	requires explanation
Salaried Staff	0	73	11	0	0
Contracted Staff	9	0	0	0	0
Salaried Support Staff	0	1	0	0	0
Contracted Support Staff	0	0	0	0	0
Other Costs by Service Type	26	0	0	0	0
Other Costs by Cost Pool	4	0	0	0	0

Salaried Staff

		Benefits						Offsets		
Job Category	Salary	Health Insurance	Unemployment Compensation	Social Security Contributions	Workers Compensation	Other Employee Benefits	Contracted Staff Costs	Fed Offset	Gross	Net
Social Workers	$11,092.34	$4,781.25	$27.73	$848.56	$55.46	$2,373.76	$0.00	$17,484.75	$19,179.10	$1,694.35
Program Specialist	$352,774.19	$105,187.50	$881.92	$26,987.20	$1,763.91	$75,493.67	$0.00	$93,789.69	$563,088.39	$469,298.70
Psychologists (Admin)	$25,872.58	$4,781.25	$64.68	$1,979.25	$129.36	$5,536.73	$0.00	$0.00	$38,363.85	$38,363.85
Personal Care	$35,440.12	$0.00	$88.63	$2,711.16	$177.17	$7,584.18	$0.00	$2,789.39	$46,001.26	$43,211.87
Counselors	$150,662.03	$43,031.25	$376.66	$11,525.65	$753.29	$32,241.68	$0.00	$0.00	$238,590.56	$238,590.56
Speech Language Pathologists	$27,911.46	$9,562.50	$69.78	$2,135.23	$139.55	$5,973.05	$0.00	$0.00	$45,791.57	$45,791.57
Nurses	$62,748.20	$19,125.00	$156.87	$4,800.24	$313.73	$13,428.12	$0.00	$0.00	$100,572.16	$100,572.16
Administrator	$106,742.13	$23,906.25	$266.85	$8,165.77	$533.72	$22,842.82	$0.00	$0.00	$162,457.54	$162,457.54
								Total	$1,214,044.43	$1,099,880.60

Figure 28: Quarterly Summary Page

Costs are totaled by job category, which allows the user to verify total costs prior to certifying. Allowing the district to view the total costs that will be included in the claim prior to submission allows the district to confirm accuracy one final time prior to locking the data.

After reviewing all summaries, the user scrolls to the top left of the screen and clicks the “Certify Quarterly Financial” button to certify the district’s financials.

After clicking the “Certify Quarterly Financial,” the “Quarterly Financial” tab now shows that the quarter has been successfully certified. The system stores which user in the district certified the data, as well as a timestamp of when they certified. This is helpful in the case of an audit to verify exactly when and who within the district completed the certification.

Once all LEAs have submitted and certified their financial data on the Claiming System, PCG begins its claim generation process.

4.1.2.3 – The Vendor shall be responsible for developing a standardized, Internet-based system for collection of RMTS information which may include, but not be limited to, collection of LEA staff rosters, adjustments to staff rosters and school calendars.

PCG will fulfill this responsibility by continuing to utilize PCG’s Claiming System, an advanced and user-friendly RMTS website, which is suitable to meet all of the requirements specified and is currently

implemented in West Virginia, as well as an additional 12 states nationally. The following section is an overview of the streamlined approach PCG has implemented to ensure that staff rosters are accurate and complete for both RMTS and Administrative Claiming, in addition to making certain that moments are being sampled and assigned correctly based on our school calendar and "Shift" features.

Staff Roster and School Calendar Overview

Once district contacts are added to the PCG Claiming system, they will receive an e-mail with the subject 'New Account Registration' from a 'do not reply' e-mail address. First-time users need to click the web link in the e-mail and will then be brought to a web page to enter their password in the 'Password' and 'Confirm Password' fields. Users then click the 'Complete Registration' button and will be brought back to the main page to enter the e-mail and new password to log in to the site.

If the district contact does not have their password, they can select the "Forgot Password" button, which will instantly connect them with instructions on how to enter the system. In addition to the "Forgot Password" button, they can either call our PCG Hotline at (877) 908-1745 or e-mail wvsbhs@pcgus.com for assistance. Allowing various methods for the district to contact PCG increases the probability that they will update their staff pool list on time, feel comfortable asking questions, and confirm their participant's compliance.

Below is the home screen available after logging into the website. The home screen contains links to all of the functionality within the system, such as People, Calendars, and Moments. Users can navigate through the staff pool and calendars sections of the Claiming System from this page. The home screen dashboard also contains quick access points that display information regarding quarterly milestone summaries, moment status, and resources uploaded by PCG. Users can click on the 'Home' link at any time to return to the home screen.

Updating Users

Figure 29 shows the 'People' dropdown where Coordinators can add users (LEA Admin users can add or update LEA Users) by selecting the identifying menu (LEA Users).

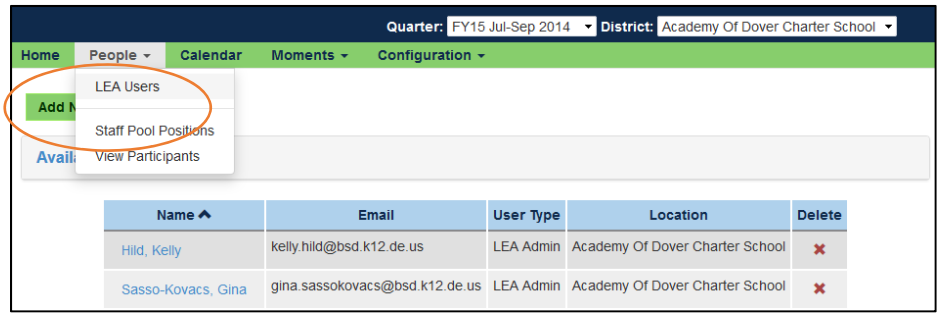


Figure 29: Adding Users

By selecting the green button 'Add New User' a screen will appear to add the user's information as seen in *Figure 30*.

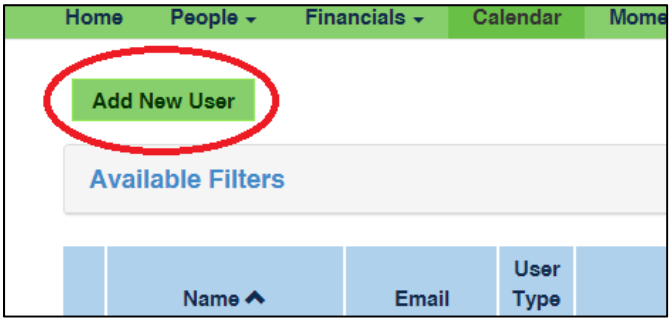


Figure 30: Adding Users

Coordinators enter all required new users' information, including contact information, the location the contact will have access to (only locations the user has access to will appear), and user type. Additionally, they can identify if the new user 'Is Contact' and should receive program and system information and 'Is CC' if the user should receive RMTS late notifications for participants at the assigned location. Once all of the information has been entered, users click 'Create New User' to save the information in the site. *Figure 31* shows the available fields for creating new users. The user then receives an e-mail with instructions to access the Claiming System.

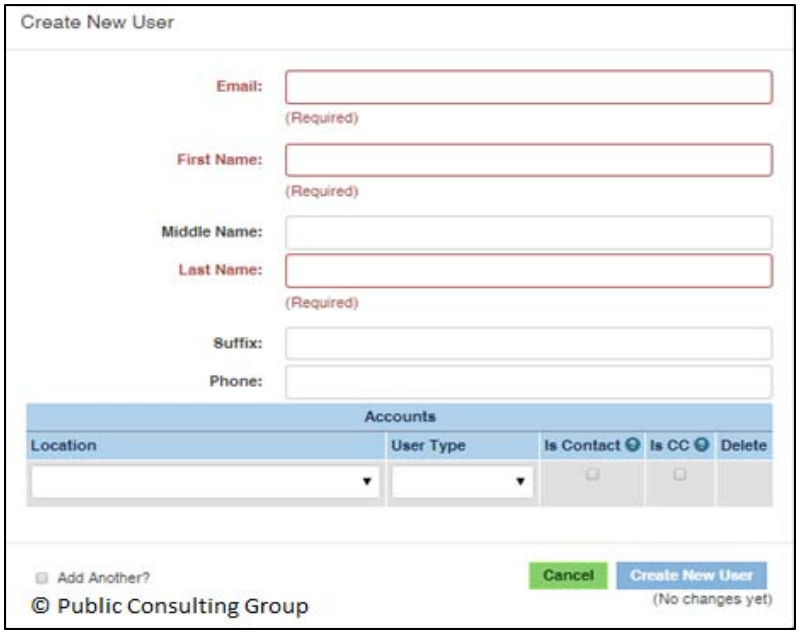


Figure 31: Adding Users

Updating & Certifying the Staff Pool Lists (SPL)

It is important for LEAs to have an accurate Staff Pool List (SPL), as the information is used to identify the job positions available for random moments in the appropriate quarter as well as to claim the costs associated with the staff who fill those positions on this list. In order to verify the information included in the SPL, it is important for coordinators to routinely work with LEA staff responsible for the financial duties. Coordinators update and certify their SPLs at the beginning of each quarter using the web-based PCG Claiming System.

To view, create and/or update the SPL, district contacts click on the 'People' tab on the home screen and select 'Staff Pool Positions.' The two main components of the 'Staff Pool' page are the 'Add New Job Position' and 'Certify Staff Pool' buttons. These are shown in *Figure 32* below. The 'Add New Job Position' button is how users can add new job positions to their staff pool list. The 'Certify Staff Pool' button is the button that users select to certify and lock their staff pool in the Claiming System.

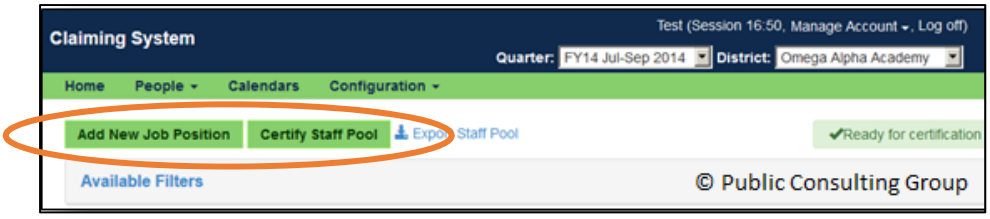


Figure 32: Updating Staff Pool Lists

After clicking 'Staff Pool Positions' under the 'People' dropdown, all current active staff members in the particular school district will appear with the following information seen in *Figure 33* below:

- Agency (the District or LEA)
- Cost Pool (Targeted Case Management, Direct Service, Admin, Personal Care)
- Job Category
- Job Title
- Full Name
- E-mail
- Indication of Inactive Status (a red X in the 'Inactivate' column means that the positions are currently active but can be inactivated by clicking the red X)

Figure 33: Updating Staff Pool Lists

Adding a New Job Position

1. To add a new user, district contacts select the green button 'Add New Job Position' and a fill-in screen appears to add the user's information. *Figures 34 and 35* below show fields that should be filled in to add participants to new job positions.

Figure 34: Updating Staff Pool Lists

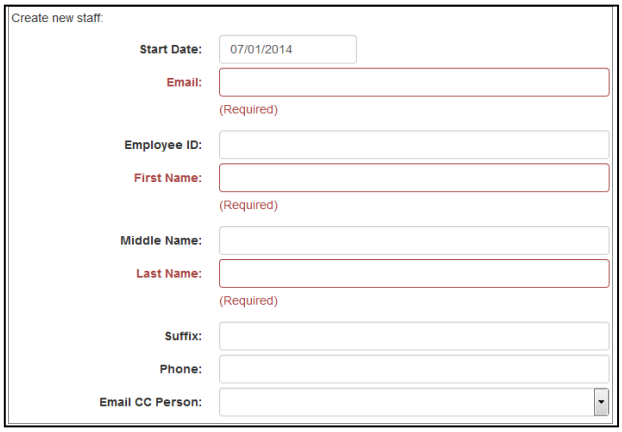


Figure 35: Updating Staff Pool Lists

2. Users enter in all of the required information (noted with "Required" text below each required field). When adding a new staff person, users select 'Fill With New' from the 'Action' dropdown and are careful to select one of the names in the 'Email CC Person' dropdown to designate who will receive notifications regarding pending moment submissions. Once all of the information has been entered, users click 'Create New Job Position' to save the information on the site.

Adding a New Vacancy Position: Users can add a position as a 'vacancy' if they expect to fill the position during the quarter. When adding a vacancy, users select the 'Create as Vacancy' option from the 'Action' dropdown shown in *Figure 36*.

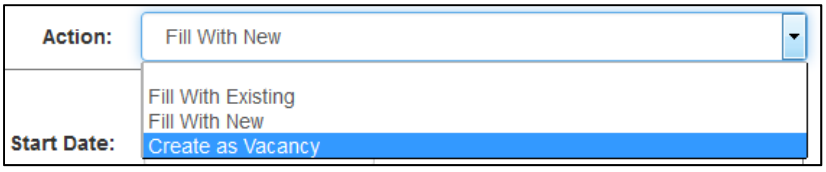


Figure 36: Adding a Vacancy

Filling a New Position with an Existing Staff Member: When selecting an existing staff, users select the 'Fill with Existing' option seen in *Figure 37*.

Figure 37: Adding a Vacancy

Note: Only staff that are inactive and not assigned to another position can be selected to fill a position. If changing a staff person from one cost pool to another, users delete the position in the current cost pool then add a position in the correct cost pool and select 'Fill With Existing' to choose an existing staff person. The PCG Claiming System makes searching for the staff person simple by entering specific criteria in the search fields. *Figure 38* shows these search options.

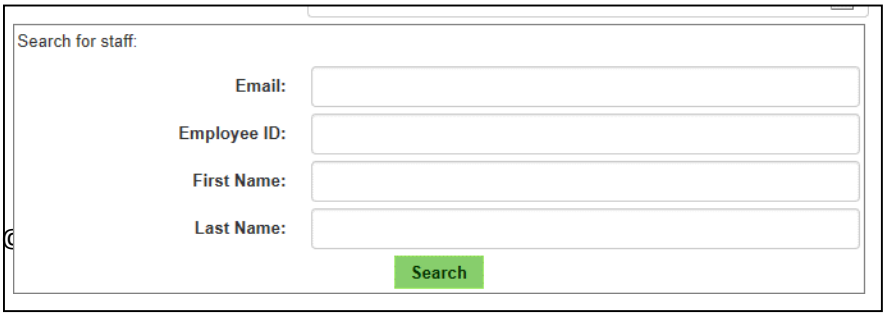


Figure 38: Search for Staff Function

All staff, both inactive and active, will appear in the search results based on the criteria selected. 'Yes' under the column header 'Inactive' means the participant is inactive and can be selected to fill the position. 'No' in the 'Inactive' column indicates the staff is active in the district as shown in *Figure 39*. Only a participant that is not assigned to a current position (having a 'Yes' in the column 'Inactive') can be selected. Select the 'Back' button to redo search criteria or to return to the adding participants screen.

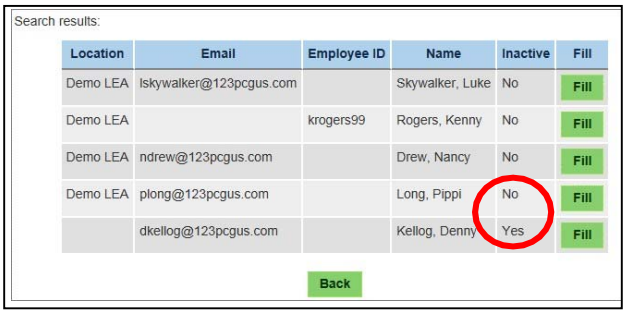


Figure 39: Inactivating Staff

A user clicks the 'Fill' button once the desired staff is located to populate the job position.

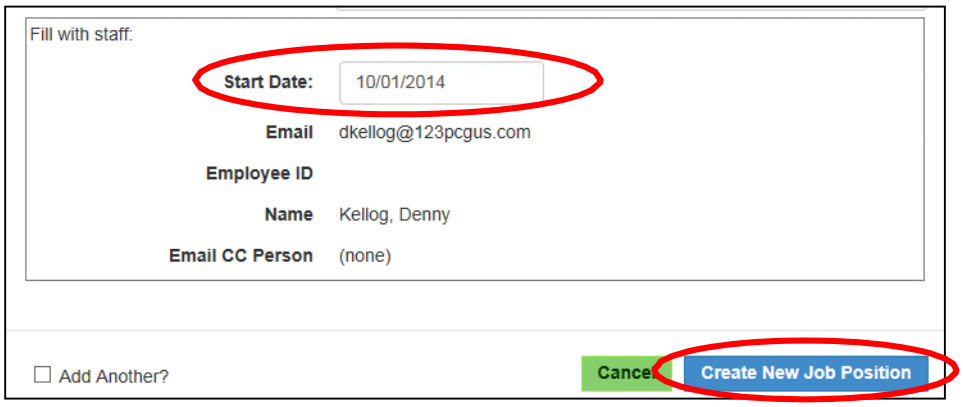


Figure 40: Start Dates

Figure 40 above shows how users can enter the start date the existing staff person is beginning the new position. The system will default to the first day of the quarter. Users then select 'Create New Job Position' to save it.

Delete & Edit a Staff Member: To edit a contact's information, district contacts simply click on the desired name highlighted in blue. To inactivate a participant, simply click on the red 'X' mark shown in *Figure 41* below.

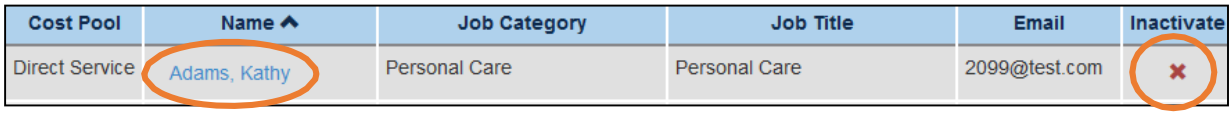


Figure 41: Inactivating Staff

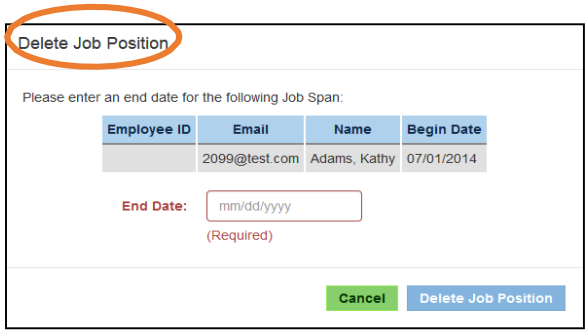


Figure 42: Deleting Staff

A 'Delete Job Position' form will display like the one shown in *Figure 42* with an 'End Date' required field. Users enter the staff member's last day if it remains within the current quarter. If the staff member's last day falls outside of the current quarter and the participant no longer wishes to receive moments following the current quarter, enter the last day of the quarter as the end date.

Certifying the Staff Pool

Once all staff members' contact details have been updated and verified, the LEA must certify the Staff Pool List. Before certifying the SPL, please be sure the list is accurate and complete.

1. Users click on the 'Staff Pool Positions' link from the 'People' dropdown on the 'Home' screen.
2. The staff pool will display. Users will select the 'Certify Staff Pool' box to certify the staff pool as shown in *Figure 43*.

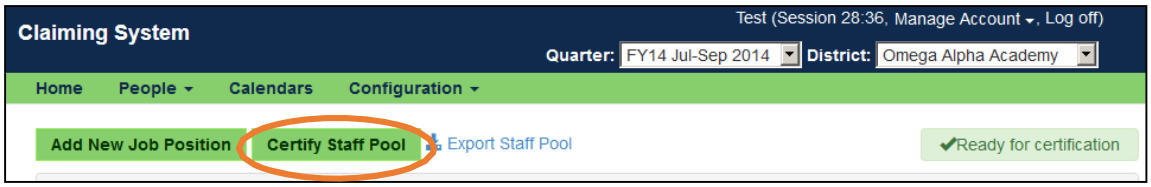


Figure 43: Certifying the Staff Pool List

The system will display the message that the list has been certified successfully.

Exporting and importing the Staff Pool List

As an additional option, staff can export the SPL, make updates, and then import the file into the site. To export the file, users will go to the 'People' tab and choose 'Staff Pool Positions' and select 'Export' on the top of the screen as shown in *Figure 44*.

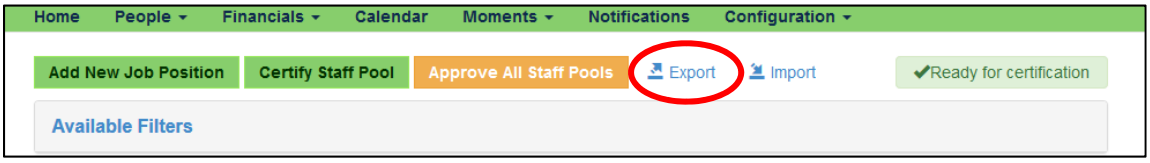


Figure 44: Exporting Staff Data

A pop-up box will appear. Users will click 'OK' as shown in *Figure 45*.

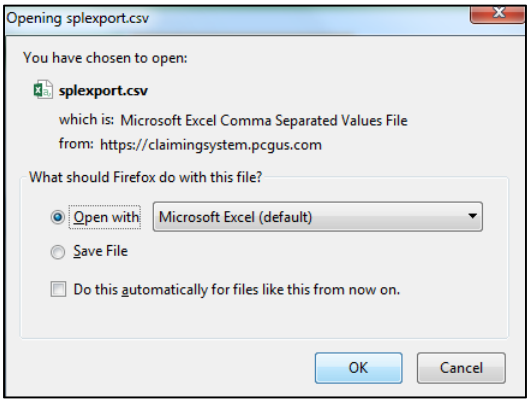
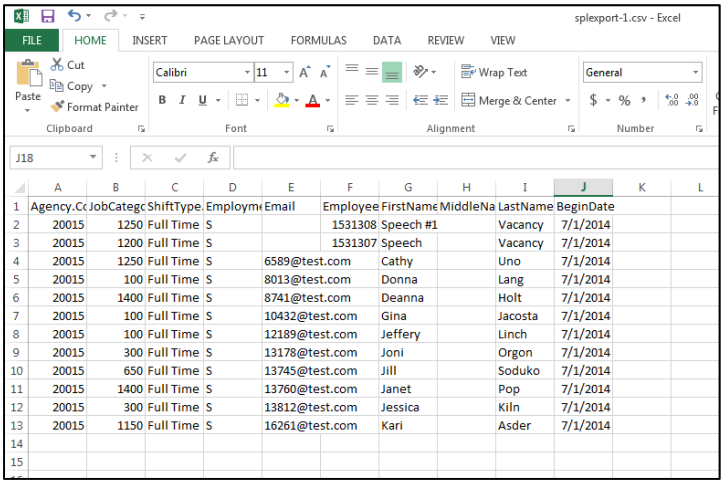


Figure 45: Exporting Staff Data

This will allow the file to open. It will open in CSV format and the user will need to save this file in Excel format as shown in *Figure 46*.



	A	B	C	D	E	F	G	H	I	J	K	L
1	Agency.Cc	JobCategc	ShiftType.	Employm	Email	Employee	FirstNam	MiddleNa	LastName	BeginDate		
2	20015	1250	Full Time	S		1531308	Speech #1		Vacancy	7/1/2014		
3	20015	1200	Full Time	S		1531307	Speech		Vacancy	7/1/2014		
4	20015	1250	Full Time	S	6589@test.com		Cathy		Uno	7/1/2014		
5	20015	100	Full Time	S	8013@test.com		Donna		Lang	7/1/2014		
6	20015	1400	Full Time	S	8741@test.com		Deanna		Holt	7/1/2014		
7	20015	100	Full Time	S	10432@test.com		Gina		Jacosta	7/1/2014		
8	20015	100	Full Time	S	12189@test.com		Jeffery		Linch	7/1/2014		
9	20015	300	Full Time	S	13178@test.com		Joni		Orgon	7/1/2014		
10	20015	650	Full Time	S	13745@test.com		Jill		Soduko	7/1/2014		
11	20015	1400	Full Time	S	13760@test.com		Janet		Pop	7/1/2014		
12	20015	300	Full Time	S	13812@test.com		Jessica		Kiln	7/1/2014		
13	20015	1150	Full Time	S	16261@test.com		Kari		Asder	7/1/2014		
14												
15												

Figure 46: Exporting Staff Data to Excel

Calendar Completion

Staff who have filled the positions on the SPL are eligible to receive Random Moment Time Study (RMTS) surveys throughout each quarter. Because each LEA has a different schedule, PCG ensures that staff members have a high likelihood of receiving a moment during hours when they will be at work. To do this, we collect calendar information for each participating LEA. At the beginning of each quarter, LEAs are notified that their SPL is open to be updated for the upcoming quarter. Roughly one month before each quarter begins, non-work days must be selected on the calendar (ex: users enter non-work days in December for the January – March quarter) and the calendar must be certified. The RMTS system uses this information when assigning moments to ensure they are distributed during working hours.

LEAs enter non-work days directly into the PCG Claiming System to prevent staff from being selected for a moment on days that they will not be at work. After entering all dates, the LEA certifies the calendar.

LEAs must certify the calendar first, and then State Administrators will be able to approve the calendar. Each LEA must certify the calendar before EACH quarter in order for the non-working days to be excluded from being selected for moments.

To enter staff days off:

1. Users will click the ‘Calendars’ link at the top of the home page.

2. **Holiday/Non-Work Day is the only selection that indicates non-work days for staff.** The Teacher In-service Work Day and Early Release Day-Optional selections can both be used if the LEA wishes to indicate them on the calendar, but they will not be days that are removed from the time study. As shown in *Figure 47*, users select Holiday/Non-Work Day and then click on the days on the calendar that correspond to the days off for the district. If a day is selected in error, users simply click it again to refresh.

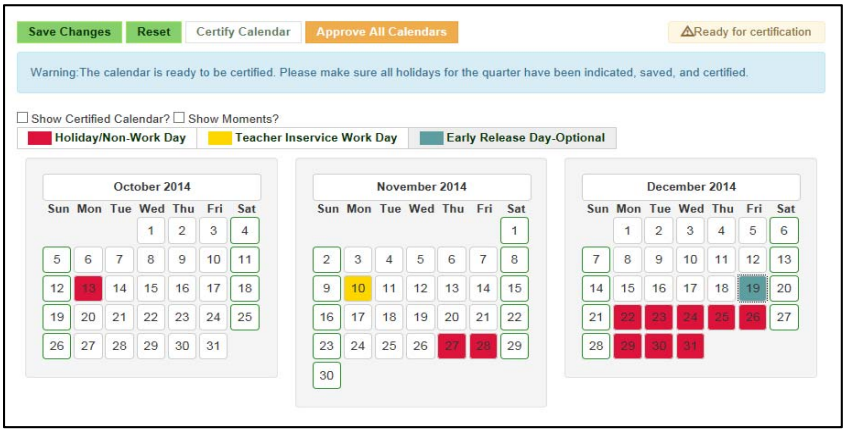


Figure 47: Calendars in the PCG Claiming System

3. Users select 'Save Changes' to lock in the non-work days and then click 'certify calendar.' Users can contact PCG to make changes to the calendar if certification is selected prematurely. Only PCG can unlock a district calendar.

Once a calendar is certified, it locks and the snow day selection is displayed. Users can utilize this throughout the quarter to identify any days off that the district schedules unexpectedly. PCG will use this information to assist in completing moments.

Show Certified Calendar?
Checking this box will refresh the calendar and show the calendar that was originally certified. It will hide the changes made since certification.

Show Moments?
Checking this box will refresh the calendar, and instead of days of the month, the calendar will display how many moments are generated on each day. You can use this feature to make sure that moments were not generated on holidays. You can also use this feature to get a sense of the distribution of the moments.

Entering Shifts

PCG recognizes that not every LEA or school on the staff pool list begins and ends their workday at the same time. The creation of shifts allows for differences in schedules per school or even provider type to be created within each LEA to capture the truest working time for each participant. An LEA can create multiple shifts for staff that have set schedules. If an LEA has a part-time staff person, but their schedule is flexible, that participant must be assigned the full-time shift. At a minimum, an LEA must have a full-time shift that encompasses the contracted work time. Other examples of shifts the LEA may set are:

- Shift for high schools
- Shift for elementary schools
- Shift for administrators contract time
- Shift for part-time staff members with a set schedule (M-F 8:00 AM – 12:00 PM or MWF 1:00 – 3:00 PM, etc.)

Users should type in a Name for the shift being created as depicted in *Figure 48*. Naming conventions should be easy to identify so that a correct shift can be selected for a staff person. Naming convention examples:

- M-F 8:00 – 12:00
- T, W, TH 8:00 – 3:00
- Full-Time HS 8:00 – 3:30
- Full-Time Toyon Elementary school

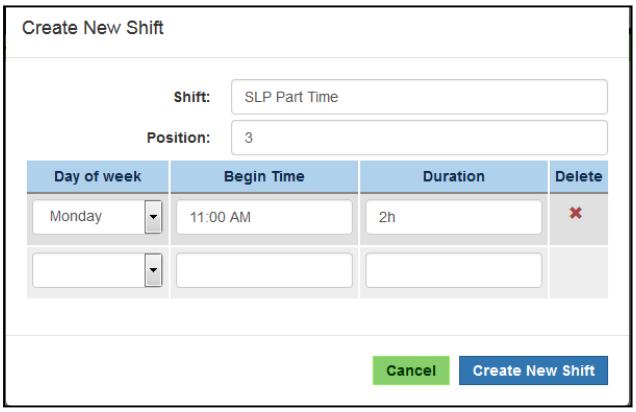
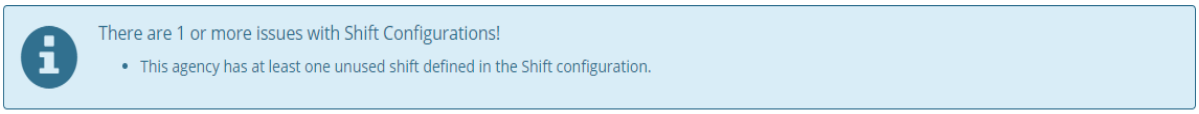


Figure 48: Entering Shifts

1. The Position is there to indicate the order you want your shifts to appear in the drop-down for your staff pool (Positions).
2. Choose the day of the week for your shift from the drop-down. Each day must be added to the shift separately. If the shift is two or more days, steps 5-7 will be repeated until the full shift has been identified.
3. Enter the starting time in the following format 8:00 AM/PM or military time (13:00 = 1:00 PM). Note: LEAs will enter the duration time instead of an end time.
4. Enter the duration of the shift in the following format: #h #m (substituting # for the actual duration of hours and/or minutes e.g., 2h 30min). This is not the ending time, but instead is the length of the shift. The system will determine the ending time based on the start time entered in step 6 and the duration of the shift entered in this step.
5. Repeat steps 5 – 7 for each of the days, which are associated with this shift and click 'Create New Shift' to save it in the system.
6. The shift will then be saved in the system and can be assigned to job positions
7. Additional edit checks review the specific shifts added by the LEA. They warn if additional review may be needed for the following reasons:

    a. All staff pool positions have the same shift/same hourly schedule.

    b. A shift is created but positions are not assigned to it.



c. All staff pool positions have the same shift/hourly schedule and a shift is created but positions are not assigned to it.

d. LEAs have the opportunity to review any shift warnings that appear and make appropriate changes or verify and confirm.

8. If an LEA attempts to certify the SPL with only one shift or with at least one shift that has been created but not assigned to any position, then the below Confirmation box will appear.

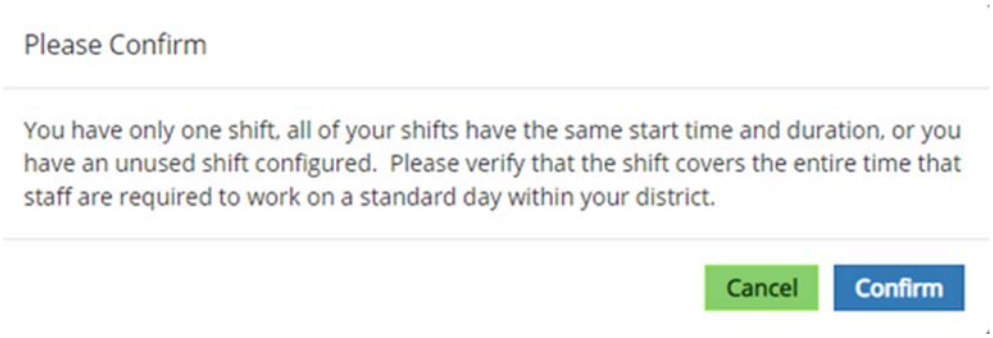


Figure 49: SPL Certification Confirmation

9. After LEAs review their shifts and confirm they cover all the times the position is working or making the appropriate changes, the below Confirmation box will appear.

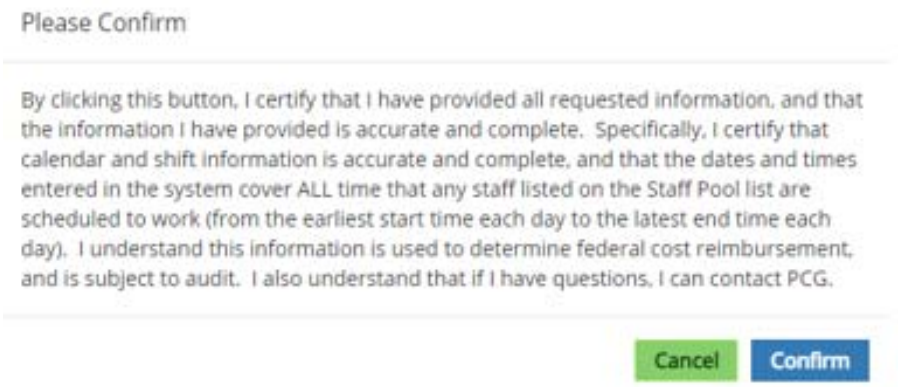


Figure 50: SPL Certification Confirmation

4.1.2.4 – The Vendor shall ensure that the Web-based system is populated with all required LEA information for RMTS activities that is necessary to calculate LEA-specific Administrative Claims. The Vendor shall be responsible for implementing the Administrative Claiming Process.

As described throughout this proposal, PCG will ensure that the Claiming System implemented in West Virginia will continue to contain all information necessary for both implementing the RMTS and calculating

quarterly Administrative Claims. One of the major benefits of PCG's web-based Claiming System is that the staff that are certified by the district prior to each quarter are the same staff members the district's business/finance director sees when logging into PCG's financial reporting site. This allows the LEAs to ensure that the participants match up properly, increasing compliance and decreasing the audit risk of claiming costs for unallowable participants.

Once LEAs have certified staff pool lists, adjusted school calendars, and created correct working shifts, PCG has all of the components necessary to implement the RMTS, code and monitor responses, and use those results to implement the Administrative Claiming Process based on district reported allowable costs. *Information on the Administrative Claiming process is detailed in Section 4.1.2.8.*

4.1.2.5 – The Vendor shall ensure that its data stores, process and calculation methodologies include the capacity to adjust any prior period or current period data necessary for claim adjustment and/or recalculation.

Once a quarter has been certified by financial contacts in the Claiming System, the district cannot edit any financial information without contacting PCG. This limitation enables PCG to control when LEAs are making changes to their certified financials. In certain situations, the district may realize that they incorrectly reported costs for a previous quarter. If they realize their error before the quarterly claim has been generated, PCG has the capability to roll-back the quarter and allow the district contact to make his/her changes and certify again. However, in other cases, the district may want to make changes to their costs after the claim has been paid. PCG's quarterly amendment process allows the district to make changes while still capturing the originally certified data. This is important to track the originally claimed data in the case of an audit. All historical data is captured and stored securely for accurate claiming and to ensure a clean audit trail. In addition, the newly amended data is captured to keep a trail of the most recently processed claim data.

West Virginia school district contacts also have view access to their previously submitted financial data and amended data dating back to July 2012. The historical data is securely stored within PCG's previous Medicaid Cost Reporting system (MCRCS) which offers easy access for the LEAs to view the previous data that they reported. Storing this historical data will become very useful to the district in the case of an audit.

4.1.2.6 – The Vendor shall maintain LEA-specific information for the Administrative Claim, including, but not limited to, quarterly claim summaries, staffing information supplied by the LEAs, and other pertinent information that the Vendor utilized in calculating the claim along with relevant documentation, concerning the Administrative Claim, for access by the respective LEA.

PCG is currently providing Administrative Claiming support services on a statewide, consortium, or district level in over 16 states. This experience allows us to provide extensive reporting and analysis around Administrative Claiming reimbursement levels by LEAs. Our experience not only allows us to draw comparisons within a state but against other states and LEAs throughout the country. Several factors can affect the level of Administrative Claiming reimbursement: expenditure data, non-restricted indirect cost rates, Medicaid eligibility rates, time study results, staff listed on the staff pool, and the use of federal funds to name a few. We provide quarterly reports that are designed to look at all of these factors independently as well as their cumulative effect. This is a critical factor in determining whether or not a district is optimizing

their Administrative Claiming revenue. Should a district add more staff to their staff pool list? The answer to that question depends on the expenditure level associated with those staff and the amount of time they spend on reimbursable activities. PCG looks at this data to provide LEAs insight into the creation and maintenance of their quarterly staff list. Our reporting is another factor that distinguishes PCG from others in the marketplace.

4.1.2.7 – The Vendor will be responsible for coordinating with/assisting DHHR/BMS the collection and editing of all data from State agencies, including, but not limited to total enrollment and enrollment of special education students, that is necessary to carry out this program and meet CMS requirements based on the relevant regulations and CMS guidance https://www.cms.gov/Regulationsand- Guidance/Regulations-and-Guidance.html. based on the relevant regulations and CMS guidance. The Vendor will evaluate the collection methods to ensure that all necessary data is collected and stored within timeframes to meet applicable CMS requirements https://www.cms.gov/Outreach-and-Education/Outreach-andEducation. html to meet applicable CMS requirements and comply with the WV State Plan https://dhhr.wv.gov/bms/CMS/SMP /Pages/WV-State-MedicaidPlan.aspx.

As the current WV SBHS vendor, PCG will continue to facilitate the process with DHHR/BMS of capturing all required data collection needed in order to submit judicious quarterly Administrative Claims. PCG understands that this practice needs to be in ordinance with all CMS and WV regulations and guidelines.

4.1.2.8 – The Vendor will be responsible for preparation and submission of financial information used for MAC claiming each quarter.

Calculating a valid quarterly administrative claim requires a proven cost-allocation method. The cost-allocation method is a combination of complex computations and an automated integrated system. PCG has developed an approved cost-allocation model that has been utilized for other clients to obtain reimbursement for administrative activities performed. In particular, this model focuses on the following areas:

- ***Reimbursable Costs:*** The first step of our cost-allocation methodology is to ensure that all items of allowable costs are identified and included in the trial balance of expenses. These costs are aggregated into cost pools. PCG's claiming mechanism takes each cost pool and applies the appropriate time study information and/or other methodologies in order to calculate the reimbursable cost. As previously mentioned, PCG will utilize its Claiming System and web-based tool in WV to streamline cost capture and compliance.

- ***Time Study Results:*** The time study results are entered into our claiming model and applied against the expenditures (e.g. salary, fringe benefits, materials, supplies, and capital) of participating groups in the time study.

- ***Eligibility Ratios:*** A key component of the claim is the calculation of the Medicaid eligibility rate, the special education Medicaid eligibility rate, and the general administration overhead factor.

PCG will determine these percentages on a quarterly basis and use them in determining the reimbursable amount of each cost pool.

- ***Federal Match Rate:*** Each area of reimbursable cost will be applied against the appropriate federal financial participation rate of 50 percent or 75 percent.

The final step is to prepare, perform quality assurance checks, and submit the actual claim. Claims will be submitted in the required format. All administrative claims prepared on behalf of divisions will be consistent with Office of Management and Budget Circular A-87 (OMB A-87) federal cost allocation guidelines. We will use our knowledge of these regulations to ensure full compliance with all federal requirements. It is important that the claim contains all supporting documentation in the event of an audit.

- ***Check Claim:*** PCG is committed to submitting all claims accurately. We've built into our claim preparation process both automated and manual quality assurance procedures. Our claim program contains many automated checks that ensure that the integrity of equations and data is maintained. In addition, after a claim is prepared, various elements of the claim are compared to past quarter results to see if there are any conspicuous differences.

- ***Supporting Documentation:*** All costs must be identified, organized, and easy to trace to the various cost centers. PCG maintains computerized versions of the claims in addition to meticulous hardcopy files of all backup documentation arranged by quarter. The documentation is securely stored and can be easily accessed in the event of an audit.

- ***Claim Certification:*** As required by the State Medicaid Agency, a claim certification statement or Certified Public Expenditure (CPE) form must be signed by a financial representative of the school or city prior to submission of the claim. PCG generates the CPE in the Claiming System and collects LEA's signed forms per participating quarter.

- ***Claim Submission:*** Finally, PCG provides DHHR/BMS with all signed CPEs, claims and supporting documentation (including adjustments) to be submitted on the CMS-64 by the agreed upon timeline per quarter.

4.1.2.9 - The Vendor is responsible for any component not previously communicated that is required to support MAC claiming.

PCG understands and will continue the responsibility of fully supporting all aspects of MAC claiming. PCG also recognizes that components of MAC claiming for which have not been previously communicated are the full responsibility of the vendor.

Direct Services Claiming – Cost Reporting Requirements

4.1.3 Direct Service Claiming – Cost Reporting Requirements

4.1.3.1 The Vendor shall be responsible for development and implementation of a CMS approved, web-based cost reporting system that will be based on the State Fiscal Year End (June 30). The cost reporting system must be operational within ninety (90) calendar days of contract award.

Public Consulting Group, Inc. (PCG) features technologies that simplify, streamline, and satisfy state and federal requirements for a successful cost settlement program. PCG will deploy our proprietary web-based Claiming System that incorporates both time study and financial reporting capabilities to support Local Education Agency (LEA) claiming, with extensive and proven track records in jurisdictions across the country. PCG's Claiming System is a robust, automated, web-based time study and cost reporting software solution specifically designed with LEAs in mind to assist them with the complexity of the time study, administrative claiming, and cost reporting processes for Medicaid reimbursement.

This solution is unlike other solutions offered by competing firms in that the financial reporting component of the system requires discrete cost reporting that enables our analysts to conduct tailored desk reviews to ensure compliance and avoid reporting errors. PCG's Claiming System provides a simple step-by-step process to direct the end user through the cost reporting process. There are a number of comprehensive edit and error checks in order to ensure information is reported accurately, which will provide the Department of Health and Human Resources, Bureau of Medical Services (DHHR/BMS) and Centers for Medicare and Medicaid Services (CMS) the confidence that the Medicaid cost settlement results will withstand federal scrutiny. *Our financial reporting system currently supports statewide school-based claiming programs for administrative claiming, direct services cost settlement, or the combination of both in 13 states.*

PCG's Claiming System

Participating LEAs will submit annual Medicaid cost reports and complete quarterly financial data through PCG's web-based Claiming System. PCG's Claiming System is an automated, web-based software solution which is used nationally to assist states and LEAs with Certified Public Expenditure (CPE) reimbursement implementation. The Claiming System is designed specifically to assist LEAs with reporting necessary financial and statistical data and may be customized to address the specific reporting requirements of DHHR/BMS and the CPE reimbursement methodology approved by CMS. PCG is fully responsible for hosting and maintaining the Claiming System on PCG servers. Also, PCG's Claiming System does not require any installation on local hardware and can be accessed by any LEA or DHHR/BMS through an internet connection.

PCG's Claiming System reduces the amount of time LEAs spend to complete the cost report while enhancing understanding of the cost settlement process through a simple step-by-step process directing the end user. Each quarter and annually, PCG's Claiming System will contain the necessary data to facilitate cost reconciliation and settlement such as: salary and wage expenses, contractor costs, materials and supplies expenses, transportation costs, unrestricted indirect cost rates, the time percentage pertaining to direct care derived from time study results, Medicaid eligibility rates, and any additional operating costs permitted by CMS and approved in the West Virginia State Plan.

PCG's Claiming System simplifies the cost reporting process by populating certain fields within the cost reporting form to reduce the administrative burden on LEAs to the greatest extent possible. PCG has

worked with DHHR/BMS and other stakeholders to identify data elements during the design and development phases that could be pre-populated in the Claiming System. These data elements include district Medicaid provider numbers, national provider identifier (NPI) numbers, the direct medical services time study percentage from the Random Moment Time Study (RMTS), LEA-specific indirect cost rates, and the total Medicaid reimbursement received through the interim payment process from the state Medicaid Management Information System (MMIS).

The screen shots on the following pages are examples of the annual Medicaid cost report pages from our current web-based claiming system developed for LEAs in West Virginia. Additional customization can be accommodated upon request.

LEAs can navigate through the Medicaid cost report process following the easy-to-use drop-down screens, demonstrated in the graphic below. In addition, if an LEA has questions on allowable financial data or requires additional assistance, PCG provides comprehensive support throughout the cost report preparation process. This support is offered through our WV-specific toll-free hotline, as well as by a dedicated e-mail account that is constantly monitored by PCG staff. PCG strives to provide the necessary resources to ensure LEAs have the proper support throughout the submission process.

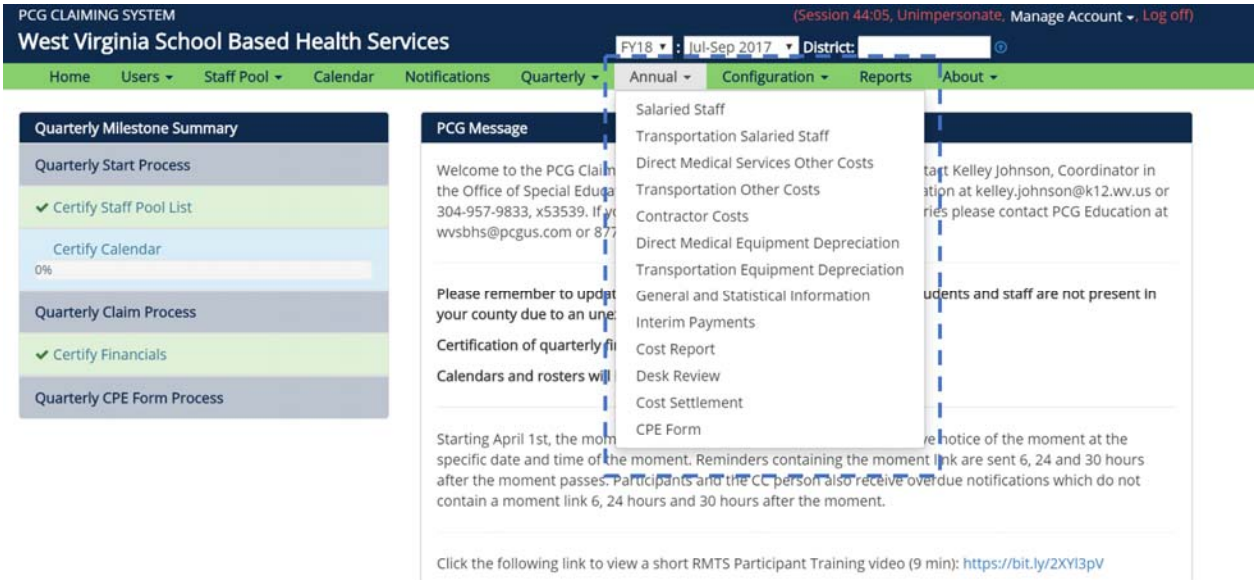


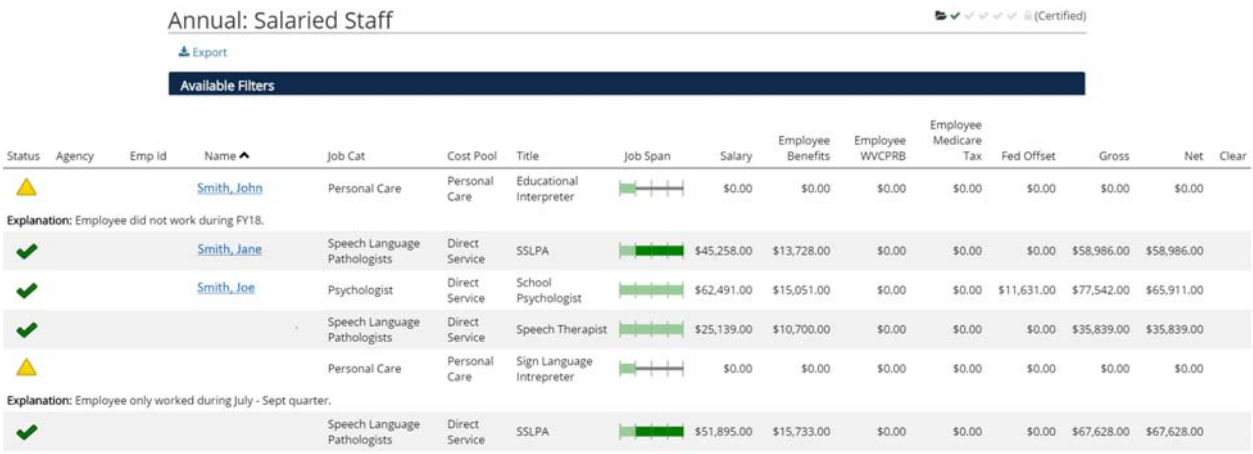
Figure 51: Annual Cost Report Menu

Each link available on the Direct Medical Services Cost Report contains pertinent information on the completion of the report by the LEA user. LEAs are encouraged to complete each link in a sequential manner, beginning with the “Salaried Staff” tab. The image in *Figure 51* outlines what the user will view once this tab is selected.

Annual Salaried Staff

This page will include the direct medical services payroll information reported by job category and employment status, e.g., total number of full-time speech language pathologists. The system will use this data to automatically calculate and generate cost settlement results based upon the information entered.

Much of the information on this page will be pulled from the three Quarterly staff pool lists to help reduce the administrative burden on LEAs. *Figure 52* below shows an example of the Annual Salaried Staff page. The salaried staff page will provide important cost reporting reference information such as the length of time the staff member was active on the staff pool list, thus reducing the need to for LEAs to refer back to quarterly staff pool list rosters.



Status	Agency	Emp Id	Name	Job Cat	Cost Pool	Title	Job Span	Salary	Employee Benefits	Employee WVCPRB	Employee Medicare Tax	Fed Offset	Gross	Net	Clear
⚠			Smith, John	Personal Care	Personal Care	Educational Interpreter		$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	
Explanation: Employee did not work during FY18.															
✔			Smith, Jane	Speech Language Pathologists	Direct Service	SSLPA		$45,258.00	$13,728.00	$0.00	$0.00	$0.00	$58,986.00	$58,986.00	
✔			Smith, Joe	Psychologist	Direct Service	School Psychologist		$62,491.00	$15,051.00	$0.00	$0.00	$11,631.00	$77,542.00	$65,911.00	
✔				Speech Language Pathologists	Direct Service	Speech Therapist		$25,139.00	$10,700.00	$0.00	$0.00	$0.00	$35,839.00	$35,839.00	
⚠				Personal Care	Personal Care	Sign Language Intrepreter		$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	
Explanation: Employee only worked during July - Sept quarter.															
✔				Speech Language Pathologists	Direct Service	SSLPA		$51,895.00	$15,733.00	$0.00	$0.00	$0.00	$67,628.00	$67,628.00	

Figure 52: Annual Salaried Staff Page

An integral feature of the PCG Claiming System is the addition of the status column which is used to prompt the user when edit checks are triggered. These edit triggers have been put in place to flag any disparities or questionable costs reported – for example, if a reported salary appears to be too high for a reported job category. This mechanism has repeatedly proved successful in catching erroneous costs reported before certification of the report.

While completing the annual payroll page, the following icons may appear:

- A green check will appear if no edits were triggered and no further action is needed.
- A yellow yield sign will appear if edit checks were triggered that exceed the statewide threshold by **one** deviation of the average. An explanation will need to be entered before certifying.
- An orange yield sign will appear if edit checks were triggered that exceed the statewide threshold by **two** deviations of the average. An explanation will need to be entered before certifying.

The LEA user has two options for completing the Annual Payroll Information and may use whichever method is easiest for them. The first option is to enter data by line item, as exhibited in *Figure 53*, where information for each individual may be completed on a line-by-line basis. This option may be useful for users of small LEAs with few employees on the Staff Pool List, or to make edits to a single employee's payroll information.

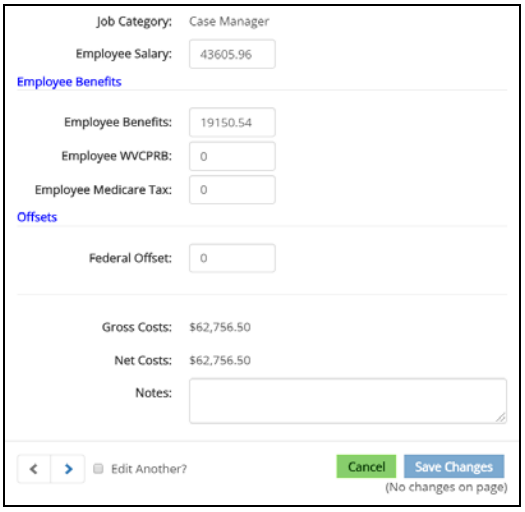


Figure 53: Annual Salaried Staff Data Entry

The second option is for users to export and import information using an Excel file. By exporting the file, the user is provided with an easy-to-edit spreadsheet where the necessary information may be entered.

Once the information is entered, this file may be imported back into the system and the fields are updated instantaneously.

Contractor Costs

This page will allow district users to input costs for vendors or outside contractors providing eligible school-based health services to students. As shown in the following figure, district users will be able to simply add each provider/vendor and indicate: the service type, total costs, and any federal funding that was used in the provision of these services.

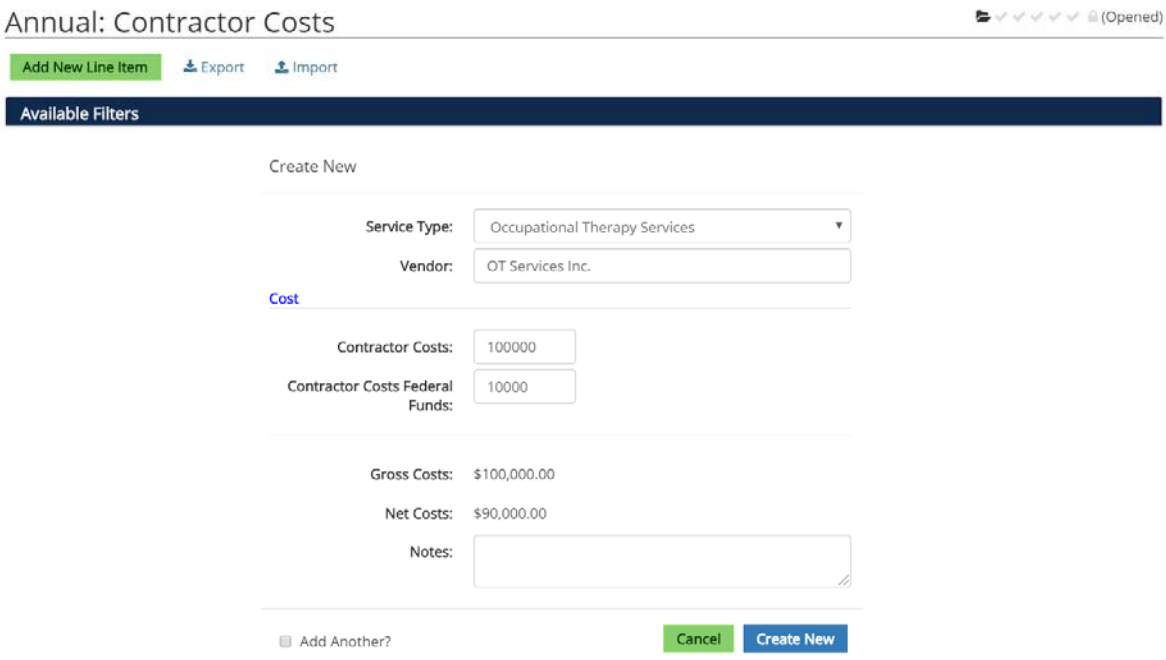


Figure 54: Contractor Costs Page

Direct Medical Services Other Costs

The following image illustrates the Direct Medical Services Materials and Supplies reported in an example cost report:

Figure 55: Direct Medical Services Other Costs Page

LEAs are allowed to enter the cost of any materials and supplies purchased for the provision of direct medical services for the use of Special Education students. These items must be listed on the CMS list of approved materials and supplies and cost less than $5,000.

As illustrated in *Figure 56*, to input costs for these items, users would simply select 'Service Type' on the relevant direct medical service type and enter the amount of materials and supplies purchased, as well as the portion of these costs paid by federal funds, if applicable.

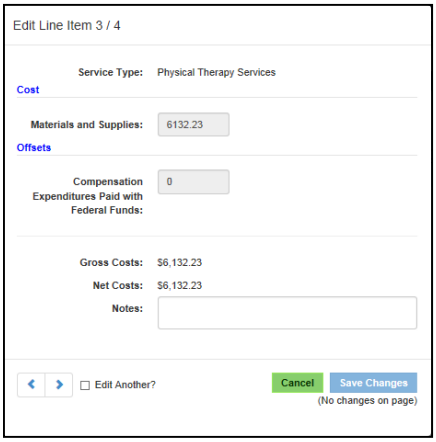


Figure 56: Entering Costs for Materials and Supplies

Once an LEA completes this section, they have the option to report "Direct Medical Services Equipment Depreciation" (if applicable).

The screen in *Figure 57* below will appear after clicking on the 'Direct Medical Equipment' link on the 'Assets' dropdown.

Figure 57: Direct Medical Equipment Depreciation Page

On this page, the LEA has the option of reporting any "Direct Medical Services Equipment Depreciation" for items on the approved CMS list that individually cost more than $5,000.

These assets must be depreciated according to a straight-line depreciation method. This method assumes that the asset depreciates an equal amount of value from one year to another during the useful life defined for the asset. The annual depreciation is calculated by dividing the purchase price by the estimated useful life of the asset. To further ease district burden, this calculation automatically occurs within PCG's Claiming System once the required fields are entered as indicated in *Figure 58*.

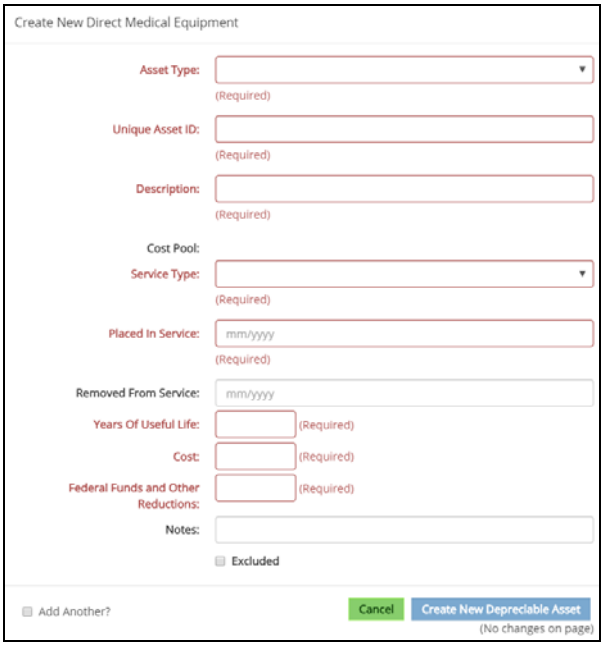


Figure 58: Entering Asset Costs

General and Statistical Information

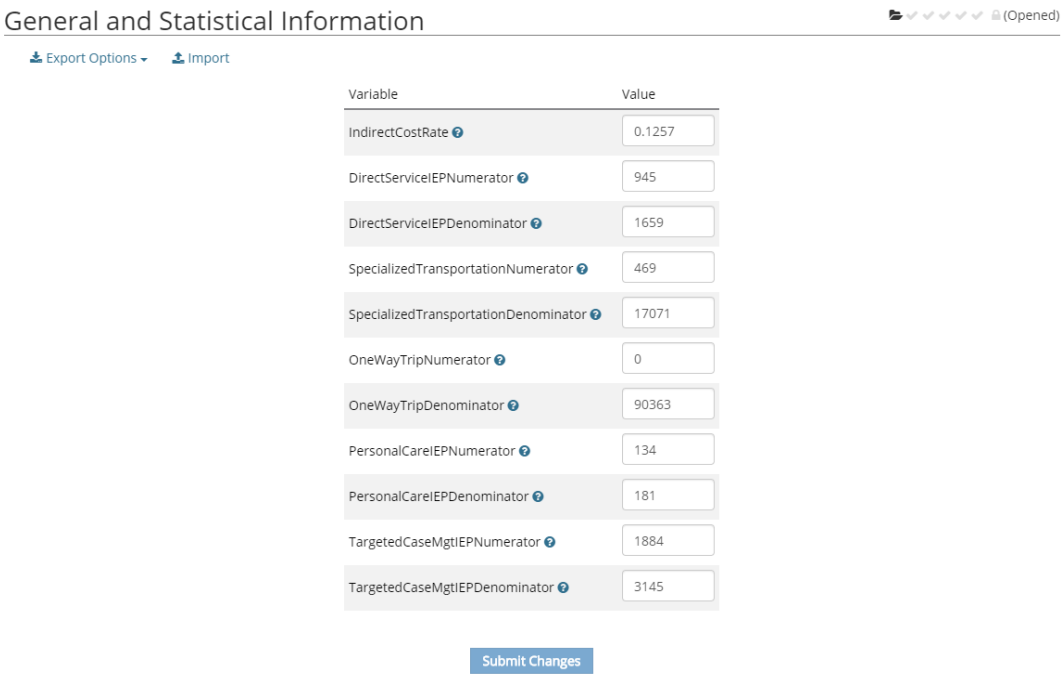


Figure 59: Ratios Reported on the General and Statistical Information Page

Several sections of the "General and Statistical Information" page may be pre-populated by PCG with information provided directly from DHHR/BMS. Some of these items may include: IEP Numerators and Denominators, the Specialized Transportation Numerator and Denominator, and the Unrestricted Indirect Cost Rate. These variables can be inputted at any time by PCG and therefore will not interfere with the district's ability to edit and certify their cost reports in a timely manner.

Certain information for the following categories also may be required to be entered by the LEAs (or pre-populated per DHHR/BMS's request). An example would be the One Way Trip denominator, which is only required when the district reports transportation costs.

Transportation

The transportation section of the claiming system will include a Transportation Payroll page where LEAs will report payroll information for bus drivers, bus aides, mechanics, and substitute drivers who work on modified vehicles for special education students. These individuals may be categorized as "only specialized transportation" if they only work on special education transportation vehicles, or "not only specialized transportation" if they work on both special education and general education transportation vehicles. As shown in *Figure 60* below, the Transportation Payroll page will function similarly to the Salaried Staff page, allowing for edit checks and explanation entries.

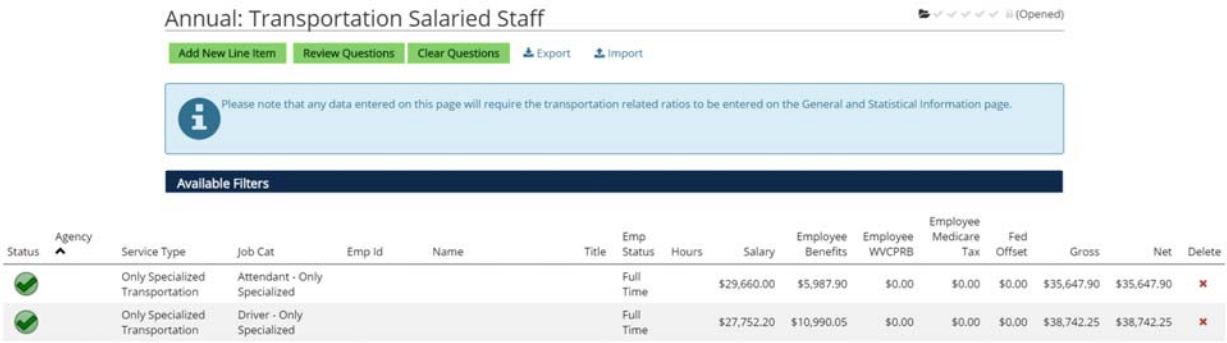


Figure 60: Transportation Costs - Salaries

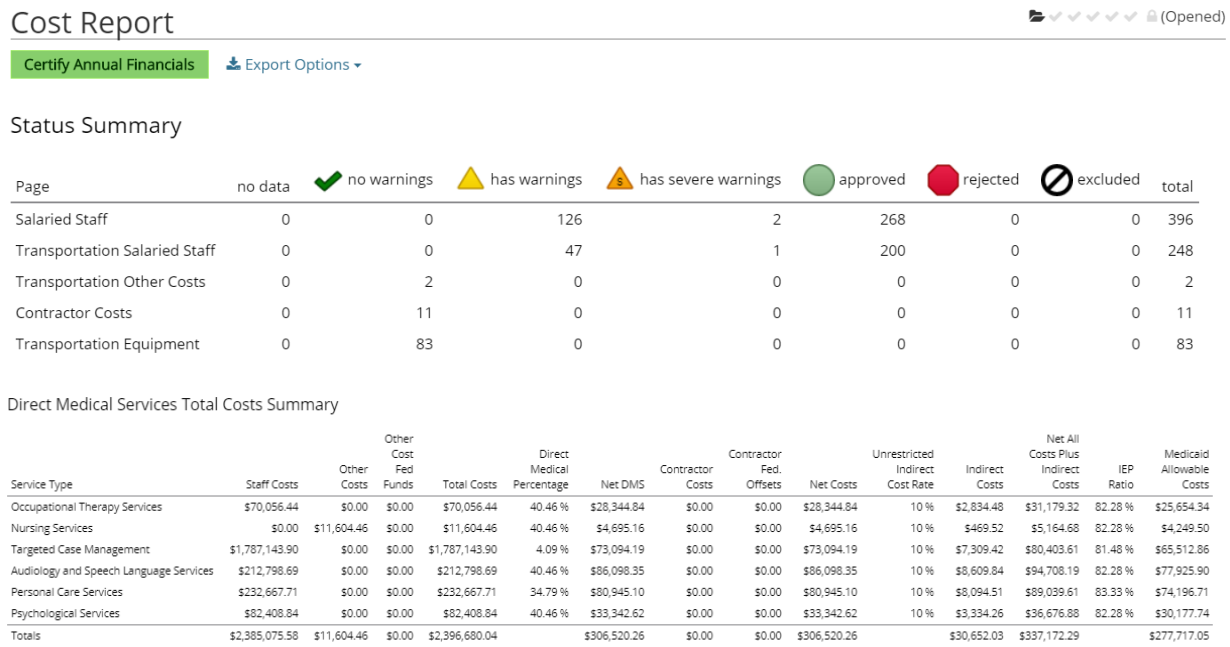
The Transportation Other Costs page will allow LEAs the opportunity to report the following costs relating to the provision of special education transportation: lease/rental, insurance, maintenance and repairs, fuel and oil, purchased professional services-transportation services, and purchased professional services-transportation equipment and other related costs. These costs can be reported as "only specialized transportation" if LEAs are able to discretely break out their special education transportation costs from their general education transportation costs. If an LEA is unable to separate these costs from their total transportation costs, they may report the total costs for each cost category under "not only specialized transportation."

LEAs can use the Transportation Equipment Depreciation page to report any transportation purchases in excess of $5,000. LEAs will record pertinent information on this page, such as the cost of the asset, whether the asset is considered "not only specialized transportation" or "specialized transportation only," and the month and year placed in service and removed from service (if applicable). Through this information, PCG's claiming system will calculate for the user the total claimable amount of depreciation for these assets for the fiscal year.

The PCG Claiming System will apply ratios to all transportation costs, as appropriate, based on the LEA's categorization of these expenses. For those costs listed at "not only specialized transportation," the Specialized Transportation Ratio will be applied to determine which portion of the total transportation costs can be attributed to special education transportation. The One Way Trip Ratio would then be applied to determine which portion of these costs are Medicaid Allowable. For those costs categorized as "only specialized transportation," only the One Way Trip Ratio will be applied, whereas for those costs categorized as "not only specialized transportation", both the Specialized Transportation and One Way Trip Ratio will be applied. The application of these ratios and the calculation of Medicaid allowable costs can be viewed in the Cost Summary Report.

Cost Summary Report

The Cost Summary Report is the most comprehensive of all the pages on the Annual Medicaid Cost Report, as it details and aggregates all financial cost reported, along with the application of key ratios, resulting in the total Medicaid Allowable Costs reported for the district.



Cost Report

(Opened)

Certify Annual Financials Export Options

Status Summary

Page	no data	no warnings	has warnings	has severe warnings	approved	rejected	excluded	total
Salaried Staff	0	0	126	2	268	0	0	396
Transportation Salaried Staff	0	0	47	1	200	0	0	248
Transportation Other Costs	0	2	0	0	0	0	0	2
Contractor Costs	0	11	0	0	0	0	0	11
Transportation Equipment	0	83	0	0	0	0	0	83

Direct Medical Services Total Costs Summary

Service Type	Staff Costs	Other Costs	Other Cost Fed Funds	Total Costs	Direct Medical Percentage	Net DMS	Contractor Costs	Contractor Fed. Offsets	Net Costs	Unrestricted Indirect Cost Rate	Indirect Costs	Net All Costs Plus Indirect Costs	IEP Ratio	Medicaid Allowable Costs
Occupational Therapy Services	$70,056.44	$0.00	$0.00	$70,056.44	40.46 %	$28,344.84	$0.00	$0.00	$28,344.84	10 %	$2,834.48	$31,179.32	82.28 %	$25,654.34
Nursing Services	$0.00	$11,604.46	$0.00	$11,604.46	40.46 %	$4,695.16	$0.00	$0.00	$4,695.16	10 %	$469.52	$5,164.68	82.28 %	$4,249.50
Targeted Case Management	$1,787,143.90	$0.00	$0.00	$1,787,143.90	4.09 %	$73,094.19	$0.00	$0.00	$73,094.19	10 %	$7,309.42	$80,403.61	81.48 %	$65,512.86
Audiology and Speech Language Services	$212,798.69	$0.00	$0.00	$212,798.69	40.46 %	$86,098.35	$0.00	$0.00	$86,098.35	10 %	$8,609.84	$94,708.19	82.28 %	$77,925.90
Personal Care Services	$232,667.71	$0.00	$0.00	$232,667.71	34.79 %	$80,945.10	$0.00	$0.00	$80,945.10	10 %	$8,094.51	$89,039.61	83.33 %	$74,196.71
Psychological Services	$82,408.84	$0.00	$0.00	$82,408.84	40.46 %	$33,342.62	$0.00	$0.00	$33,342.62	10 %	$3,334.26	$36,676.88	82.28 %	$30,177.74
Totals	$2,385,075.58	$11,604.46	$0.00	$2,396,680.04		$306,520.26	$0.00	$0.00	$306,520.26		$30,652.03	$337,172.29		$277,717.05

Figure 61: Cost Report Summary Page

Once the LEA reviews the summarized data and deems it correct, the LEA can select the 'Certify Financials' button. Only the District Administrator user profile type, as identified in the PCG Claiming System by the LEA, can certify the Annual Cost Report. Once the cost report has been certified by a user, the report is locked, and no further edits can be made. If a report has been submitted in error, an LEA can contact PCG to roll back the certification of the report for further edits to be made. Once the cost report has been certified, PCG will begin the desk review process, which is outlined further in *Section 4.1.3.3*.

As the current vendor of these services, PCG provides this functionality for West Virginia LEAs to complete their quarterly Medicaid Administrative Reporting and annual Direct Service Cost Reporting.

4.1.3.2 The Vendor shall be responsible for conducting interim LEA annual cost reconciliation of actual incurred costs to interim Medicaid payments and completing final cost settlement of the difference between actual incurred costs and interim payments. Providers are required to submit an annual cost report on or before December 31st of the same year following the end of the cost reporting period. Interim settlement shall occur within six (6) to twelve (12) months following the submission of the annual cost report. Final cost settlement will occur within twenty-four (24) months following the submission of the annual cost report.

PCG will conduct an interim LEA annual cost reconciliation of actual incurred costs to interim Medicaid payments, and will also complete a final cost settlement of the difference between actual incurred costs and interim payments.

PCG is a proven leader and understands the responsibilities needed to successfully facilitate the development of Direct Medical Services Cost Reports and Settlements. Our firm has wide-ranging nationwide experience collecting LEA data related to all facets of reporting, along with the calculation of

Cost Settlements throughout the country. LEAs utilize PCG's dynamic online system, the PCG Claiming System, in order to report all data. The PCG Claiming System calculates the settlement information through a robust and comprehensive process. The PCG Claiming System seamlessly completes all components of the Medicaid cost settlement calculation and the resulting information is easily accessible and can be viewed by each individual LEA. All of this data, including the settlement figures, is thoroughly cross-checked by PCG staff in order to ensure accuracy.

The Medicaid cost settlement process is a function of comparing Medicaid costs to Medicaid fee-for-service interim payments billed and received by LEAs throughout the applicable school year. PCG will work hand-in-hand with DHHR/BMS to obtain the necessary Medicaid interim payment financial information to complete the Medicaid cost settlement calculations. PCG has a comprehensive understanding of the intricacies of Medicaid MMIS data. Our team has the ability to accurately and appropriately aggregate paid claims data to ensure Medicaid cost settlements are calculated and processed correctly. As the incumbent vendor, PCG has a detailed understanding of the nuances of West Virginia's interim payment information. We are familiar with the format in which the interim payment information is provided and understand the various procedure codes and related service categories that are associated with the West Virginia School Based Health Services program. Our experience allows us to not only quickly identify variances and outliers but also provide possible justifications or insights that can be brought to the attention of DHHR/BMS.

Upon completion of the aggregation of the Medicaid paid claims data, we load the results into our web-based PCG Claiming System platform to seamlessly calculate and process Medicaid cost settlements. To ensure continued compliance, prior to the loading of the data into the PCG Claiming System, PCG will offer West Virginia a series of validation checks including verifying interim payments, which may have fluctuated significantly from the previous fiscal year. We will work with DHHR/BMS to develop additional quality assurance processes to ensure the proper control mechanisms are implemented to produce accurate Medicaid cost settlement calculations.

In order to facilitate the processing of the Medicaid cost settlement calculations, all LEAs are required to view and electronically approve cost settlement amounts in the PCG Claiming System. These amounts flow directly from costs reported. Additionally, LEAs are required to sign a Certification of Public Expenditures (CPE) form, which is also easily accessed via the PCG Claiming System. Prior to payments being made, this form must be signed by the appropriate representative at the LEA and received by PCG. PCG is able to track and manage the collection of the cost reporting forms on behalf of DHHR/BMS and the LEAs. Only those LEAs in which a CPE form has been properly completed and submitted are able to proceed with the processing of the Medicaid cost settlement.

LEAS will have the opportunity to review and approve their final cost settlement in the PCG Claiming System. All final LEA Medicaid cost settlement detail will be shared with DHHR/BMS upon LEA approval.

PCG has customized and configured our PCG Claiming System to calculate Medicaid cost settlements and will ensure that this interim settlement occurs within six to 12 months following the submission of the annual cost report, and that final cost settlement will occur within 24 months following the submission of the annual cost report.

4.1.3.3 The Vendor shall be responsible for reviewing data submission by LEA's and comparing to anticipated results (e.g. based on prior period data submissions and any other available data) to determine data accuracy and reasonableness and to follow-up with LEA's and amending specific cost calculations when necessary.

Following the submission of the annual cost report, PCG will conduct desk reviews during which we will review the data submissions of the LEA's and compare these submissions to anticipated results. When questions arise regarding data accuracy and the reasonableness of included costs, PCG will reach out to LEAs to address concerns and request revisions to the cost report, if necessary.

Once cost reports are submitted by LEAs within our PCG Claiming System application and before the processing of cost settlement payments, PCG will perform desk reviews on all LEA cost reports to ensure the financial data submitted was done accurately. Unlike other vendors offering similar school-based management services, one differentiating factor of PCG's services is our specific experience and comprehensive approach in performing desk reviews. There are existing firms that provide software solutions with built-in edit checks, but the quality assurance and desk review process stops there. PCG has developed a comprehensive desk review process to facilitate and promote program compliance with LEAs across the country.

Our desk review process includes reviewing each and every financial and statistical data element submitted by LEAs for reporting outliers and errors. PCG is willing to work with DHHR/BMS to develop additional desk review processes and procedures to ensure that all parties understand the areas we target for review and the breadth of the review process. PCG's experience performing a consistent review process is outlined in detail on the following pages.

Prior to cost settlement payments being processed, PCG leverages our national best practices to perform desk review audit policies and procedures. Desk reviews will be conducted on every LEA submitting a Direct Medical Services Cost Report. This is a comprehensive process aimed entirely at maintaining program integrity and compliance along with verifying LEA costs to avoid reporting errors.

Once Direct Medical Services Cost Reports are submitted by each LEA, PCG begins the desk review process. These reviews are done annually and completed within established timelines based on State policy. PCG performs a number of edit checks throughout the desk review process to ensure the cost report is completed correctly prior to settlement. Our services also include thorough communication with all LEAs via e-mail and phone throughout the duration of desk reviews.

PCG uses industry experience to review particular components of each cost report. This involves a comprehensive list of edit checks and procedural review. The following is a list of desk review protocols that PCG typically performs:

1. ***Review salary and benefit data for reasonableness.*** PCG will examine salary and benefit data and validate against peers and DHHR/BMS guidance.

2. ***Review LEA explanations to flagged edits.*** PCG reviews all explanations from LEAs for why costs exceeding thresholds should be permissible.

3. ***Review salary and benefit costs by service type to total time study count.*** PCG verifies that only costs of clinicians participating in the time study are included in the cost settlement.

4. ***Compare employee benefit to salary ratios for reasonableness.*** PCG calculates the statewide average benefit to salaries ratio and uses it as a benchmark for reasonableness.

5. ***Test the reasonableness of other costs.*** The West Virginia state plan allows for the reporting of other direct medical materials and supplies. PCG will test the expenditure data reported and identify outliers with unusually high other costs relative to salary and benefits.

6. ***Evaluate the reasonableness of Medicaid eligibility for transportation services.*** PCG verifies the number of one-way trips reported in the numerator and denominator for reasonableness.

7. ***Review of Allowable Transportation Costs.*** PCG reviews all allowable specialized transportation costs to ensure reasonableness and that the costs reported are eligible for reimbursement.

The desk review feature is contained entirely within the PCG claiming system and, therefore, all correspondence is preserved, and any identified confirmations or corrections are available to reference at any time. LEAs are notified of any new desk review correspondence via system notifications, and LEAs are provided with a pre-defined amount of time to respond to the desk review process. As shown in the figure below, for every desk review item, the LEA has the ability to mark the item as correct or incorrect, as well as offer an explanation to further justify the item.

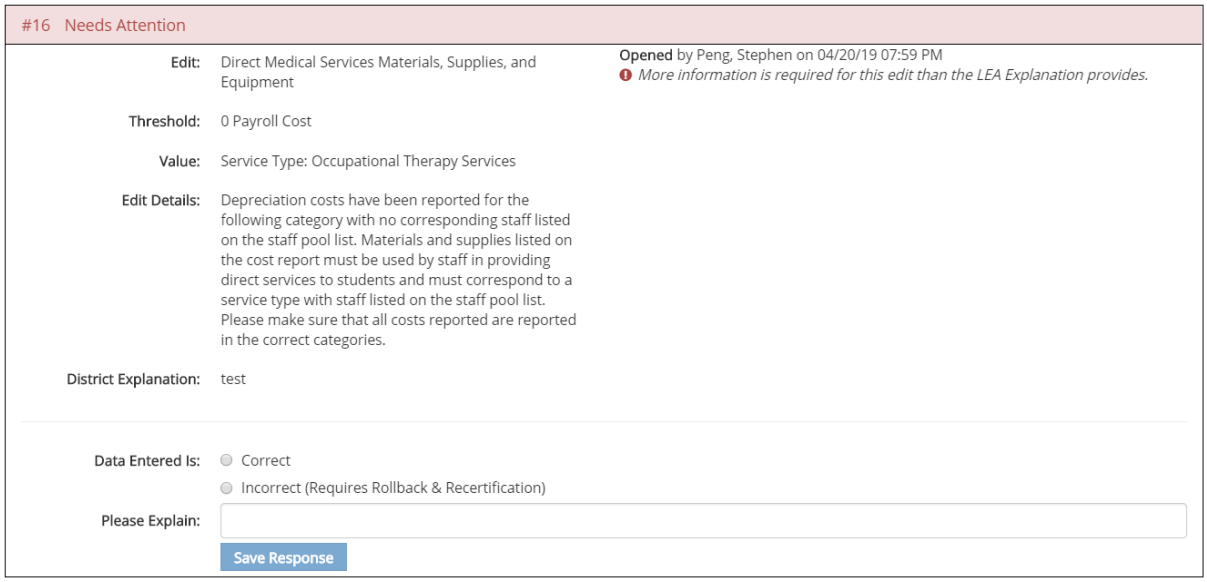


Figure 62: Desk Reviews in the PCG Claiming System

If PCG receives feedback from the LEA on the identified issues, PCG will review supporting documentation or explanations to determine whether any adjustments or actions are required. If adjustments are required, PCG reopens the LEA's report in the PCG Claiming System and works with them to adjust the appropriate costs and recertify. If a response is not received in a timely manner, PCG proceeds with continuous customer service outreach including phone calls and e-mails. In the event that a district is completely

unresponsive, PCG will provide notification to DHHR/BMS for further guidance on approaching the non-responsiveness of the LEA and determining an appropriate course of action.

If any potential policy or programmatic issues are identified during the desk review process, PCG will involve DHHR/BMS as appropriate and necessary. Historically, PCG is proactive in bringing issues to the attention of our clients in order to facilitate statewide memorandums on policy issues. Additionally, PCG maintains all audit documentation and work papers as an audit trail in case the desk review process is reviewed prospectively by CMS, OIG, or any other auditing body.

4.1.3.4 The Vendor shall be responsible for obtaining an annual certification from each LEA of actual, incurred allowable costs, including the federal and non-federal share of each expenditure.

PCG will be responsible for obtaining an annual certification from each LEA of their actual, incurred allowable costs. These will include the federal and non-federal share of each expenditure.

Upon PCG's completion of the LEA's desk review, the LEA is responsible for printing out the "Certification of Public Expenditures Form." The final step for LEAs is to sign the certification of public expenditures (CPE) form which is accessible within the PCG Claiming System. This is another feature of our system that allows for a more efficient process for LEAs to complete and submit the CPE forms. LEAs are not required to search their e-mail for these forms; instead, the distribution of the form will occur within the PCG Claiming System application. Upon DHHR approval of cost settlement, the CPE form will be made available to LEAs. By clicking on the link, the CPE form opens in a PDF format. PCG has previously worked with DHHR/BMS to format the CPE form specifically for West Virginia. Typically, this form must be signed by the CFO, Superintendent, Business Officer, or other appropriate representative, as indicated on the form. Once signed, the LEA will upload the signed form into the PCG Claiming System application where it will be stored and can be made available at any time.

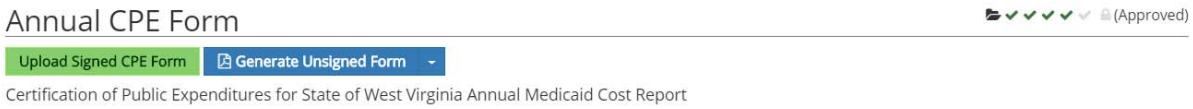


Figure 63: CPE Form Collection

4.1.3.5 The Vendor will be responsible for providing DHHR/BMS with information needed for payment or recoupment of interim and final cost settlement amounts.

PCG commits to providing DHHR/BMS with any information required for payment or recoupment of interim and final cost settlement amounts. This information may include any cost reporting data as submitted in the PCG Claiming System, and any documentation including e-mails and backup data collected throughout the desk review and/or monitoring review process.

As the national leader in providing school-based health service cost settlement services, PCG has extensive experience in providing state Medicaid agencies with various reports to present interim and final cost settlement calculations. PCG will be able to provide DHHR/BMS with multiple report format options in order to determine the structure and the content of the reports for cost settlement results.

4.1.3.6 The Vendor will be responsible for calculating and providing DHHR/BMS with interim payment rates which will be paid by the WV Medicaid program for each SBHS service for each LEA on an annual basis following cost report reconciliation.

PCG will assume responsibility for calculating and providing DHHR/BMS with interim payment rates on an annual basis following cost report reconciliation. It is vital that interim rates are closely aligned with provider costs, and PCG recognizes that this is a delicate balance to maintain. Rates should not be over inflated as this would result in providers owing money back to the Medicaid program after the cost settlement and cost reconciliation process; however, it is equally important to ensure rates are maximized so providers do not experience a loss in revenue streams throughout the fiscal year.

In order to equate interim rates closely to provider costs, PCG will review data extracted from MMIS and the PCG Claiming System to establish provider specific interim rates on an annual basis by service type. PCG will develop a comprehensive Excel workbook, which will automate the rate setting process. The Excel workbook will calculate provider specific rates once essential data is extracted into the application, including Medicaid eligibility rates, provider costs, provider-specific unrestricted indirect cost rates, and aggregate time study data. The results will then be diligently reviewed by PCG staff to ensure rates are accurate and maximized in comparison to provider costs. PCG has experience in multiple states successfully implementing interim rate setting under our school-based health service contracts with the District of Columbia, Colorado, Louisiana, New Jersey, Texas, and Wisconsin.

4.1.3.7 The Vendor will be responsible for obtaining on a quarterly basis, Certification of Public Expenditure (CPE) from each LEA. Certification forms must be submitted to DHHR/BMS no later than the 15th of the month following the quarter end.

PCG will collect a Certification of Public Expenditure (CPE) from each LEA for their Medicaid Administrative Claiming on a quarterly basis and a CPE for Direct Service Claiming from each LEA on an annual basis. LEAs will be able to print their CPE form directly from the PCG Claiming System, sign the document, and send to PCG for processing and retention. While these documents will be housed in the PCG Claiming System, PCG staff will also be able to submit the PDF forms to DHHR/BMS upon request.

4.1.3.8 The Vendor will be responsible for collection of an annual Non Restricted indirect cost rate (ICR) from each LEA.

PCG will assume responsibility for collecting an annual Non-Restricted indirect cost rate (ICR) from each LEA. To encourage consistency and ease the administrative burden, PCG will leverage current relationships with the West Virginia Department of Education (WVDE) to compile the indirect cost rate for all LEAs. As the cognizant agency responsible for calculating the indirect cost rates on behalf of all LEAs in the state, WVDE can be called upon to facilitate the collection of the indirect cost rates for all LEAs. These Non-Restricted ICRs will be loaded into PCG's Claiming System so that indirect costs may be captured within the cost report.

4.1.3.9 The Vendor will be responsible for the collection of any item that was not included in the Vendor's cost report or other data collection tools that subsequently us identified as required to complete cost settlement. The Vendor will be responsible for any such omissions and ensuring that any and all information that is required to comply with the WV State Plan, CMS guidance and applicable regulations has been collected and is documented accordingly.

Following cost report submission, PCG will complete a desk review process where we will review LEA cost reports for any missing data required to complete cost settlement. PCG will reach out to any LEAs who may be missing this data in their initial cost report submission and request its inclusion. During this process, PCG will also ensure that all included information complies with the WV State Plan, CMS guidance and applicable regulations, and that this information has been collected and is documented accordingly.

PCG's familiarity with the West Virginia School Based Health Services program provides us with substantial knowledge regarding the validation and data collection that happens "behind the scenes" for West Virginia. For example, PCG is acutely aware of the historical issues that LEAs have had with double billing specialized transportation procedure codes T2001 and/or T2002. To mitigate these problems, PCG has developed a methodology with DHHR that identifies all potential duplicate claims as well as claims that exceed the limit of four trips per day per student. Each year, we identify the districts that have issues with specialized transportation claiming and bring them to the attention of DHHR. As a result, each year West Virginia has experienced a decrease in the amount of double-billed specialized transportation claims, which has improved the accuracy of the One Way Trip Numerator calculations.

4.1.3.10 The Vendor will be responsible for assisting DHHR/BMS in monitoring of the time study and MAC program to ensure compliance with federal requirements. The areas of review include, but are not limited to: Participant List/Roster to ensure only eligible categories of staff are reported on the participant list based on the approved RMTS categories in the implementation plan; RMTS Time Study which includes sampling methodology, actual sample and time study results; RMTS Central Coding, - review at a minimum of five percent (5%) sample per quarter of the completed coding; Compliance with Training requirements and Financial Reporting to ensure that costs are only reported for eligible cost categories and meet reporting requirements.

PCG agrees to assist DHHR/BMS in the monitoring of the time study and MAC program to ensure compliance with federal requirements. With more than 20 years of experience working with school-based Medicaid programs, PCG has extensive knowledge of State and Federal Medicaid billing and claiming requirements, supporting both MAC and Medicaid cost settlement programs. As a national leader in this particular arena, PCG has legal and regulatory staff review at our disposal that constantly monitor the Office of Inspector General (OIG) and other national school-based service programmatic audits. We use these reports to inform our staff, as well as aid in establishing national best practices for constructing highly compliant school-based programs.

PCG understands the utmost importance and necessity to work with DHHR/BMS and other agency divisions and units to support fraud detection and pursuit activities. PCG will serve as a trusted partner to support all participating LEAs in appropriately claiming for services available under the Medicaid Administrative Claiming and the Medicaid cost settlement program. We have established processes, as well as built-in edit checks within our automated financial reporting systems, to aid in these efforts. We will

work with DHHR/BMS to customize and configure our program integrity efforts to meet the specific needs and expectations of DHHR/BMS.

Areas of review will include, but will not be limited to:

- Participant List/Roster to ensure only eligible categories of staff are reported on the participant list based on the approved RMTS categories in the implementation plan;
- RMTS which includes sampling methodology, actual sample and time study results;
- RMTS Central Coding – review at a minimum 5% sample per quarter of the completed coding;
- Compliance with Training requirements and Financial Reporting to ensure that costs are only reported for eligible cost categories and meet reporting requirements; and
- And any other areas of review as determined by DHHR/BMS and agreed by PCG.

4.1.3.11 The Vendor will assist DHHR/BMS with monitoring of all LEA's at least once every three (3) years. Monitoring will consist of either on-site or, desk review or a combination of both. The goal of the monitoring will be to ensure that the LEA' s are maintaining appropriate documentation as required by CMS (e.g. in the event of CMS audit the LEA's would be able to provide documentation to support data submitted and utilized in the RMTS, cost report and administrative claiming).

PCG appreciates the value of a comprehensive oversight and monitoring program to ensure that the school-based health services program is implemented and operated in compliance with all state and federal regulations. PCG will implement, in conjunction with DHHR/BMS, a comprehensive program oversight and monitoring program for the school-based direct services program that will include comprehensive desk reviews and on-site audits of LEAs. PCG agrees to assist DHHR/BMS with in-depth cost report reviews of all LEA’s at least once every three years, either through on-site meetings, by desk review, or a combination of both. PCG proposes reviewing one-third of West Virginia LEAs each fiscal year, with the expectation that each LEA would be reviewed once in a three-year cycle.

Through these in-depth reviews, PCG would request appropriate documentation to substantiate the inclusion of reported costs on the cost report. LEAs will be notified with ample time before the desk review begins to collect the required backup. PCG will then review this information and discuss any questions that arise with the LEA. Once all questions have been answered and the desk review has been completed, PCG will compile a summary with the results of the desk review to the LEA and to DHHR/BMS. A revision of the cost report may be requested if an LEA’s documentation is insufficient. This review would ensure that appropriate documentation as required by CMS is being maintained by the LEA, and that in the event of CMS audit the LEA would be able to provide adequate documentation as requested by CMS.

Training

4.1.4 Training

4.1.4 – Training: The Vendor shall be responsible for training LEAs on all aspects of the SBHS Program, as described in this solicitation. Telephone training and Web-based training shall be compatible with the most recent State of WV updates (e.g. Internet Explorer, etc.) and comply with any applicable policies of the WVDHHR MIS http://www.wvdhhr.org/mis/ or WV Office of Technology https://technology.wv.gov/Pages/default.aspx

Overview

Comprehensive Administrative Claiming on-site trainings will continue to be held each year, spanning at least four of the Department of Health and Human Resources, Bureau of Medical Services (DHHR/BMS) selected locations across West Virginia and various day and time options, ensuring accessibility for all LEAs. These Administrative Claiming on-site trainings incorporate a PowerPoint presentation, comprised of reinforcing visuals and examples, as well as references to other helpful materials online such as step-by-step guides to entering financials, memos, and handouts. Appropriate participatory activities are also incorporated in the trainings to address different learning styles of district staff.

Public Consulting Group, Inc. (PCG) will continue to utilize our in-depth knowledge of the School Based Health Services (SBHS) program to develop comprehensive training programs that focus on all aspects of School-Based Medicaid. PCG will draft training presentations and instruction manuals as resources for state and school district staff in order to assist them through the required processes. We know that the training of LEAs is essential to the success of this project. PCG will identify the appropriate staff by title and obtain contact information within each LEA to participate in training. For example, it is essential that school business officers participate in the quarterly financial and annual Medicaid cost report training sessions. DHHR/BMS will review and approve our recommendations on the staff that should be trained.

By participating in our detailed training program, staff will clearly understand the goals and structure of PCG's solution, their responsibilities, and the importance of complete and accurate data and documentation. PCG's training program not only covers the specific Random Moment Time Study (RMTS) and financial requirements of staff, but also reviews the complete process of generating claims and completing the annual Medicaid cost report. In our experience, this level of training leads to fewer errors. We will provide ongoing support for all school district staff involved in cost settlement and reconciliation processes through a toll-free hotline. The hotline will be operational immediately upon the approval of this project.

PCG will continue to provide training to West Virginia staff and LEA coordinators on both the RMTS and cost reporting components of our comprehensive web-based Cost Reporting site. PCG will coordinate training dates with LEAs and identify opportunities to consolidate travel to the greatest extent possible. Additionally, we offer "WebEx" or computer-based conference call training sessions. WebEx is an online training tool that allows staff to view the training presentation locally from their office as if they were in a live training. We use a toll-free dial-in number that allows users to participate actively through the ability to ask questions or for the trainer to solicit feedback from the participants. In addition, PCG records each training session and will make these accessible via the web for staff to review on their own time. WebEx trainings have been favorably received by West Virginia counties and save time and travel expenses for LEA staff.

The PCG project team is comprised of staff with the specific Medicaid claiming experience needed to perform all required trainings. The following components are essential in providing successful training:

- ***West Virginia Specific Terminology:*** PCG takes special care to use West Virginia specific examples in the training process. By working directly with County staff, we will leverage understanding and examples from one division that may be directly applicable to how another division does business.

- ***Consistency of Message:*** PCG maintains a database of frequently asked questions and uses it to enhance trainings in an effort to address questions before they are asked. These questions and answers are posted to our web-based tools for future access. PCG staff also meets regularly to ensure a consistent message is being communicated during trainings and all unique examples are vetted throughout the team for a consistent message.

- ***Adult Learning Techniques:*** PCG staff understands best practices techniques for adult education and learning and applies them in all of our training environments. We also know that not all school level participants will respond to training in the same way. PCG takes special care to ensure all LEA staff feel confident at the end of the training and if not, we can provide one-on-one support.

- ***Subject Matter Expertise:*** You can be assured our team will understand the broader scope of RMTS, Administrative Claiming, and Medicaid cost settlement and use that understanding as it relates to training LEA personnel.

- ***Active Participation:*** We have found that active participation leads to better program results. One example is post-training quizzes which can increase the level of training involvement, understanding, and ultimately the accuracy of the data that is used in claim development.

- ***Questions and Answers:*** Staff often have fundamental questions regarding the RMTS process, PCG's Claiming System, or the Medicaid cost settlement process. We often send follow-up e-mails to trainees outlining key points that need further emphasis based on these questions. In addition, all training materials will be posted on our websites for staff to access as resources.

4.1.4.1 – Training for RMTS: The Vendor shall create, distribute, and present a complete RMTS training program to LEA's, which must be prior approved by DHHR/BMS. This training is necessary for the initial and ongoing implementation of the statewide RMTS. In addition, telephone training, as requested, and Web-based training modules shall be developed and provided by the Vendor. Any aspects of the RMTS that are not covered in the Vendor's training program and which are requested by the LEA or DHHR/BMS, shall also be made available to LEA staff. The initial training must be provided on-site at a minimum of four (4) agreed upon state-wide sites selected by DHHR/BMS or when a significant change in procedure or process is identified.

Comprehensive RMTS trainings will continue to be held each year, spanning at least four of the DHHR/BMS selected locations across West Virginia, if desired, and using various day and time options, ensuring accessibility for all LEAs. These trainings incorporate a PowerPoint presentation, comprised of reinforcing visuals and examples, as well as references to other helpful materials online such as step-by-step guides, memos, and handouts. Appropriate participatory activities are also incorporated in the trainings to address different learning styles of district staff.

Upon receiving content approval from DHHR/BMS, the comprehensive training curriculum will cover all facets of the RMTS program and include, at a minimum, the following components: RMTS Staff Pool List preparation and RMTS process. Details for each component of the training are described below. This level of organization ensures LEAs understand not only the process but also the purpose of the SBHS program.

- ***RMTS Staff Pool List (SPL) Preparation:*** The Staff Pool List is the foundation of both programs, updated three times per year with each district's "list" of staff employees and contractors eligible to undergo the RMTS survey. PCG trains LEAs how to both update and closely review the SPL, as the quality of such directly correlates to a district's Medicaid reimbursement. LEAs are educated to analyze each potential individual listed, not only on their job title but also on their involvement in completing activities considered reimbursable under the Medicaid program. They are also taught which staff should be included in which cost pool. LEAs leave the training with an in depth understanding of the implications of completing the SPL correctly or incorrectly.

- ***RMTS Process:*** The RMTS is the survey process used to identify the amount of time spent performing reimbursable activities under the Medicaid program, both from a Medicaid administrative claiming and direct medical services standpoint. Based on statistically valid and approved methods, the results of RMTS are used to apportion costs reported by LEAs. In trainings, PCG emphasizes the purpose of the RMTS and its web-based process. The RMTS District Coordinators are of particular interest in this section of the training. LEA coordinators are presented with instruction and tips on how to educate their own providers listed on the SPL on the requirements for proper participation. These tips and examples include providing adequate detail when answering Random Moments and increasing district-specific and state-wide compliance.

PCG recognizes that RMTS questions may arise during the course of the year that may not have been covered during these trainings. PCG will continue to provide our toll-free hotline, upon request ad hoc telephone training, as well as providing web-based training manuals on the dashboard of our Claiming System site. In the event that the RMTS program undergoes a procedural or process change, PCG understands that additional trainings beyond the frequency described may be needed.

4.1.4.2 – Training for Administrative Claim: The Vendor will create, distribute, and present a complete Administrative Claim training program, which must be prior approved by DHHR/BMS. This training is necessary for the initial and ongoing implementation of Administrative Claiming based on results of the statewide RMTS. In addition, telephone training, as requested, and Web-based training modules shall be developed and provided by the Vendor. Additional training, as requested by the LEA or DHHR/BMS, shall also be made available to the LEA staff. The initial training must be provided on-site at a minimum of four agreed upon state-wide sites selected by DHHR/BMS.

Comprehensive Administrative Claiming on-site trainings will continue to be held each year, spanning at least four DHHR/BMS-selected locations across the West Virginia and various day and time options, ensuring accessibility for all LEAs. These Administrative Claiming on-site trainings incorporate a PowerPoint presentation, comprised of reinforcing visuals and examples, as well as references to other helpful materials online such as step-by-step guides to entering financials, memos, and handouts. Appropriate participatory activities are also incorporated in the trainings to address different learning styles of district staff.

Upon receiving content approval from DHHR/BMS, the comprehensive on-site training curriculum will cover

all facets of the Administrative Claiming program and include, at a minimum, the following components: Staff Pool List preparation, utilizing our Claiming System cost edit checking process, and the completion/certification of financials. Specific details for the completion of the financials segment of the training is below. This level of organization ensures LEAs understand not only the process, but also the purpose of the Administrative Claiming program.

Public Consulting Group, Inc. (PCG) provides the background, purpose, and technical instructions for completing the quarterly Administrative Claiming financials. PCG presents the details behind approved methodologies for reporting payroll information (allowable salaried and contractor costs), costs for eligible staff travel and training, professional dues and fees, and administrative materials and supplies. Additionally, LEAs are provided instructions on how to take the financial information and report it using the web-based system. This will also include the quarterly Certified Public Expenditure (CPE) Form. PCG links concepts behind RMTS results and reported costs, teaching LEAs that the results of the survey process directly affect the Medicaid claim.

PCG understands that Administrative Claiming questions may arise during the course of the year that may not have been covered during these trainings. PCG will continue to provide upon request ad hoc telephone training, telephone hotline support, as well as continue to provide web-based training manuals on the dashboard of our Claiming System site.

4.1.4.3 – Training for Direct Service Program and Cost Reporting: The Vendor shall provide training and technical assistance to the LEAs on DHHR/BMS program policies and regulations relative to Cost Reporting requirements. The training shall include, at a minimum, covered services, cost reporting submission and certification procedures. After the initial training, which must be provided onsite minimum of four state-wide sites as selected by DHHR/BMS, the Vendor shall provide training either on-site, via telephone and/or through a Web-based training program no less than on an annual basis, as developed by the Vendor and prior approved by DHHR/BMS.

Comprehensive Direct Service Program and Cost Reporting on-site trainings will continue to be held each year. These trainings have typically been held in-person during the Fall/Winter WVDE ASBO conference, but PCG is amenable to providing additional trainings spanning at least four of the DHHR/BMS-selected locations across West Virginia and various day and time options, ensuring accessibility for all LEAs.

PCG has conducted Direct Service Program and Cost Reporting trainings for thousands of school-based personnel and has a finely-honed approach to training. This approach is comprised of five components: Materials, Attendees, Schedule, Content, and Delivery. PCG will utilize our in-depth knowledge of Medicaid cost settlement and reconciliation processes to develop a comprehensive training program that encompasses all aspects of the cost reporting and settlement process in a format that is easy to understand and implement.

- ***Materials:*** PCG will draft training presentations and instruction manuals that will be shared with DHHR/BMS for review and approval prior to conducting training sessions. These documents will be made available as resources for state and school district staff in order to assist them through the required processes.

- ***Content:*** PCG's training program not only covers the specific financial requirements of staff, but also reviews the Medicaid covered services and the entire process of generating claims and completing the annual Medicaid cost report. PCG will provide training on our Web-based Claiming

System. We will provide ongoing support for school district staff involved in cost settlement and reconciliation processes through a toll-free hotline and email address. By participating in our detailed training program, staff will clearly understand the goals and structure of PCG's solution, their responsibilities, and the importance of complete and accurate data and documentation. This detailed training approach will lead to fewer errors.

- ***Attendees:*** The training of school district coordinators is essential to the success of this project, as is participation by school business officials. PCG will identify the appropriate staff by title, obtain contact information for identified personnel within each school district and solicit DHHR/BMS approval of the recommended list of staff that should be trained.

- ***Schedule:*** PCG will coordinate training dates with LEAs and identify opportunities to consolidate travel to the greatest extent possible. PCG understands and will provide at minimum the required four statewide initial trainings.

- ***Delivery:*** In order to reach the greatest audience, PCG intends to offer trainings both in-person and via "WebEx," a Cisco System online training tool that allows staff to view the training presentation locally as if they were at a live training. A toll-free dial-in number allows interactive participation (users can ask questions and trainers can solicit feedback). In addition, PCG records each training session and will make these accessible via the web for staff to review on their own time. WebEx trainings are increasingly common as a means of saving time and ensuring all LEA staff are able to attend trainings based on their own individual schedules.

Once all training sessions have been completed, PCG will provide DHHR/BMS with a report of the LEAs and staff that participated. PCG will also conduct outreach activities to arrange additional training opportunities for those LEAs that did not participate in the scheduled training sessions to promote compliance with requirements of the revised reimbursement methodology.

Throughout the training and cost reporting process, PCG will operate the cost report help desk to receive and respond to communications from district providers regarding cost reports, via telephone and e-mail. PCG shall have voicemail capability to receive calls when the help desk is not staffed.

The cost report help desk will be staffed to receive and respond to calls, at a minimum, between 8:30 AM and 5:30 PM Eastern Time, every business day.

PCG will track call volume per hour during all times that the cost report help desk is available to receive and respond to calls. For each call received, PCG will document all of the following:

- The name of the provider;
- The District in which the provider practices;
- The general nature of the call; and
- The resolution to the call.

PCG understands that questions may arise during the course of the year, that may not have been covered during these trainings. PCG will continue to provide upon request ad hoc telephone training, as well as continue to provide web-based training manuals on the dashboard of our Claiming System site.

4.1.4.4 – The Vendor shall provide training to DHHR/BMS regarding all components of the SBHS and rate setting services provided under the scope of this procurement and will assist in development of policy and procedure manuals regarding such tasks. Training will occur via conference call. On-site training for the Local Education Agencies will occur once annually. Additional web-based training will occur as needed.

PCG is not only an expert in school-based health services, but also in terms of rate setting. Once cost settlement is implemented throughout the State, PCG will be able to assist the State with rate setting services. Our team has expertise with Medicaid and Medicare rate-setting. The PCG team's rate setting and reimbursement consulting knowledge and experience is grounded in a core set of principles, including:

- ✓ Knowledge and understanding of all costs, utilization, productivity standards, and/or efficiency factors, which affect specific rate calculations;
- ✓ Experience assisting county and state agencies to defend rate setting methodologies to legislative bodies, the provider community, media, and other relevant stakeholders;
- ✓ Experience helping public-sector agencies to reform payment methodologies to change provider behavior and promote higher quality of care;
- ✓ Knowledge of reimbursement best practices; and
- ✓ A comprehensive understanding of the Medicare principles of reimbursement established in Provider Reimbursement Manual (PRM).

PCG will train DHHR/BMS staff on the SBHS program and demonstrate how the program relates to establishing rates for services throughout the State. PCG will also provide thorough trainings to DHHR/BMS on our rate setting methodologies and document the process of rate setting for each service so that rates can be updated on an as-needed basis. Documentation will include developing policy and procedures manuals with a clear set of tasks outlining the rate setting process.

4.1.4.5 – The Vendor shall provide DHHR/BMS a training plan that fully describes the training approach for each of the above referenced tasks in 4.1.4.1 - 4.1.4.4.

As stated above, PCG will continue to conduct comprehensive on-site trainings at a minimum of four approved locations across West Virginia. PCG will make sure that the trainings are offered on various days and times so LEAs will have multiple opportunities to attend. We will work closely with DHHR/BMS to identify the locations of the regional trainings so that the locations are convenient for the LEAs and do not require the district staff to travel extensively to be able to attend. Even though multiple days, times and locations may be offered, these training times may not always work with the contacts at every district. PCG will offer WebEx trainings on additional days and times as well. This is done to ensure that every district in West Virginia has options to receive the training. We want to be as flexible as possible because we realize this is only one of the many job responsibilities the district contacts have each day. The more we can reduce the administrative burden on a district, the more willing the district is to participate fully in the other aspects of the program.

PCG has placed particular emphasis on comprehensive training to ensure staff members are fully informed about the entire school-based Medicaid program throughout West Virginia. Training is a critical program component to ensure program compliance. It is a process that PCG takes seriously and we work with our clients and other stakeholders to continuously improve our training efforts to enhance program

comprehension. PCG has developed a comprehensive and detailed training program that includes the development and distribution of in-depth training materials, facilitation of informative training sessions, and provides a toll-free support line for staff questions following trainings. Our training program includes both in-person and online webinar sessions rendered several times throughout the fiscal year. Furthermore, all trainings are also recorded and posted to the dashboard of our web-based application in order to allow LEAs to access and review the training materials at their convenience prospectively on an as needed basis.

In each training, PCG takes special care to use school-based terminology and relevant examples to ensure that staff members are trained appropriately. Through best practices for adult education and learning techniques, PCG engages district staff to understand the broader scope of the school-based program. PCG trainers are experts in school-based Medicaid and are well-equipped in promoting the most current industry practices in training, supporting active participation and enhanced learning. Once trainings are completed, PCG follows up with a series of post-training tasks. These post-training tasks wrap up the event and are an additional attempt to resolve any outstanding questions or needed clarification. The post-training process includes the:

- Development and distribution of a Frequently Asked Questions document;
- Recording and posting of training sessions so LEAs can easily access them at their convenience, multiple times if needed; and
- Publishing of training materials on the Dashboard of PCG's Claiming System website for ease of use for existing and new program participants.

PCG has proven to be an established industry leader in the comprehensive trainings of LEAs in West Virginia on the school-based Medicaid program. West Virginia specific knowledge and experience has allowed our team of experts, over the last several years, to properly train schools' LEAs on Medicaid school-based services. There is no other firm that has this type of experience working cooperatively with LEAs in West Virginia.

Other Administrative Functions

4.1.5 Other Administrative Functions

4.1.5.1 – Toll-Free Telephone Line: The Vendor must maintain a toll-free telephone number to provide customer service and technical assistance as needed for both Administrative and Direct Service Claiming. The Vendor shall ensure that a statewide, toll-free telephone system is installed with an automated answering system. The call volume on a daily basis shall be handled so that any calls not answered at the time of the call and for which a message is left shall be returned within one (1) business days. The toll-free number shall be answered by Vendor staff between the hours of 8:30 a.m. to 5:00 p.m. eastern standard time, Monday through Friday, except for the following school observed holidays: (New Year's Day; Birthday of Martin Luther King, Jr.; Memorial Day; Independence Day; Labor Day; Veteran's Day; Thanksgiving Holiday; Christmas Holiday; any day on which a primary or general election is held throughout the state).

- Public Consulting Group, Inc. (PCG) support staff are accessible by e-mail or phone and can be reached during all regular business hours, from Monday-Friday, 8:30 AM to 5:30 PM eastern standard time, except for federally observed holidays (New Year's Day; Birthday of Martin Luther King, Jr.; Memorial Day; Veterans Day; Thanksgiving Holiday; and Christmas Holiday).

- Statewide Toll-Free Customer Support Line: PCG's toll-free phone line provides convenient, easily accessible customer service and technical assistance for all program areas, including Administrative and Direct Service Claiming assistance. The toll-free phone line is supported by the same experienced PCG staff that conduct the training sessions. All support staff members are available to answer incoming calls. When all staff members are assisting customers during regular business hours, any incoming calls automatically go to voicemail, where customers can leave a detailed message for the support team. Also, outside of regular business hours, incoming customer calls are immediately directed to voicemail. PCG aims to respond to all voicemails as soon as possible, but no later than one business day from receipt.

- PCG staff are also accessible via the e-mail customer support e-mail box. Customers may submit e-mails to this e-mail address, 24 hours per day, 365 days per year. This e-mail box is constantly monitored, and responses to customer e-mails are provided within 48 hours (two business days).

- Regional and District level support: PCG staff will provide on-site, customized assistance to all participating LEAs as needed.

4.1.5.2 – The Vendor must maintain an automated answering system that will allow the caller to leave a message after 5:00 p.m., Monday through Friday and on weekends. The Vendor's staff must contact the LEAs leaving messages within one (1) business day of the Vendor's receipt of the message.

PCG's Statewide Toll-Free Customer Support Line provides an automated answering system that allows customers to leave a detailed message. When all staff members are assisting customers during regular business hours, any incoming calls automatically go to voicemail, where customers can leave a detailed message for the support team. Also, outside of regular business hours, incoming customer calls are immediately directed to voicemail.

The Customer Support Line voicemail box is checked regularly during standard business hours. Return calls are typically made to customers on the same day the call was received, but in all cases, customers receive return calls within one (1) business day.

4.1.5.3 – The Vendor shall have the ability to communicate with all individuals on its toll-free lines, which must be able to accommodate such issues as hearing impairment, other communication barriers, or physical or mental disabilities.

PCG also provides a communications channel on its toll-free hotlines for customers with auditory challenges through PCG's teletypewriter (TTY) and telecommunications device for the deaf (TTD). All project staff are trained in cultural diversity and can communicate effectively by voice and by TTY/TTD technology with callers who have disabilities, including deaf and the hard of hearing.

4.1.5.4 – Web site: The Vendor shall be responsible for the development and maintenance of a Web site. All materials on the Web site must be prior approved by DHHRIBMS before appearing on website. The web site will maintain all current information relevant to the approved time study and in compliance with the approved Implementation Guide. The Web site must be compliant with readability requirements as set forth in the Americans with Disabilities Act.

PCG will continue to utilize and maintain a website, the PCG Claiming System, to provide all the necessary and critical information for the statewide school-based health services program. PCG's Claiming System site includes important documents and resources for LEAs such as upcoming due dates, user guides, recorded WebEx trainings, and PowerPoint presentations of the training material. Any additional Department of Health and Human Resources, Bureau of Medical Services (DHHR/BMS) approved resources (including user guides, manuals, or state plans) can be added upon request. These documents are updated regularly to provide the LEAs with the most current information. LEAs in West Virginia have found the Claiming System site to be a helpful SBHS resource. Furthermore, PCG's Claiming Site is compliant with readability requirements as set forth in the Americans with Disabilities Act (ADA) standards.

4.1.5.5 – The website shall include all training modules related to RMTS, Administrative and Direct Service Claiming, training manuals, frequently asked questions, important dates or approaching deadlines and links to relevant Web site materials such as CMS https://www.cms.gov/, BMS https://dhhr.wv.gov/bms/Pages/default.aspx, or other State programs as requested by the DHHR.

As mentioned above, PCG will continue to maintain a website specifically to provide information for the statewide school-based health services program. Program information will include: links to all training modules related to RMTS, Administrative and Direct Service Claiming, training manuals, frequently asked questions, important program dates and deadlines, as well as links to relevant websites such as CMS, BMS, or other state programs. In all states where PCG has provided Medicaid claims services, the program website has included training schedules and registration links (if appropriate), selected state agency-created memoranda and information sheets, presentation slides, and handouts from statewide training events, video links to statewide training events, and a document library.

4.1.5.6 – The Data Systems: The Vendor shall have a reporting system in place to facilitate access to and receipt of all information necessary for RMTS, Administrative and Direct Service Cost Reporting.

As cited throughout the proposal, PCG will continue to provide a web-based comprehensive reporting system to facilitate access to and receipt of all information necessary for RMTS, Administrative and Direct Service Cost Reporting.

4.1.5.7 – The Vendor shall assist DHHRIBMS in development of State Plan Amendments regarding SBHS program or any reimbursement methodologies. This requirement also includes drafting responses to any CMS inquiry whether designated as informal or formal request for additional information.

PCG will assist DHHR/BMS in the development of the necessary State Plan Amendment (SPA) language to support proposed changes to the School-Based Direct Services Program. Our services are comprehensive, and our team has the necessary experience and skill set to assist DHHR/BMS with this important process. PCG's qualifications are evident as demonstrated by PCG's prior work with DHHR/BMS to obtain approval of their Medicaid cost settlement and reconciliation SBHS state plan.

PCG will prepare draft SPA language and work closely with DHHR/BMS staff to review and provide feedback on the coverage and reimbursement sections to ensure that they meet the goals for this project and the overall needs of the agency. In addition to drafting SPA language, PCG will prepare the supporting materials commonly requested by CMS specific to SBHS program. This includes developing implementation plans to support RMTS processes, developing supportive manuals that describe the policies and procedures that will be implemented by DHHR/BMS, such as cost reporting procedure manuals, and developing accounting crosswalks to ensure consistent reporting processes are established for LEAs, to name a few.

Upon the submission of SPA and other materials to CMS, PCG will guide DHHR/BMS throughout the approval process. PCG will assist DHHR/BMS in responding to any Requests for Additional Information (RAI), both formal and informal by preparing draft responses to questions raised by CMS for DHHR/BMS consideration. *PCG understands the urgency to respond to CMS inquiries in a timely fashion in order to expedite the approval process* and therefore PCG will draft responses to formal CMS inquiries the following business day, when feasible. If PCG determines additional time is needed to prepare a proper response, PCG will alert DHHR/BMS and provide an alternative timeline. As needed, PCG will also assist DHHR/BMS in addressing and drafting responses to all informal questions or comments from CMS related to the SPA. Furthermore, PCG will support DHHR/BMS by participating in conference calls with CMS as requested and will provide any additional support processes to ensure SPAs and related documents are approved in a timely fashion.

4.1.5.8 – The Vendor shall submit a Project Implementation Plan with their bid that demonstrates overall understanding of SBHS requirements and establishes key requirements and time frames for implementing RMTS, Administrative and Direct Service Claiming and Cost Reporting activities.

PCG has prepared a Project Implementation Plan, included below, identifying key tasks and detailing time frames and personnel for implementing each activity.

	Task or Event	Completion Day	Assigned Personnel
Development and Start-up Requirements			
1.0	The contractor shall be fully operational (which shall include providing the required personnel and full implementation of all required services pursuant to the requirements of this document	45	PCG
1.1	Assign a liaison staff person to coordinate communication, deliverables, and progression between the state agency and the contractor. The liaison shall be a key position that must have advanced communication (oral and written), organizational and time management skills	Ongoing	PCG
1.2	Provide the state agency with a draft of all required correspondence templates, training material, and reporting templates for review and approval by the state agency	75	PCG / DHHR/BMS
1.3	Incorporate and implement any revisions identified by the state agency to correspondence templates, training material and reporting templates within the time frame specified	105	PCG / DHHR/BMS
1.4	Submit any modifications, alterations, or changes to the correspondence templates, training material, and reporting templates to the state agency for review and approval	105	PCG / DHHR/BMS
Random Moment Time Study Administration			
1.5	Train LEAs on all elements of the School District Administrative Claiming program	175	PCG / DHHR/BMS
1.6	Administer a statistically valid Random Moment Sample process	75	PCG
1.7	Implement a centralized coding process	75	PCG
1.8	Implement required School District Administrative Claiming performance monitoring activities and report all activities to the state agency	365 (ongoing)	PCG
School District Administrative Claiming Training			
1.9	Train all participating school district cost pool staff on the School District Administrative Claiming program requirements including: a) Cost pool criteria; b) RMS process and form completion; c) Total expenditure certification; d) Invoicing process; and e) Appropriate documentation requirements	175	PCG

	Task or Event	Completion Day	Assigned Personnel
2.0	Assure all participating school district cost pool staff are trained in accordance with the time frames listed below: a. Initially when the School District Administrative Claiming Program begins in the district; b. At least annually (at least one hour each year); c. Prior to the time a new staff is to be sampled; and d. When the results of the time study indicate that one or more school district cost pool staff in the sample pool may not be responding correctly.	365 (ongoing)	PCG
School District Administrative Claiming RMTS Development & Administration			
2.1	Develop and submit to the state agency for approval a statistically valid process for all of the LEAs participating in School District Administrative Claiming	75	PCG
2.2	Administer the quarterly RMTS process using PCG's Web-based Claiming System	Ongoing	PCG
2.3	Implement a process to ensure that the appropriate school staff are assigned to the cost pool	75	PCG
School District Administrative Claiming RMTS Centralized Coding Requirements			
2.4	Develop and submit to the state agency for approval a RMTS centralized coding process	30	PCG
2.5	Administer the approved RMTS centralized coding process simultaneously with the approved RMTS process as approved by the state agency	Ongoing	PCG
School District Administrative Claiming Monitoring and Reporting Requirements			
2.6	Open web-based cost reporting system for use by LEAs	Quarterly	PCG
2.7	Review and conduct edits checks on reported costs by LEAs to ensure compliance	Quarterly	PCG
2.8	Provide performance monitoring activities to assure that the participating LEAs are appropriately claiming for services provided	Quarterly	PCG
2.9	Calculate Administrative Claims based on reported allowable costs and results of the Random Moment Time Study	Quarterly	PCG
3.0	Provide LEAs with Certification of Public Expenditure (CPE) for signature, along with required summary report detailing elements used to calculate the claim	Quarterly	PCG
3.1	Randomly select one percent of LEAs participating in the April-June quarter and October-December quarter and verify the provider participation rate was calculated accurately and appropriately	On a semi-annual basis	PCG
3.2	Select a sample of participating LEAs to verify the appropriate staff costs are being included and that all federal funding sources are removed	On a quarterly basis	PCG

	Task or Event	Completion Day	Assigned Personnel
3.3	Verify accuracy and maintenance of the School District Administrative Claiming program documentation by conducting desk audits, interviews and periodic site visits with LEAs	As requested	PCG
3.4	Maintain documentation of all School District Administrative Claiming requirements contained in this section and provide the information quarterly to the state agency in the format specified	Ongoing, quarterly	PCG
3.5	Provide the state agency with a quarterly report including, but not limited to, the information outlined in this section of the RFP	Quarterly	PCG
School-Based Direct Service Functions			
3.6	Train the appropriate state agency and school district staff on the approved School-Based Direct Services Medicaid Cost Settlement Process	250	Cost Reporting Team
3.7	Develop and implement school district cost reporting procedures including but not limited to collection of expenditure data, calculation of costs, and submission of certifications of expenditures by school districts	365 (ongoing)	Cost Reporting Team
3.8	Report quarterly all audit activities to the state agency; reports shall include those elements outlined in this section of the RFP	365 (ongoing)	Cost Reporting Team
3.9	Develop, implement and administer a Compliance Review program, in accordance with the requirements outlined in this RFP, to ensure that the participating school districts are appropriately claiming School-Based Direct Services.	75 and ongoing	Regulation Team
4.0	On a quarterly basis, provide the state agency with a report including, but not limited to, the information outlined in this section of the RFP	365 (ongoing)	Regulation Team

4.1.5.9 – The Vendor must provide all services within the scope of this contract per the approved Medicaid State Plan and meet all CMS requirements.

PCG will continue to provide all services within the scope of this contract per the approved Medicaid State Plan and meet all CMS requirements. Details of PCG's approach on all services for this engagement are described throughout the proposal.

4.1.5.10 – The Vendor must participate in all levels of provider appeals or audits initiated by State or Federal entities. Participation includes, but is not limited to, providing all supporting documentation, preparation of written responses and providing subject matter experts, as needed, to testify in person during appeal or audit.

PCG will participate in all levels of provider appeals or audits initiated by State or Federal entities. Participation would include, but not be limited to: providing all supporting documentation, preparation of written responses, and providing subject matter experts, as needed, to testify in person during appeal or audit.

PCG is the largest provider of Medicaid services to states and LEAs in the nation. No other vendor matches the number of implementations, revenues generated, or number of qualified staff that PCG brings to this engagement. As such, it would make intuitive sense that we also have the broadest experience with Medicaid audits. In continuing with PCG, West Virginia would have full access to this unparalleled audit support.

4.1.5.11 – The Vendor shall provide a Tum-Over Plan that provides for transfer of process to DHHR/BMS or subsequently awarded Vendor to ensure continuity of program. The Tum-Over Plan must be submitted and approved by DHHR/BMS within six (6) months of the expiration of the contract.

In the event DHHR/BMS requires a transition after a non-renewal or termination by either party, PCG shall transition our responsibilities back to DHHR/BMS. PCG will be responsible for the orderly transition of work and the accuracy of data in coordination with any Contractor(s). PCG assures DHHR/BMS of our cooperation with the new Contractor to facilitate a smooth transition. Within ten (10) calendar days after written notification by DHHR/BMS of the initiation of transition, PCG will provide a Transition Document. Upon receipt of the detailed Transition Document by DHHR/BMS, DHHR/BMS shall review the document within fourteen (14) calendar days and provide written instructions to PCG as to the packaging, documentation, delivery location, and delivery date of all records, as needed to provide orderly transition. If DHHR/BMS determines upon review the Transition Document is missing necessary information, DHHR/BMS shall provide PCG written instructions as to the information that is still needed, and PCG shall amend the Transition Document with the necessary information.

PCG will deliver a full and complete accounting and report as of the date of termination of the Cost Reporting and Rate Setting services. This report will be provided to DHHR/BMS within twenty-one (21) days of the effective date of termination. PCG will transfer all documents and records of every kind, including electronic, paper, or otherwise, in our possession which pertain to this contract within twenty (20) days of the effective date of termination. All documents shall be in MS Word, MS Excel, or PDF format including all project plans. PCG will provide reasonable and appropriate assistance to DHHR/BMS and its designees regarding the contents of such documents and records, and shall provide reasonable and appropriate reference materials, including data files and file documentation. Both parties shall retain copies of all such files and records for a period of two years. PCG shall incur any and all additional costs incurred by the State that are the result of PCG's failure to provide the requested records, documents, data, or materials within the time frames agreed to in the Transition Document. In the event of transition, a formal Turn-Over Plan will be submitted to DHHR/BMS for approval within six (6) months of the expiration of the contract.

Reports

4.1.6 Reports

4.1.6.1 – Administrative Claim Reports: The Vendor shall design and provide reports related to the quarterly SBHS Administrative claims for each LEA that contain detail data that the Vendor utilized to calculate the Administrative claim by LEA. The Vendor shall propose the design of the report and data to be included; the format and final data elements included shall be approved by DHHR/BMS. These reports are due to DHHR/BMS by the 15th of the month following the quarter end.

As the current vendor, Public Consulting Group, Inc. (PCG) produces quarterly reports related to the Administrative Claiming process that are in an agreed upon format with the Department of Health and Human Resources, Bureau of Medical Services (DHHR/BMS). Quarterly reports are submitted to DHHR/BMS no later than the 15th of the month following the quarter end or by a mutually agreed alternative date when requested. Due to the quarterly nature of the SBHS program, district coordinators see only pieces of the program at a time. The program contact updates the staff pool list at the beginning of the quarter, monitors compliance of the random moment time studies during the middle of the quarter, and the business officer submits financial information at the end of the quarter. The report includes the total expenditures by LEA, as well as a breakdown of costs from each of the four staff pools:

Cost Pool 1 (Admin)	Cost Pool 2 (Direct Service)	Cost Pool 3 (Personal Care)	Cost Pool 4 (Targeted Case Management)

4.1.6.2 – The Vendor shall produce quarterly claim reports that summarize the information required for the DHHR/BMS to receive Federal Financial Participation (FFP) from the Centers for Medicare & Medicaid Services (CMS). The Vendor shall propose the design of the report and data to be included; the format and final data elements included shall be approved by DHHR/BMS. These reports are due to DHHR/BMS by the 15th of the month following the quarter end.

As the incumbent, PCG produces quarterly claim reports that summarize the information required for DHHR/BMS to receive Federal Financial Participation (FFP) from the Centers for Medicare & Medicaid Services (CMS). Specifically, PCG has developed detailed reports that summarize the required data according to DHHR/BMS specifications. The quarterly Claim Summary reports are provided by the 15th of the month following the quarter end or by a mutually agreed alternative date when requested. PCG submits to DHHR/BMS comprehensive reports with details of each LEA's quarterly claim and a breakdown of the Total Gross Claim Amount, Unrestricted Indirect Cost Rate (UICR), FFP (50 percent and 75 percent when appropriate based on RMTS responses) and Net Claim Amount.

Gross Claim Amount + UICR	50% FFP Net Claim	75% FFP Net Claim	Net Claim Amount

4.1.6.3 The Vendor shall produce annual reports related to the cost calculation process, including LEA-specific information submitted. Annual reports are due no later than the 15th of the month following year end.

Public Consulting Group, Inc. (PCG) will produce annual reports related to the cost calculation process. Annual reports will be submitted no later than the 15th of the month following year end. Upon the completion of cost settlement results for all LEAs, PCG submits to our clients an approved comprehensive cost settlement file detailing the settlement and recoupment amounts for each district, breaking down both the state and federal shares. PCG will work with the Department of Health and Human Resources, Bureau of Medical Service (DHHR/BMS) to understand the specific reporting needs and Medicaid cost settlement analysis necessary in West Virginia. Frequently, Medicaid agencies we work with will want to use Medicaid cost reporting results to update interim Medicaid rates, particularly if rates are too low or too high. Medicaid cost report data provides Medicaid programs with the necessary information to make informed decisions on whether interim rate adjustments are necessary.

Other common reporting requested of PCG is a listing of cost settlement amount by LEA and cost settlement amount by LEA and service type (e.g. speech therapy, PT, OT). This type of information provides our clients with the appropriate information to make informed program decisions. Finally, PCG will work with DHHR/BMS to ensure Medicaid cost settlements are calculated and processed in a timely fashion. We will work with DHHR/BMS to make sure all West Virginia timelines are met according to programmatic requirements.

4.1.6.4 Additional Reports: DHHR/BMS will require additional reports of the Vendor. Such report formats are to be developed by the Vendor and must be approved by DHHR/BMS prior to implementation. Such required reports shall include, but not be limited to, the following: Quality Assurance and Improvement Measures such as quarterly data collected from the Vendor's phone system and monitoring activities; Annual Report of Web Site Improvements, including updates to the Vendor's Web site training materials; Annual Summary Log of Training Activities, including the name of LEAs trained; technical assistance provided; and log of outstanding questions with responses provided by the Vendor;. Issues Log of Outstanding Issues and Resolution and Plan of Action, including areas of concern expressed by LEAs or identified by the Vendor; Ad hoc reporting as requested by DHHR/BMS, which would be limited to data already contained in the system. Each report identified must be available within thirty (30) calendar days of identification.

PCG will develop draft reports for approval by DHHR/BMS before creating and implementing the final requested reports.

PCG will be able to produce the following required reports as indicated by DHHR/BMS in this RFQ:

- Quality Assurance and Improvement Measures such as quarterly data collected from the Vendor’s phone system and monitoring activities;
- Annual Report of Web Site Improvements, including updates to the Vendor’s Web site training materials; Annual Summary Log of Training Activities, including the name of LEAs training technical assistance provided and log of outstanding questions with responses provided by the Vendors; and
- Issues Log if Outstanding Issues and Resolution and Plan of Action, including areas of concern expressed by LEAs or identified by the Vendor.

If requested by DHHR/BMS, PCG will be able to produce supplementary reports based on data contained in our PCG Claiming System. With our experience as the largest national Medicaid vendor for school-based services, we understand the need for providing the information requested in a timely fashion while recognizing that flexibility and innovation regarding the information being provided is just as important. PCG will submit all reports and deliverables within thirty (30) calendar days of the initial report request in an electronic format that is widely used such as Microsoft Excel, Word, PowerPoint, and PDF which is also deemed acceptable by DHHR/BMS.

4.1.6.5 DHHR/BMS/Vendor Meetings: The Vendor and DHHR/BMS shall meet regularly throughout the term of the Contract. Such meetings shall be held at least monthly for the first year of the Contract and not less often than quarterly thereafter at the discretion of DHHR/BMS. Meetings may be conducted in person, by teleconference or by videoconference as agreed by the vendor and DHHR/BMS. The initial contract kick-off meeting shall occur within ten (10) business days of the award of the contract and shall be held on-site at DHHR/BMS location at 350 Capitol St, Room 251, Charleston, WV 25301.

PCG and DHHR/BMS will meet regularly throughout the duration of the Contract. Regular status meetings are a key component of PCG's overall project management approach. PCG will adhere to the specified requirements for meeting frequency but will offer flexibility in scheduling regular status meetings held daily, weekly, bi-weekly, or monthly, depending on the needs of the project. PCG can conduct meetings with DHHR/BMS either in-person, by teleconference, or videoconference. Prior to each status meeting, PCG will provide DHHR/BMS with a detailed status report outlining project status, recent accomplishments, current activities, project issues, and next action steps. PCG has the capabilities and resources to conduct meetings at the discretion of DHHR/BMS. If awarded the contract, PCG agrees to meet with DHHR/BMS for the initial kick-off meeting within ten (10) business days at the specified location in Charleston, WV.

Key Staff Requirements

4.1.7 Key Staff Requirements

4.1.7.1 The Vendor shall employ a full-time Project Manager who shall have day-to-day authority to manage all aspects of administering the SBHS program. The Project Manager must have at least three years professional experience in School-Based Administrative Claiming, Cost Reporting and RMTS on a statewide basis. The Project Manager shall be available Monday- Friday, 8:30 am - 5:00 p.m. EST, excluding school holidays as indicated in Section 4.1.5.1.

Lauren Rodrigues, a Senior Consultant in the Health division at Public Consulting Group, Inc. (PCG), will serve as the **Project Manager** for this engagement. As the Project Manager, Ms. Rodrigues will be responsible for overseeing the day-to-day operations of the project and communicating project status or issues to the Department of Health and Human Resources, Bureau of Medical Services (DHHR/BMS).

Ms. Rodrigues has over eight years of experience working on healthcare finance projects ranging from cost reporting and rate setting to healthcare auditing. In fact, she has worked on the WV School Based Health Services (SBHS) program since its inception in 2011 and has successfully served as the Project Manager for the program since 2015, thus exceeding the three-year minimum experience requirement and demonstrating the necessary skill sets and experience to serve this important role into the future. Ms. Rodrigues has assisted with all facets pertaining to school-based service programs, from program design and obtaining of CMS approval, to program implementation, including managing Random moment Time Study (RMTS) processes, calculation of MAC claims, and performing Medicaid cost settlement and reconciliation calculations.

In addition to West Virginia, Ms. Rodrigues has assisted the states of New Jersey, Delaware, Pennsylvania, New York, and the District of Columbia with the completion of school-based health services cost reports for public schools. She also has created and conducted trainings regarding the completion of the annual cost report and cost settlement and has assisted LEAs with questions about the cost reporting process.

Ms. Rodrigues understands the extensive amount of details and work steps required to successfully manage SBHS projects. In leading these efforts, Ms. Rodrigues leverages and applies best practices surrounding project management to ensure project goals and milestones are successfully completed and more importantly in a timely manner. She will be available Monday through Friday, 8:30 AM to 5:00 PM EST, excluding any federal holidays as identified by DHHR/BMS.

4.1.7.2 The Vendor shall employ staff with who have demonstrated experience with other states to perform the following services required in this solicitation: Software development, policy and program planning and execution, LEA relations and training, data systems support and data entry staff to enter the information necessary to support the development and creation of Administrative Claim records for all participating LEAs. The Vendor shall employ and assign to this project sufficient staff to ensure that timeframes approved in the Project Implementation Plan are achieved. The experience shall be demonstrated through a description of three prior state engagements working with school-based time studies and provide a contact for each project.

PCG's team leverages exceptional experience in the fields of school-based services, RMTS services, Medicaid Administrative Claiming (MAC), and Medicaid cost settlement. PCG is confident that our

experienced team possesses the necessary qualifications and has the proven track record to perform the scope of services required by DHHR/BMS. Furthermore, our respective teams have unparalleled familiarity with the specific operations of these programs, as demonstrated through our prior success in performing these services on behalf of DHHR/BMS.

The professionals assembled within this project team understand all facets and best practices in operating successful Medicaid school-based services programs. This includes developing and implementing software to support SBHS programs, policy and program planning and execution, RMTS processes, LEA training, and the necessary expertise to develop and calculate Medicaid administrative claims and process Medicaid cost settlements. Our team's expertise and experience include the following:

- ✓ A comprehensive understanding of Medicaid reimbursement programs, established for school-based service providers;
- ✓ Knowledge of the Medicaid State Plan amendment development and approval processes;
- ✓ National experience of operating RMTS systems, including coding processes;
- ✓ Knowledge of Medicaid Administrative Claiming, as well as established best practices to accurately calculate and document MAC claims;
- ✓ Knowledge of Annual Medicaid Cost Settlement and Reconciliation calculations;
- ✓ Knowledge of school-based Medicaid fee-for-service MMIS Claims Data;
- ✓ Experience in implementing comprehensive training programs for school-based service providers;
- ✓ Experience in providing in depth customer service to school-based service providers through the usage of a toll-free hotline and comprehensive e-mail support; and
- ✓ Experience assisting States in implementing and operating SBS initiatives.

PCG's staff members have demonstrated experience performing the specific services required in this RFP, as shown in the chart below:

Staff Member	Software Development Experience	RMTS Experience	Policy and Program Planning & Execution Experience	LEA Relations and Training Experience	MAC Claims & Medicaid Cost Settlement Calculation Experience
Matthew Sorrentino	✓	✓	✓	✓	✓
Lauren Rodrigues	✓	✓	✓	✓	✓
Peter Marshall	✓	✓	✓	✓	✓
Thomas Entrikin			✓		
Arathi Prasad	✓				
Eric Call		✓		✓	✓
Jennifer Taylor		✓		✓	✓
James Waldinger		✓	✓	✓	✓
Stephen Peng	✓	✓		✓	✓
Marla Bowens	✓			✓	
Patrick Cassidy	✓	✓		✓	✓
Zachary Corradino	✓			✓	✓
Rachel Moran	✓			✓	✓
Katherine Titus					✓

As a leading national vendor of SBHS programs and more importantly, as the incumbent, our staffing levels reflect what our prior experience has taught us – administrative claiming and cost settlement projects can require intense staffing needs for the initial development and operation of a successful school-based health services program. Our existing team is sufficiently staffed to perform the necessary services required by this RFP.

4.1.7.3 The Vendor shall provide, prior to the award, a staffing or organizational chart indicating the Vendor's key staff assignment and their role for each of the following: RMTS, Cost Reporting, Administrative Claiming, Training and Reporting and key staff in leadership roles on the project, as well as those with subject matter expertise that are considered essential to the successful achievement of the project in this RFP.

Following is an organizational chart indicating PCG's key staff for this engagement. Each key staff member's role is identified. PCG also included the names of the support staff team members who will provide support to the key staff members throughout this project.

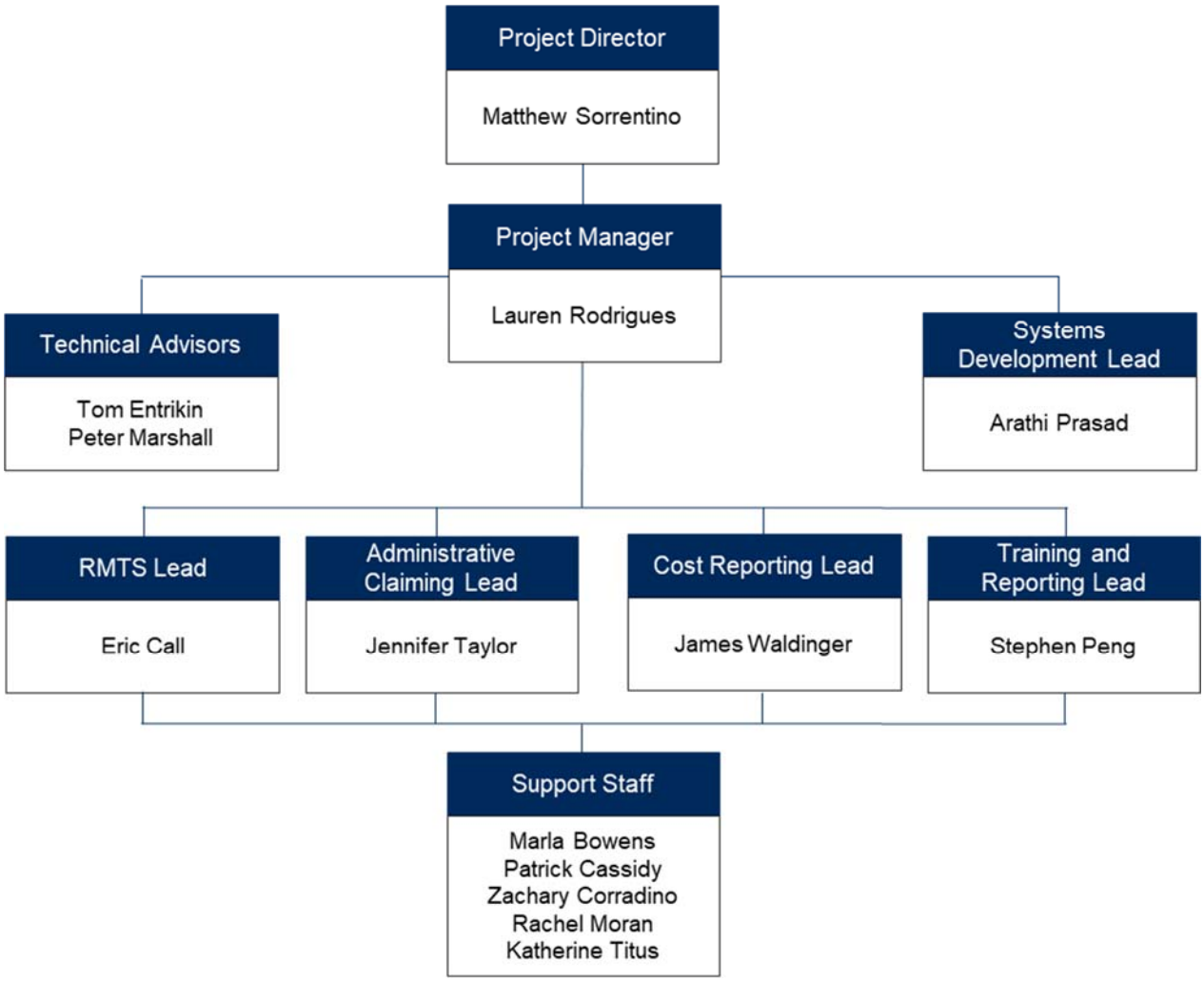


Figure 64

PCG's Project Manager, Lauren Rodrigues' biography is included in *Section 4.1.7.1*. Below are biographies for all other proposed key staff members.

Project Director

Matthew Sorrentino, a Manager located in PCG's Austin office, will serve as the Project Director for this project. Mr. Sorrentino has over 16 years of experience in assisting Medicaid state agencies, healthcare providers, and school districts in performing financial management services. Mr. Sorrentino has an in-depth understanding of Medicaid, CHIP, Medicare, and other publicly funded health care programs. Mr. Sorrentino is a Medicaid reimbursement expert and has worked with states across the country to implement Medicaid claiming and cost settlement programs, including designing programs, successfully assisting States to navigate through the Centers for Medicare and Medicaid Services (CMS) approval processes, designing web-based applications to automate and streamline financial reporting requirements, and developing program review processes to promote compliant program participation.

Furthermore, Mr. Sorrentino is an expert in Medicaid payment methodologies. Mr. Sorrentino has led numerous studies and evaluations of Medicaid reimbursement rates for community-based services, such as: physician services, school-based services, mental health services, substance abuse services, and long-term care services, among others. Mr. Sorrentino understands the extensive amount of details and work steps required to perform and assist rate setting activities and projects. In leading these efforts, Mr. Sorrentino leverages and applies best practices surrounding project management to ensure project goals and milestones are successfully completed in a timely manner. Other projects Mr. Sorrentino has led and has been involved with include projects such as: supplemental payment programs, cost reporting and settlements, cost allocation plans, and other revenue maximization efforts. Mr. Sorrentino will serve as a technical resource to the Project Manager and work to ensure the project stays on track throughout the life of the contract.

RMTS Lead

Eric Call, a Senior Consultant in the Education practice area at PCG, provides management consulting, technology solutions, IDEA subject matter expertise and operational implementation services to help public-sector education clients achieve performance goals. Mr. Call has managed the RMTS response collection for three states during his five years with PCG. He manages staff, contractors, clients, resources, and timelines to track and improve program results while helping states recover costs for providing health-related services to students. He will continue to lead the RMTS work for the WV SBHS program and will be responsible for managing the development and implementation of the quarterly statewide time study. He will also ensure all RMTS results are reported to DHHR/BMS in a timely manner.

Administrative Claiming Lead

Jennifer Taylor, a Senior Consultant in the Education division at Public Consulting Group, has over 6 years of experience working on Medicaid and Special Education engagements. This extends from Fee for Service claiming, RMTS, Cost Settlement, and Administrative Claiming to Special Education Data Management. Ms. Taylor currently serves as PCG's Administrative Claiming Lead for the WV SBHS program where she oversees the quarterly administrative claiming of 57 LEAs. She will continue to do so as a part of this engagement and will be responsible for all components regarding Administrative Claiming, including managing the collection of LEA information and calculating aggregate LEA-specific Administrative Claiming information. Ms. Taylor will work with DHHR/BMS to ensure all data and information is accurate and collected on time.

Cost Reporting Lead

James Waldinger, a Manager in our Boston office, focuses on using data to measure outcomes and aid in the development of Medicaid reimbursement policies. His specific areas of focus are using data to assist in the implementation of behavioral health integration and movement of outcomes driven by reimbursement policy. Mr. Waldinger is responsible for teams performing school-based and Emergency Medical Services (EMS) cost reporting and cost settlement projects nationally. Additionally, over the past few years Mr. Waldinger has also played a primary role in PCG's health care reform efforts in New Mexico, Arkansas, and North Carolina, also working with the Medicaid agency to implement the numerous Affordable Care Act (ACA) provisions. He has led PCG's health homes and care management efforts, assisting in the identification of high-cost utilizers and policy discussions about appropriate interventions.

For this project, Mr. Waldinger will be the Cost Reporting lead. He will work with DHHR/BMS and PCG's project manager to oversee the LEA cost reporting process, the desk review process, and cost settlement process throughout this engagement.

Training and Reporting Lead

Stephen Peng is a Consultant in the Health division at PCG. His primary project work is revenue optimization and cost reporting through Medicaid and Medicare cost settlement. He currently works with the states of West Virginia, Delaware, Florida, New Jersey, Missouri, Washington, and Massachusetts – supporting public school districts, state hospitals, and local emergency medical services departments. He has created and conducted trainings regarding the completion of the annual cost report and cost settlement, specifically for SBHS groups in both New Jersey and West Virginia, and has assisted LEAs with questions about the cost reporting process. Mr. Peng will be the Training and Reporting lead for this engagement and will be responsible for coordinating and conducting trainings for the LEAs on all aspects of the SBHS Program. He will also be responsible for ensuring all reports related to SBHS activities will be accurate and generated on time.

Technical Advisors

Thomas Entrikin has over 40 years of experience with the Medicaid and Medicare programs. From 1972 to 1979 he was a Medicare program specialist with the Social Security Administration, Bureau of Health Insurance. From 1981 to 1992, he was a Medicaid law, regulations, and policy specialist with the Health Care Financing Administration (HCFA), now CMS, providing technical assistance to the states of Vermont, Connecticut, and Massachusetts on Medicaid eligibility, coverage, and reimbursement; provider certification and enrollment; program integrity; recovery of third-party liabilities; Medicaid Management Information System (MMIS) performance specifications and operations; interagency agreements; contracts with managed care organizations; and Medicaid waiver programs. While at HCFA, he assisted the State of Vermont in developing its first home- and community-based services waiver for individuals with developmental disabilities, and he received a HCFA Administrator's Citation for his work achieving savings in Medicaid prescription drug reimbursement systems.

Since coming to PCG in 1992, he has assisted in the design, development, and implementation of revenue projects for school based health services; hospital-based and municipal projects for pregnant women, infants, and children; state services offered through youth services, child welfare, mental health, substance abuse, and public health agencies; and reimbursement systems for hospitals, long-term care facilities, and community-based waiver programs. He has made presentations at national conferences on Medicaid waiver programs and participated in the development of a manual on consumer self-determination under waiver programs for the Robert Wood Johnson Foundation. Mr. Entrikin will support the project team as a Technical Advisor and provide guidance on Medicaid statutes and policy.

Peter Marshall is a Manager with PCG. Mr. Marshall has 19 years of experience with implementing school-based projects. He also has extensive experience with the implementation, training, and support of EasyIEP™ for over 30 school districts. Mr. Marshall works with various districts who submit claims under the Fee-For-Service methodology including Boston Public Schools and Providence Public Schools. In addition, Mr. Marshall led the implementation of a multi-faceted Medicaid reimbursement project in the Commonwealth of Pennsylvania. This project included RMTS, Medicaid Administrative Claiming, cost settlement, and fee-for-service billing with project start-up coinciding with CMS-mandated program changes, including many significant changes to processes and procedures. He has led over 200 training/information sessions, weekly webinars, an extensive communications plan, and a case management system implementation in 683 school districts, charter schools, intermediate units, and private schools. Alongside Mr. Entrikin as a technical advisor, Mr. Marshall's experience and understanding of SBHS programs will allow him to play a key role in this project.

Systems Development

Arathi Prasad, is our Software Development Manager for EasyIEP®, EdPlan, EasyTrac, Behavior Plus products at PCG. Ms. Prasad provides leadership and direction for the software team in developing quality software for the Company's Education product Line. Ms. Prasad is responsible for managing the design, implementation, testing, and documentation of software for multiple products and improving an automated web-based system Easy IEP. Ms. Prasad was responsible for implementing the Process Wizard which allows customers to specify a process-driven interface that matched the customer's IEP creation process. She designed and developed the Flexible Interface that allows customers to have custom, specific interfaces where the user interface matched the customer's IEP document. She implemented the Gifted Education Program feature to keep track of Education Plan events for gifted children in EasyIEP. She has designed and implemented the EDplan/RTI, a solution for early intervention services. Ms. Prasad implemented compliance tracking for schools and users over time. She setup several Service Level Management Processes for the software development and hosting support of EasyIEP. She has experience rolling out for large customers like Tennessee; New Jersey; Miami, Florida; and the District of Columbia.

Ms. Prasad will serve as the lead of systems development. She will be responsible for managing all aspects of the web-based systems for Administrative Claiming and Cost Reporting and leading the development, implementation, and operational functionality of the systems.

Support Staff

In addition, PCG will provide a team of staff members to support the key staff and project leads, many of which already have experience working on various aspects of the WV SBHS program. This group has demonstrated experience working on PCG's past school-based services projects and will be able to provide support to the project leads and successfully perform and complete the required services for this project.

4.1.7.4 The Vendor shall provide prior to award, resumes for each key staff included on the organizational chart which includes prior work experience for similar projects.

Please see *Appendix A: Resumes*, where we have provided resumes for each of the key staff members identified in our proposed organizational chart.

4.1.7.5 The Vendor shall agree that DHHR/BMS has right of refusal for any key staff.

PCG agrees that DHHR/BMS has the right of refusal for any key staff proposed.

4.1.7.6 The Vendor shall provide DHHR/BMS written notification within seven (7) calendar days of any proposed changes to key staff as identified in the organizational chart throughout the term of the Contract.

PCG agrees to provide written notification to DHHR/BMS within seven (7) calendar days of any proposed changes to key staff as identified in the organizational chart throughout the term of the Contract.

Deliverables

4.1.8 Deliverables

4.1.8.1 – The Vendor shall have a DHHR/BMS approved finalized staffing plan within thirty (30) calendar days of the contract award date.

Our team of school-based cost reporting, cost settlement, and Random Moment Time Study (RMTS) professionals have the right balance of experience and expertise necessary to perform the scope of services required and detailed within the RFQ. We commit to finalizing our staffing plan with DHHR/BMS within thirty (30) calendar days of the contract award. Public Consulting Group, Inc. (PCG) will work with the Department of Health and Human Resources, Bureau of Medical Services (DHHR/BMS) to determine the level of detail and content that should be captured in the staffing plan to ensure it meets and exceeds DHHR/BMS expectations. At a minimum, the staffing plan will formally document the roles and responsibilities of each team member, confirm key staff and include contact information for all PCG staff. PCG will maintain the staffing plan throughout the life of the project and make updates as necessary each contract year or period.

4.1.8.2 – The Vendor shall submit the Operations and Procedure Manual within thirty (30) calendar days of the contract award, including staff training materials. The Vendor is required to submit all updates to such manual within seven (7) calendar days of a change occurring. The Manual shall include, but not be limited to, the policy and procedures of DHHR/BMS and the Vendor relative to the SBHS Program. The Operations and Procedures Manual shall be given to all Vendor staff assigned to this program and incorporated in the training of all new employees assigned to this program. The Operations and Procedures Manual shall include, but not be limited to, the following: Vendor policies and procedures regarding customer service; call center protocols/standards; RMTS process; collection and verification of financial data; Web-based software and training modules; regional, face-to-face and telephone training (for both Administrative Claiming and Direct Service Claiming); and follow-up reporting to the LEAs.

PCG will submit a comprehensive Operations and Procedure Manual within thirty (30) calendar days of the contract award, including staff training materials. PCG understands the importance of having formal documented policies and procedures. Our procedures will include all aspects of our program operations, as well as internal training processes. This rigorous documentation process is necessary to ensure PCG staff are performing operational tasks in a consistent manner that adheres to the Medicaid State Plan, Medicaid administrative claiming Implementation Plan, and any other formal policies established by DHHR/BMS and approved by CMS. Furthermore, the Operations and Procedure Manual will ensure there is clear guidance given to LEAs, particularly through the completion of in person and online training processes. PCG will develop the content of the manual in collaboration with DHHR/BMS; however, at a minimum, the Operations and Procedures Manual will include but not be limited to the following:

- ***PCG's customer service policies and procedures*** – PCG strives to provide excellent and informative customer service to LEAs, as we understand that a program's success is founded on the LEAs overall comprehension of SBHS program requirements. We will establish and outline standardized documentation processes to ensure all calls from LEAs are formally documented and consistently addressed. This will allow our staff to be successful in providing excellent customer service, as well as position our employees to identify issues and trends that need to be raised to the Project Manager and program leads.

- ***PCG's all center protocols/standards –*** PCG will outline standard protocols on how calls are handled upon intake, as well as standards for responsiveness for other methods of outreach such as e-mail. PCG staff assigned to this project will undergo a training program before being assigned to this important project. PCG will define our protocols and standards and review these in depth with DHHR/BMS to ensure our processes meet or exceed expectations.

  Furthermore, PCG will develop standards in terms of call center availability, reports on call center statistics, as well responsiveness to e-mails consistent with the contract requirements.

- ***PCG's RMTS processes –*** As the market leader in providing RMTS processes, PCG has established best practices in all aspects of RMTS processes, including: training coders on how to accurately code moments, establishing quality assurance and peer review processes on coding processes, and defining state come behind review processes. Furthermore, PCG has established best practices in standardized sampling process, moment generation and follow up procedures. PCG will work with DHHR/BMS to determine the processes that must be established to ensure compliance with the CMS approved RMTS processes outlined in the implementation plan.

- ***PCG's process for the collection and verification of financial data –*** PCG will establish validation edits within our cost collection software, as well as develop standards on our financial desk review processes for both Medicaid administrative claims and Medicaid cost reports. The edits within our web-based financial collection system can be customized to meet West Virginia specific thresholds and updated throughout the life of the project. Furthermore, when our team is completing reviews of financial data, we will establish comprehensive desk review processes go beyond system edit capabilities. This includes processes for reviewing explanations provided by LEAs for records flagged, as well as requesting supporting documentation for expenditures and statistical information.

- ***PCG's web-based software and training modules, both regional face-to-face and telephone trainings –*** A comprehensive training program is critical to the success of any SBHS program. PCG will develop web-based training modules within our software tools, as well as hold regular in-person trainings each contract year. We will develop a training curriculum that encompasses all components of the SBHS program, from RMTS processes, to the submission of financial data to support MAC claims and Medicaid cost settlements. We have developed numerous training modules and processes and we will work to determine the best and most appropriate model for DHHR/BMS and West Virginia LEAs.

These are just some of the elements of the Operations and Procedures Manual. We will collaborate with DHHR/BMS to outline all of the components to ensure the manual is appropriately comprehensive and addresses all of the intricacies of the operational components of the SBHS program.

4.1.8.3 – The Vendor shall have a DHHR/BMS approved Training Plan within thirty (30) calendar days of the contract award.

PCG commits to finalizing our Training Plan with DHHR/BMS within thirty (30) calendar days of the contract award. PCG's training plan is a compilation of best practices that PCG has developed and finely honed over its extensive history of providing school-based cost reporting, cost settlement, and RMTS management services. As outlined in *Section 4.1.4, Training*, we will provide a comprehensive training program that

includes web-based training programs, development of supplemental training materials, such as frequently asked questions (FAQs) and detailed policy briefs on issues requiring clarification, performing annual in-person trainings, and execution of online trainings in particular focus areas. PCG will work with DHHR/BMS to ensure this training module meets and exceeds the needs of the agency. PCG is a firm believer that training is a critical to the success of the SBHS program and, as a result, we will ensure our training efforts are sufficient to promote compliance and informed participation by the LEAs.

4.1.8.4 – The Vendor shall have a DHHR/BMS approved Tum-Over Plan six months prior to the contract end date.

PCG will provide DHHR/BMS an approved Turn-Over Plan at least ninety (90) calendar days prior to the contract end date. The organization and content of this Plan will be discussed and finalized with DHHR/BMS at the necessary time. PCG understands the importance of working with our clients to transition processes both to our clients, as well as new partners.

4.1.8.5 – The Vendor shall demonstrate a fully operational Web site, with capacity to accept LEA inquiries, and shall post its training schedule within sixty (60) calendar days of contract award.

PCG will be able to demonstrate its fully operational West Virginia school-based services website within sixty (60) calendar days of contract award. As the incumbent vendor, PCG will be able to deploy our RMTS and financial reporting web tool immediately upon contract execution. PCG recognizes that it is critical that LEAs have access and understand when upcoming trainings will occur to ensure active participation. Therefore, our web-based application will include all upcoming trainings, and the specific schedule in which trainings will occur, as well as the location of the training if conducted in-person.

4.1.8.6 – The Vendor shall demonstrate a fully operational, user friendly, Web-based training system with a training manual available for download by each LEA, within sixty (60) calendar days of contract award.

PCG commits to developing all-encompassing training manuals and making these materials available to LEAs within sixty (60) days of contract award. The training materials will include all facets of the SBHS program, such as RMTS, MAC, and Medicaid cost reporting requirements and will be accessible on our web-based tool. As the incumbent vendor, PCG has already developed comprehensive materials and will update these training documents based upon the latest CMS guidance and approval.

4.1.8.7 – The Vendor shall ensure that the Web-based training module is DHHR/BMS -approved and operational within ninety (90) calendar days of contract award.

PCG will finalize our web-based training modules with DHHR/BMS within ninety (90) calendar days of contract award. For more information on our proposed web-based training modules, please refer to *Section 4.1.4* of the training program.

4.1.8.8 – The Vendor shall ensure that all LEAs have received training, including RMTS, Administrative Claiming, and Cost Reporting prior to the implementation of each task.

PCG will ensure that all LEAs receive PCG's training on RMTS, Administrative Claiming, and Cost Reporting prior to the implementation of each task. For more information about PCG's training program, please refer to *Section 4.1.4*.

4.1.8.9 – The Vendor shall have and maintain a statewide toll-free telephone system capable of handling and addressing LEA calls within thirty (30) calendar days of contract award.

PCG will maintain a statewide toll-free telephone system capable of handling and addressing LEA calls within thirty (30) calendar days of contract award. PCG has established call centers for each of the dozen SBHS programs we operate on behalf of Medicaid agencies across the country, including DHHR/BMS. We will ensure our call center is available in accordance with the timeframes and workdays established by DHHR/BMS.

Additional Services

4.1.9 Additional Services

4.1.9.1 – Upon request from DHHR/BMS, the Vendor shall submit a Statement of Work (SOW) including a cost estimate, to provide assistance in development of requested reimbursement strategies.

Public Consulting Group, Inc. (PCG) is eager to assist West Virginia with reimbursement reform throughout the term of this engagement. We will be proactive in discussing reimbursement strategy opportunities with the Department of Health and Human Resources, Bureau of Medical Services (DHHR/BMS) and will follow the statement of work protocol outlined in this RFP.

PCG provides Medicaid rate setting and reimbursement services for a wide array of healthcare services and provider types. It is core competency borne of 33 years of experience. PCG is nationally known for evaluating and assessing historical payment methodologies and working with states to identify and recommend alternative payment methodologies to more appropriately align reimbursement to services provided and/or outcomes as Medicaid moves towards value-based purchasing. We compare predictive models to outcomes, communicate complex reimbursement issues to the provider community, conduct peer state analyses, and implement pay-for-performance measures to improve quality of care and ensure Medicaid programs receive value for services rendered and reimbursed.

We take a great deal of pride in the fact that PCG has unmatched expertise assessing payment options and developing rate structures across such a broad range of health and human services programs. PCG has assisted agencies with thinking through the various internal and external factors that impact the successful implementation of new reimbursement methodologies. This includes the obstacles and barriers that may impede or prohibit certain strategies for particular services.

Reimbursement strategy is much more than just developing a rate for a service. PCG also takes into account the following:

- **Payment Types** – PCG's team has experience in developing and updating a variety of payment types including grants, Fee-For-Service, Per Diems, Bundled Payments, Episodes of Care, Condition Specific Capitation (commonly referred to as "Global"), and capitation rates.

- **Costs of Care** – PCG is a leading expert on cost reporting. We have a deep understanding of federal guidance surrounding allowable costs versus non-allowable costs and understand how to identify all expenditures at both the institutional and community-based provider levels.

- **Adjustments** – PCG understands the various adjustments that need to be accounted for during the rate-setting process, including metrics associated with case mix, provider geography, level of staff effort required for a service, etc.

- **Reimbursement and Risk** – The health care system's shift to paying for outcomes means that risk is being shifted from the payers to the providers. PCG's experience provides us with in-depth knowledge of how best to analyze and discuss risk with provider and states.

This is by no means an exhaustive list but is meant to highlight PCGs relative expertise in a wide range of rate-setting strategies. PCG knows there is no one "right" answer to which approach is "best." Each rate

setting project is unique. Not only does each population, program, and provider community have variation in cost, utilization, and other statistics, but the exact structure and interactions of these systems will always vary from location to location. These differences require a customized approach to rate setting and that is what PCG brings to our clients.

Reimbursement strategy is not just about setting rates. This is not an exercise performed in a vacuum. During any reimbursement strategy discussion, PCG will be sure to discuss the following topics:

- **Budget Constraints:** PCG understands the financial constraints that states encounter when administering their health and human service programs. Our consulting services will evaluate the availability of funding when developing the pros and cons of the various rate setting methodologies. The PCG team understands that rates need to provide equity to the provider community, but we also recognize that each program must live within the funding levels approved by the legislature.

- **Quality:** PCG will examine each methodology to determine if the reimbursement method considers quality measurements and benchmarks. Quality can be evaluated through the review of established criteria for credentialing staff, through outcome measures, incident reporting, and through program audits. While quality benchmarks may be difficult to establish initially, the overall impact of this issue cannot be ignored and should be at least a long-term goal for public sector payers to build measures of quality into reimbursement rates.

- **Simplicity:** The PCG team will assess the administrative burden and process requirements of each viable rate setting method it proposes. Simplicity will be considered with regard to the required changes to the claims processing system and any additional tasks that state staff will have to undertake to calculate rates under the methodology outlined in our recommendations. We will also consider how potential changes may impact the requirements of providers. It is important that providers do not realize an interruption in reimbursement as a result of any changes that will be required of the claims processing systems when adjudicating claims under a new rate setting methodology.

- **Access:** West Virginia needs to ensure that any changes to the rate setting methodology do not reduce or hinder access to services for recipients. The PCG team will evaluate the potential effects on access associated with each rate setting methodology in order to determine whether it is viable.

- **Build upon Existing Processes:** PCG understands the importance of building upon the foundation of rate setting processes already established. The unique network of providers and distinct needs of the clients West Virginia serves must be seriously considered in our recommendations as we evaluate the impacts of our proposed rate structure.

The rate methodology recommendations that the PCG team will produce will be consistent with the requirements of this procurement. The PCG team can assist in the development of brand-new rate setting methodologies or build upon the current rate structure and the intended service delivery system, updating the rates based upon available data and if needed, supplemental data resources.

We can apply the lessons learned and best practices from our hospital, behavioral health, school-based health centers, and other area rate setting and cost report collection. We have worked with rehabilitation service agencies to collect costs, analyze fees, and make payment recommendations. DHHR/BMS will

benefit from our qualified staff as well as a breadth of related project work throughout the health and human services sector.

4.1.9.2 – The Statement of Work shall include at minimum: Scope of Work, Project Assumptions/ Constraints/Risks, Deliverables, Schedule, Cost, and a place to indicate Acceptance.

PCG will include all listed requirements in the Statement of Work. To supplement the Statement of Work, PCG will also provide solutions to potential obstacles along with Project Assumptions, Constraints, and Risks.

4.1.9.3 – The Vendor shall also assist the DHHR/BMS with any State Plan or waiver requirements including submissions of any CMS required demonstrations regarding reimbursement services provided under the scope of an approved SOW.

PCG's team is comprised of individuals who have extensive experience in writing state plans and waivers, both as consultants and as Medicaid state employees. With our deep understanding of Medicaid, PCG will able to assist DHHR/BMS with any Medicaid State Plan or waiver requirements, including submissions of any CMS required demonstrations about the reimbursement services provided under the approved SOW. We have a proven track record of this expertise, as demonstrated by successfully assisting DHHR/BMS to obtain approval of the SBHS Medicaid cost settlement and reconciliation SPA. PCG will assist with all facets of SPA and waiver requirements, from state plan development, to preparing responses to requests for additional information (RAIs), to performing budget neutrality analyses, to evaluating waiver program components. PCG is prepared to leverage this expertise to assist DHHS/BMS and ensure the success of the program.

Prior Year Settlement

4.1.10 Prior Year Settlement

The Vendor will be required to assist DHHR/BMS in performing prior year cost settlements of all SBHS services beginning with SFY2004 through SFY2014.

Public Consulting Group, Inc. (PCG) will assist the Department of Health and Human Resources, Bureau of Medical Services (DHHR/BMS) with all prior year Medicaid cost settlements and reconciliations. As the incumbent vendor, PCG understands the Medicaid cost settlement process was approved retroactively to July 1, 2014, but that there are 10 additional years of cost settlements that require processing prior to the implementation of the latest version of the State Plan Amendment.

PCG will work with DHHR/BMS and the WV Department of Education to compile the necessary RMTS and financial data to complete the calculated retroactive settlements in a streamlined manner. PCG is cognizant that DHHR/BMS is anxious to start processing Medicaid cost settlements given the considerable Centers for Medicare & Medicaid Services (CMS) negotiation process to obtain CMS approval. PCG will complete all prior settlements in accordance with the cost settlement and reconciliation processes established in partnership with DHHR/BMS.

Appendix A: Resumes

ERIC CALL
SENIOR CONSULTANT AT PUBLIC CONSULTING GROUP, INC.

RELEVANT PROJECT EXPERIENCE

Office of the State Superintendent of Education (OSSE), District of Columbia

Special Education Data System (April 2014 – Present): Project Manager

Project: Managed annual development of new features for special education management system tracking all students in the District of Columbia including DCPS and nearly 70 charter schools.

Bureau of Medical Services, State of West Virginia

School-Based Health Services Program Random Moment Time Study (April 2014 – Present): RMTS Lead

Project: The West Virginia School-Based Health Services Program (WVSBHS) requires a time study to track activities of school-based providers. Assisting the state with plan approval and conducting the time study.

Department of Education, State of Delaware

Children's Services Cost Recovery Program (April 2014 – Present): RMTS Lead

Project: Assisting the state with plan approval and conducting the time study on behalf of the Delaware Department of Education.

PROFESSIONAL BACKGROUND

Public Consulting Group, *Boston, MA* April 2014 – Present

Insight Education Group, *Encino, CA* January 2012 – January 2014

EDUCATION

University of North Florida, *Jacksonville, FL*
Master's in Public Administration, 2011

Brigham Young University-Hawaii, *Laie, HI*
Bachelor of Arts, History, 2005

THOMAS ENTRIKIN
MANAGER AT PUBLIC CONSULTING GROUP, INC.

RELEVANT PROJECT EXPERIENCE

Chicago Public Schools, State of Illinois

School Based Services (July 1998 – June 2013): Technical Advisor

Project: Provided legal and regulatory support for Medicaid administrative and Medicaid services claiming, time studies, state plan amendments, and cost allocation procedures.

Mr. Entrikin: Provided recommendations on legal and regulatory compliance under federal and state plan requirements. Performed data analysis and legal, regulatory, and policy research in support of increased federal reimbursement of early intervention services.

Division of Health Care Financing and Policy and the Silver State Health Insurance Exchange, State of Nevada

ACA Implementation (July 2011 – June 2013): Advisor

Mr. Entrikin: Assisted the Division in evaluating requirements under the Affordable Care Act (ACA) related to the Medicaid program including consumer-directed long term care services and supports, state plan options, waiver options, and eligibility requirements. Assisted the Silver State Health Insurance Exchange in evaluating requirements under the ACA related to health benefits Exchanges including determining eligibility for advance tax credits, determining the amount of the tax credit for families, selecting essential health benefits benchmarks, calculating actuarial value of health plans, developing consumer assistance programs, and reporting requirements to the Internal Revenue Service and to taxpayers for purposes of reconciling advance tax credits with final credits on annual tax filings. Assisted the Exchange in evaluating the compliance of Nevada health plans with requirements for coverage of essential health benefits under the ACA.

Department of Insurance, State of Arkansas

ACA Implementation (July 2012 – December 2012): Advisor

Mr. Entrikin: Assisted the Department in the analysis and resolution of issues related to coverage of essential health benefits, limitations on service coverage, Exchange user fees, and protecting the confidentiality of personally identifiable information.

Department of Health and Social Services, State of Delaware

ACA Implementation (July 2012 – December 2012): Advisor

Mr. Entrikin: Assisted the Department on issues related to background checks for Navigators and non-Navigator consumer assistance personnel, Exchange reporting requirements, penalties applicable to employers not offering affordable health coverage, coverage of self-employed persons through the individual Exchange and the Small Business Health Options Exchange, and identifying newly eligible Medicaid recipients under the ACA.

Department of Insurance, State of New Hampshire

ACA Implementation (January 2013 – June 2013): Advisor

Mr. Entrikin: Assisted the Department on analysis and resolution of issues related to coverage of essential health benefits, essential community providers, scope of preventive services, stand-alone dental plans, health plan enrollment and disenrollment procedures, cost-sharing and deductibles, and determining actuarial value of health plans.

New Mexico Health Insurance Alliance, State of New Mexico
ACA Implementation (January 2013 – June 2013): Advisor

Mr. Entrikin: Assisted the Alliance on issues related to health plans offered outside of the Exchange, requirements on protecting the privacy and security of personally identifiable information, and potential applicability of HIPAA business associates requirements to the Exchange.

Department of Public Health, Department of Mental Health, Commonwealth of Massachusetts
Revenue Maximization (July 1998 – February 2010): Advisor

Project: Established FFP claiming process for early intervention services provided to EPSDT children by developmental educators.

Mr. Entrikin: Designed and implemented Medicaid FFP claiming process. Recommended improvements in intergovernmental transfers of funds (IGT) procedures. Provided recommendations for improvements in annual caseload and expenditure projections for state budget purposes. Evaluated commercial insurance and HMO coverage and billing requirements for services provided by developmental educators and recommended improvements in third party collections. Performed legal, regulatory, and policy research in support of Medicaid FFP and TANF claiming activities.

Department of Mental Health, Commonwealth of Massachusetts
Community-Based Services Rate Setting (July 1998 – June 2002): Advisor

Project: Developed enhanced encounter rate for hospital and community-based crisis intervention and crisis stabilization services offered through managed care and fee-for service arrangements. Developed Medicaid State plan amendment and calculated Medicaid payment rates for the services.

Mr. Entrikin: Designed and implemented encounter rate for crisis intervention and crisis stabilization services. Performed analysis of the federal Olmstead decision and other case law on home and community-based services. Drafted planning APD for a DMH management information system integrated with the Medicaid agency's MMIS.

North Carolina Department of Health and Human Services, State of North Carolina
Advisory Services (July 1994 – June 2006): Advisor

Project: Developed state Medicaid plan amendment for upper payment limit (UPL) adjustments for public health and behavioral health clinics. Identified FFP revenue maximization opportunities in disproportionate share hospital (DSH) payment adjustments for mental health facilities and in State services for children, the elderly, and disabled groups. Developed Medicaid State plan amendment for State psychiatric hospital DSH reimbursement. Identified additional DSH eligible facilities and allowable costs. Recommended improvements in cost allocation methods. Recommended new procedures on certifications of public expenditures. Evaluated compliance with certification requirements for inpatient psychiatric residential treatment facilities. Performed legal and regulatory research.

Mr. Entrikin: Advised on all project processes and requirements.

Department of Health and Human Services, State of New Hampshire

Revenue Maximization (July 1994 – June 2003): Advisor

Project: Provided recommendations on upper payment limit (UPL) adjustments for county operated nursing facilities, intergovernmental transfers of funds (IGTs), development of waiver programs, payment reform, and disproportionate share hospital (DSH) payment adjustments.

Mr. Entrikin: Developed Section 1115 research and demonstration waiver proposal to expand Medicaid eligibility for low income children and to provide capitated mental health care. Analyzed community mental health center utilization and expenditure data. Developed recommendations to re-design state contracting and oversight of community mental health centers. Participated in public meetings on the re-design process with provider and consumer representatives. Provided recommendations on incorporating evidence-based practices in Medicaid coverage and reimbursement instructions. Evaluated provider-related tax requirements applicable to community based providers. Identified opportunities to obtain revenue for mental health services provided in residential programs for delinquent youth. Evaluated compliance with certification requirements for inpatient psychiatric residential facilities. Performed legal, regulatory, and policy research.

Department of Alcohol, Drug Abuse, and Mental Health, State of Delaware

Strategy Implementation (July 1999 – June 2001): Advisor

Project: Assisted the agency in developing a strategy to revise its Medicaid administrative claiming process and to develop a managed care plan and a section 1915(b) waiver application for individuals with persistent mental illness.

Mr. Entrikin: Developed section 1915(b) waiver application. Performed legal research on disproportionate share hospital (DSH) payment adjustments.

Bureau of Medical Assistance, State of West Virginia

Medicaid Revenue Projects (July 1996 – June 2007): Advisor

Project: Assisted in the development of projects to increase FFP revenues and to improve coordination of benefits practices.

Mr. Entrikin: Assisted in developing Medicaid third party liability action plan and Medicaid revenue projects. Developed legal and financial justification for retroactive corrections to rate calculations. Legal research on disproportionate share hospital (DSH) payment adjustments.

Kentucky Department of Medicaid Services, State of Kentucky

Medicare Part B Premiums (July 2005 – June 2006): Advisor

Project: Assisted in ensuring compliance with federal Medicaid requirements.

Mr. Entrikin: Analyzed buy-in agreements, state plan, systems specification and operations, and Medicaid payment procedures for Medicare Part B premiums. Legal research on provider-related taxes.

Department of Social and Health Services, State of Washington

Management Information System Implementation APD (July 1997 – June 2001): Advisor

Project: Assisted in ensuring compliance with federal Medicaid requirements on MMIS APDs and FFP claiming practices.

Mr. Entrikin: Performed legal, regulatory, and Medicaid policy research on MMIS APD issues. Assisted in the development of a compliance evaluation tool for inpatient psychiatric residential treatment facilities and other institutions for mental diseases. Performed legal, regulatory, and policy research on Medicaid eligibility, coverage, and reimbursement issues.

Bureau of TennCare, State of Tennessee
Medicaid Administrative Claiming (July 1999 – June 2002): Advisor

Project: Assisted in developing Medicaid administrative claiming practices and documentation.
Mr. Entrikin: Provided analysis and recommendations to update interdepartmental service agreements between the Bureau of TennCare and eight sister state agencies and state universities.

PROFESSIONAL BACKGROUND

Public Consulting Group, Inc., *Boston, MA* Aug 1992 – Present

EDUCATION

Harvard University, *Cambridge, MA*
Master of Public Administration, June 1980

University of Massachusetts, Amherst, Massachusetts
Bachelor of Arts, May 1971

CERTIFICATIONS/ PUBLICATIONS/ SPECIAL SKILLS

- Managed Care in Medicaid Program, Tom Entrikin, June 1999
- Beyond Managed Care: An Owner's Manual for Self-Determination. T. Nerney, D. Shumway, M. Fenton, T. Entrikin, S. Morrill, G. Marburg, published by Robert Wood Johnson Foundation, 1997.

PETER MARSHALL
MANAGER AT PUBLIC CONSULTING GROUP, INC.

RELEVANT PROJECT EXPERIENCE

PCG Education Northeast and Mid-Atlantic Regional Manager

Mr. Marshall: Responsible for the oversight, management and client engagement for the PCG Education Northeast and Mid-Atlantic regions. This geography includes New England, Pennsylvania, Virginia, West Virginia, Delaware and the District of Columbia.

Office of the State Superintendent of Education (OSSE), District of Columbia

Special Education Data Management System

Mr. Marshall: Led the implementation of SPED data system. Implementation included data migration, training, development, project management, ongoing support, reporting and hosting of the application. Engagement included coordination of 50+ Charter Schools and DCPS. Stakeholder buy-in was critical to project success and involved multi-agency coordination.

Department of Education (PDE), State of Pennsylvania

School-Based Access Program (SBAP)

Project: Project included implementing a case management system in 683 school districts, charter schools, intermediate units and private schools.

Mr. Marshall: Led the implementation of a multi-faceted Medicaid reimbursement project. Project included Medicaid Administrative claiming, Cost settlement and fee-for-service billing. Project start-up coincided with CMS-mandated program changes, including many significant changes to process and procedures. Led over 200 training/information sessions, weekly webinars, extensive communications plan

Department of Education (DOE), State of Massachusetts

Massachusetts Municipal Medicaid Revenue Maximization Project

Mr. Marshall: Project manager overseeing tens of millions of dollars in reimbursement annually. Generate Medicaid billings for Medicaid eligible Special Education students. Used PCG resources and school data files to track attendance information for students enrolled in SPED. Tracked remittances from Medicaid and presented timely status reports to client. Assisted in the implementation of Administrative Activity Claiming. Developed training material and time-survey forms to be used in conjunction with the training of clinicians. Training of therapists, psychologists, nurses and administrative staff covered the proper procedures in filling out time survey forms. Provided programmatic oversight to all Massachusetts municipal clients. Frequently meet with State Medicaid agency regarding regulation changes and program updates.

City of Boston, Boston, Massachusetts
City of Brockton, Brockton, Massachusetts
City of Cambridge, Cambridge, Massachusetts
City of Chelsea, Chelsea, Massachusetts
City of Fitchburg, Fitchburg, Massachusetts
City of Lowell, Lowell, Massachusetts
City of Lynn, Lynn, Massachusetts
City of Quincy, Quincy, Massachusetts
City of Springfield, Springfield, Massachusetts
City of Watertown, Watertown, Massachusetts

Department of Education (DOE), State of Massachusetts

Special Education Data Management System

Mr. Marshall: Led the implementation of SPED data system. Implementation included data migration, training, development, project management, ongoing support, reporting and hosting of the application.

City of Cambridge, Cambridge, Massachusetts
City of Lowell, Lowell, Massachusetts
City of Lynn, Lynn, Massachusetts
City of Quincy, Quincy, Massachusetts
City of Somerville, Somerville Massachusetts
City of Springfield, Springfield, Massachusetts
City of Watertown, Watertown, Massachusetts

EDUCATION

Emmanuel College

Bachelor of Science in Business Administration (BSBA)

STEPHEN PENG
CONSULTANT AT PUBLIC CONSULTING GROUP, INC.

RELEVANT PROJECT EXPERIENCE

Bureau of Medical Services, State of West Virginia

School Based Health Services Program (Jan 2016 – Present): Team Lead

Project: The West Virginia School Based Health Services Program (WVSBHS) is a school-based federal Medicaid Title XIX reimbursement program. The purpose of WVSBHS is to recover a portion of costs for certain Medicaid covered services or activities provided to Medicaid-eligible students enrolled in 57 participating West Virginia local education agencies.

Mr. Peng: Creates and presents trainings to districts to facilitate their understanding of the cost reporting and cost settlement process. Reviews data submitted by districts through the annual cost report for reasonability. Assists districts with questions regarding the annual cost report through the phone hotline and by email.

Department of Education, State of New Jersey

Special Education Medicaid Initiative Program (Jan 2016 – Present): Team Lead

Project: Special Education Medicaid Initiative (SEMI) is a school-based federal Medicaid Title XIX reimbursement program. The purpose of SEMI is to recover a portion of costs for certain Medicaid covered services or activities provided to Medicaid-eligible students enrolled in over 250 participating New Jersey local education agencies.

Mr. Peng: Creates and presents trainings to districts to facilitate their understanding of the cost reporting and cost settlement process. Reviews data submitted by districts through the annual cost report for reasonability. Assists districts with questions regarding the annual cost report through the phone hotline and by email.

Department of Education, State of Delaware

Children's Services Cost Recovery Program (Jan 2016 – Present): Team Lead

Project: The main responsibility of the Cost Recovery Unit is to maximize the recovery of federal Medicaid and CHIP entitlement dollars for DSCYF and to ensure that all children who meet the eligibility criteria for Medicaid, CHIP and IV-E have a positive eligibility determination.

Mr. Peng: Work closely with the Department of Education to obtain data required for submission of cost reports. Thoroughly reviews and analyzes data to identify potential inaccuracies as well as all allowable and unallowable costs. Implements data and prepare final cost reports to be submitted to CMS for all Delaware providers participating in the program.

Department of Financial Services, State of New York

New York Medical Indemnity Fund Administrator (July 2018 – Present): Implementation and Project Management Support

Project: Administration of the New York Medical Indemnity Fund (MIF), which provides a funding source for future health care costs associated with birth-related neurological injuries. PCG oversees the MIF enrollment process, provides technical and case management support to enrollees and families, and adjudicates requests for services requiring prior authorization.

Mr. Peng: Worked on the implementation of the Case Management system that is currently used to provide case management services to MIF enrollees. The process involved consulting clinicians to develop policies and procedures, creating user requirements, working in partnership with a software vendor to provide context and details for configuration of the system, user acceptance

testing, and training. Additionally, Mr. Peng facilitated the onboarding and training of all new staff for this engagement, and currently he provides project management support for case management staff.

Department of Health and Social Services, State of Delaware

ASIST Health Home Rate Methodology (April 2018 – December 2018): Client Lead

Project: Developed a rate methodology to be used with Delaware DHSS' State Plan Amendment submission for Health Home services known as the Assertive Community Integration and Support Team (ACIST) program.

Mr. Peng: Facilitated meetings with the client and provider organizations to identify the core financial aspects of the ACIST rate, which included: staffing, occupancy, transportation, and administration and overhead costs. Led client discussions explaining rate setting procedures and utilization analyses. Drafted narrative documenting methodology, and describing all considerations and variables identified throughout the rate process.

Beacon Health Options

ACO Strategic Initiative (August 2017 – December 2017): Financial Lead

Project: Assisted Beacon Health Options in preparing for the introduction of Medicaid ACOs into the Massachusetts's marketplace. Created a five-year financial operating model accounting for changes in Beacon's current business model. Presented projected financial impact and various scenario models at weekly executive meetings.

Mr. Peng: Developed the financial model and scenario modelling. Model accounted for membership enrollment, medical expense trends, patient mix, administrative expenses, and claims/admin revenues. Used the financial model to lead executive level discussions regarding strategy in response to the changing Medicaid policies.

Advocates and Behavioral Health Partners of MetroWest, LLC.

BHCP Financial Feasibility (April 2017 – June 2017): Business Analyst

Project: Assisted Advocates and Behavioral Health Partners of MetroWest with their application to become a Behavioral Health Community Partner of Massachusetts. Developed financial models to help determine the feasibility and sustainability of the program through five years. Presented analysis to the leadership team for all five providers of Behavioral Health Partners of MetroWest, LLC.

Mr. Peng: Created a dynamic model that accounts for the intricacies of the Behavioral Health Community Partner Program in Massachusetts. Customized the model to fit the needs of each provider within Behavioral Health Partners of MetroWest. Model accounted for multiple revenue streams, quality incentive DSRIP withholdings, differing care management and contract management costs per provider, differing utilization rates and acuity of enrollees per provider, and included the ability to be scaled up or down.

Department of Mental Health, State of Missouri

Federal and State Cost Reporting (August 2016 – Present): Cost Reporting Lead

Project: Preparing the Medicare (CMS-2552) and Medicaid cost reports on behalf of seven state operated psychiatric facilities. Assist with all communication and clarification between CMS and Missouri Department of Mental Health, including responses and appeals to the fiscal intermediary.

Mr. Peng: Manage relationship between all seven facilities, and the coordination of data collection and implementation for each facility. Lead a team of analysts in order to obtain specific information from the facilities in order to analyze detailed charges, revenue, and expenditures. Completed a

thorough review of all expenditures to ensure that all allowable costs were captured and reported in the cost reports. Inform Missouri DMH of methods for maximizing reimbursement as well as ensuring compliancy with regulations.

Walden Behavioral Care, Commonwealth of Massachusetts

Private Hospital Federal and State Cost Reporting Compliance Project (Jan 2016 – Present): Client Lead

Project: Preparing the Medicare (CMS-2552) and Medicaid (CHIA-403) cost reports on behalf of Walden Behavioral Care.

Mr. Peng: Prepare and submit all required federal and state cost reports including Medicare (CMS-2552) and Medicaid (CHIA-403) cost reports. Worked closely with hospital CFO in order to obtain specific information needed to complete a detailed analysis of all costs, revenue, and expenditures pertaining to the facility.

Department of State Hospitals, State of California

Charge Description Master Update (June 2018 – Present): Consultant

Project: PCG is working in collaboration with the department to establish a documented methodology for updating DSH's charge description master, updating room and board per diem rates, and completing the CMS Cost Report. PCG will provide a comprehensive assessment of DSH's CDM pricing, inpatient room and board per diem rates within the current billing structure and will identify pricing gaps for services. This assessment will be used to guide the proposed rate methodology for all hospital services. PCG will also complete the CMS 2552-10 Medicare cost report for the two Medicare-certified state hospitals as part of this engagement.

Mr. Peng: Assist with data analysis and presentation to support billing processes improvement and revised rate methodologies.

Department of Human Services, Government of the Virgin Islands

Cost Report Review and Analysis (August 2017 – Present): Consultant

Project: PCG is working on behalf of the United States Virgin Islands (USVI) Department of Human Services (DHS) to provide Medicaid consultation services, assist in Medicaid rate setting and reconciliation, and perform Medicaid audits of the annual Medicare Cost Reports and other supporting information for the USVI hospitals, Nursing Facility, and Federally Qualified Health Centers (FQHC) for Fiscal Years 2011 through 2016.

Mr. Peng: Performs audits of the two USVI FQHCs. Mr. Peng identified all supporting work papers and verifying that all schedules on the CMS Form 222-93 and CMS Form 224-14 reconcile with supporting work papers. Any discrepancies and variances were examined for materiality and then documented for further review with the department.

Health Care Authority, State of Washington

Ground Emergency Medical Transportation Program (August 2018 – Present): Team Lead

Project: Worked with local emergency services providers to complete the cost reports in compliance with the newly established EMS Medicaid supplemental payment program, desk reviewed the cost reports, and calculated the final settlements along with variance analyses.

Mr. Peng: Led project teams responsible for five different clients in the Washington area. Responsible for all day to day communication, data collection and analysis, and cost report preparation and submission.

Agency for Health Care Administration, State of Florida

Public Emergency Medical Transportation Program (August 2016 – Present): Team Lead and Support

Project: Coordinated with providers to implement Florida's first public EMS claiming program, developing a process that is compliant with all state and federal claiming rules and regulations. Developed cost reports, trained providers, worked with providers to properly complete the cost reports, desk reviewed the cost reports, and calculated the final settlements.

Mr. Peng: Works closely with 10 providers to ensure accurate and timely submission of cost reports to AHCA. Responsible for all day to day communication, data collection and analysis, and cost report preparation and submission.

Executive Office of Health and Human Services, Commonwealth of Massachusetts

Governmental Ambulance Certified Public Expenditure Program (August 2016 – Present): Business Analyst

Project: Developed Massachusetts' first public EMS claiming program, developing a process that is compliant with all state and federal claiming rules and regulations. Developed cost reports, trained providers, worked with providers to properly complete the cost reports, desk reviewed the cost reports, and calculated the final settlements.

Mr. Peng: Creates and presents trainings to districts to facilitate their understanding of the cost reporting and cost settlement process. Reviews data submitted by districts through the annual cost report for reasonability. Assists districts with questions regarding the annual cost report through the phone hotline and by email. Works closely with developers to implement enhancements to the PCG claiming system.

Department of Health Care Policy and Financing, State of Colorado

Nursing Facilities Pay for Performance Review (March 2017 – Present): Business Analyst

Project: Evaluate nursing facilities applications for the Colorado's Department of Health Care Policy and Financing Pay for Performance program. The Pay for Performance program offers financial incentives to providers who are able to document specific quality of life and quality of care initiatives, as well as provide metrics supporting continued improvements in the quality of life and quality of care of residents.

Mr. Peng: Performs objective reviews of the Nursing Facility applications to the DHCPF Pay for Performance program. Scored facility applications per the requirements set forth by DHCPF. Conducted site visits of facilities to validate the accuracy of the application materials submitted.

Executive Office of Health and Human Services, Commonwealth of Massachusetts

Rate Review and Rate Development for Social Services (Jan 2016 – November 2016): Business Analyst

Project: Assisted with the review of dozens of rates in order to confirm that they adhere to all applicable provisions for social service program rates as provided under MGL Chapter 118E Section 13D (commonly referred to as "Chapter 257"). These provisions include: (a) the reasonable cost to social service program providers; (b) a cost adjustment factor to reflect changes in reasonable costs of goods and services of social service; and (c) geographic differences in wages, benefits, housing, and real estate costs.

Mr. Peng: Assisted with the development of rates for two social services programs across two agencies. Efforts include developing, distributing, and collecting a web-based survey intended to capture high-level financial and programmatic information in order to inform rate development; assisting each agency understand their core services and how those services should be procured; developing multiple rate recommendations for each program

Department of Mental Health, Commonwealth of Massachusetts

Federal and State Cost Reporting (Jan 2016 – June 2016): Business Analyst

Project: Preparing the Medicare (CMS-2552) and Medicaid (CHIA-403) cost reports on behalf of facilities from the Department of Public Health, Department of Mental Health, Department of Developmental Services and Soldiers' Homes.

Mr. Peng: Prepared the CMS-2552 and 403 cost reports for Medicare and Medicaid on behalf of two of the state operated psychiatric facilities. Obtained specific information from the facilities in order to properly analyze detailed charges, revenue, and expenditures. Completed a thorough review of all expenditures to ensure that all allowable costs were captured and reported in the cost reports.

PROFESSIONAL BACKGROUND

Public Consulting Group, *Boston, MA* Jan 2016 – Present

EDUCATION

University of North Carolina, *Chapel Hill, NC*
Bachelor of Science in Business Administration, Consulting, 2015

ARATHI PRASAD
SOFTWARE DEVELOPMENT MANAGER AT PUBLIC CONSULTING GROUP, INC.

RELEVANT PROJECT EXPERIENCE

Software Development Manager

Ms. Prasad: Provide leadership and direction for the software team in developing quality software for Case Management and Revenue Services Business Line (RSCM). Manage development for Medicaid Billing, Admin Claiming and EDPlan product suite (EasyIEP, EasyTrac, BehaviorPlus, 504, Progress Monitoring). Responsible for managing the design, implementation, testing and documentation of software for multiple products. The EdPlan System is currently used by over 3,500 School Districts.

Large Scale Implementation Experience

Ms. Prasad: Rolled out EdPlan product line for several statewide clients and large districts such as NJ, DC, Miami, NH, NC, Indiana, TN.

Reporting Solutions

Ms. Prasad: Experience with rolling out state and federal reports for Special Education. Lead the effort to seamlessly integrate Business Objects SAP into the RSCM platform.

Flexible Interface

Ms. Prasad: Designed and developed the Flexible Interface to allow customers to have custom specific interfaces for Special Education Modules. Flexible Interface helps in delivering the customer needs faster.

Hosting EDPlan

Ms. Prasad: Responsible for the Revenue Services and Case Management Products hosting. Over 15 years of experience with hosting web-based applications, scaling applications and providing good performance from our applications and hosting centers.

Budget/Vendor Management

Ms. Prasad: Responsible for managing the development and hosting budget ~$5 Million. Works closely with vendor contract negotiation and payment approvals.

PROFESSIONAL BACKGROUND

Public Consulting Group, Inc., *Boston, MA*

Apogee Networks, *Laurence Harbor, NJ*

Lucent Technologies, *Murray Hill, NJ*

EDUCATION

Duke University, *Durham, NC*
Master's in Business Administration

University of New Haven, *West Haven, CT*
Master's in Computer Science

U.V.C.E, *Bangalore, India*
Bachelor of Engineering, Computer Engineering

LAUREN RODRIGUES
SENIOR CONSULTANT AT PUBLIC CONSULTING GROUP, INC.

RELEVANT PROJECT EXPERIENCE

Bureau of Medical Services, State of West Virginia

School Based Health Services Program Design and Implementation (July 2011 – Present): Team Lead

Project: The West Virginia School Based Health Services Program (WVSBHS) is a school-based federal Medicaid Title XIX reimbursement program. The purpose of WVSBHS is to recover a portion of costs for certain Medicaid covered services or activities provided to Medicaid-eligible students enrolled in 57 participating West Virginia local education agencies.

Assisting the state in designing and implementing a cost based reimbursement methodology for the school based health services program. Revised the State Plan Amendment to outline the new methodology as well as accompanying documents including the cost report and cost reporting guide. Created presentations and conducted financial trainings to assist the LEAs in completing the annual cost report and participating in the Random Moment Time Study.

Department of Education, State of New Jersey

NJ SEMI Program (September 2014 – Present): Team Lead

Project: Special Education Medicaid Initiative (SEMI) is a school-based federal Medicaid Title XIX reimbursement program. The purpose of SEMI is to recover a portion of costs for certain Medicaid covered services or activities provided to Medicaid-eligible students enrolled in over 250 participating New Jersey local education agencies.

Creates and presents trainings to districts to facilitate their understanding of the cost reporting and cost settlement process. Reviews data submitted by districts through the annual cost report for reasonability. Assists districts with questions regarding the annual cost report through the phone hotline and by email.

Department of Education, State of Delaware

Children's Services Cost Recovery Program (January 2015 – Present): Project Manager

Project: The main responsibility of the Cost Recovery Unit is to maximize the recovery of federal Medicaid and CHIP entitlement dollars for DSCYF and to ensure that all children who meet the eligibility criteria for Medicaid, CHIP and IV-E have a positive eligibility determination.

Prepared and submitted the Special Education Medicaid Cost Settlement Report on behalf of the Delaware Department of Education. Identified the Medicaid allowable and non-allowable costs for school based health services and analyzed all costs incurred by Delaware school districts regarding special education services to Medicaid eligible students.
led meetings to review final cost report with the facility and explain variances from year to year.

Department of State Hospitals, State of California

Charge Description Master Update (June 2018 – Present): Project Manager

Project: PCG is working in collaboration with the department to establish a documented methodology for updating DSH's charge description master, updating room and board per diem rates, and completing the CMS Cost Report. PCG will provide a comprehensive assessment of DSH's CDM pricing, inpatient room and board per diem rates within the current billing structure and will identify pricing gaps for services. This assessment will be used to guide the proposed rate

methodology for all hospital services. PCG will also complete the CMS 2552-10 Medicare cost report for the two Medicare-certified state hospitals as part of this engagement.

Department of Mental Health, State of Missouri

Federal and State Cost Reporting (July 2015 – Present): Project Manager

Project: Prepared the CMS-2552 cost reports for Medicare and Medicaid on behalf of the 9 state operated psychiatric facilities. Obtained specific information from the facilities in order to properly analyze detailed charges, revenue, and expenditures. Completed a thorough review of all expenditures to ensure that all allowable costs were captured and reported in the cost reports. Conducted an analysis of the current rates set for Medicaid services and the current Disproportionate Share Hospital (DSH) calculation for the state facilities.

Department of Human Services, Government of the Virgin Islands

Cost Report Review and Analysis (August 2017 – Present): Project Manager

Project: PCG is working on behalf of the United States Virgin Islands (USVI) Department of Human Services (DHS) to provide Medicaid consultation services, assist in Medicaid rate setting and reconciliation, and perform Medicaid audits of the annual Medicare Cost Reports and other supporting information for the USVI hospitals, Nursing Facility, and Federally Qualified Health Centers (FQHC) for Fiscal Years 2011 through 2016.

Department of Health and Human Services, State of New Hampshire

Federal Cost Reporting Compliance Project (October 2017 – Present): Project Manager

Project: Prepared Fiscal Year 2017 Medicare Cost Report and filing the completed Medicare Cost Report with the designated intermediary. Consulting with the Department to improve the current process to complete a Medicare Cost Report. Reviewing the filed Fiscal Year 2012, 2013 and 2014 Medicare Cost Reports for correctness and identifying necessary corrective actions; filing an amended Medicare Cost Report as required.

Department of Mental Health, Commonwealth of Massachusetts

Federal and State Cost Reporting Compliance Project (August 2011 – February 2016): Team Lead

Project: Prepared and submitted the required Medicare (CMS-2552) and Medicaid (DHCFP-403) cost reports for five state mental health facilities. Organized information from the client and completed reports in a timely and accurate manner. Coordinated and led meetings to review final cost report with facilities and explain variances from year to year. Reviewed and made recommendations for the adjustment of Medicaid rates on a biannual basis.

Department of Developmental Services, Commonwealth of Massachusetts

Federal and State Cost Reporting Compliance Project (August 2011 – February 2016): Team Lead

Project: Medicaid Cost Reporting: Prepared Medicaid 403A cost reports on behalf of the facilities. Met with facilities to review and analyze expenses for accuracy and to ensure all allowable costs were captured and reported in the cost reports. Coordinated and led meetings to review final cost report with facilities and explain variances from year to year.

Medicaid Cost Reporting, Marquardt Nursing Facility: Prepared and submitted the required Medicaid (HCF-1) cost report for Marquardt Nursing Facility. Organized information from the client and completed reports in a timely and accurate manner. Coordinated and

Community Behavioral Health Association of Maryland, State of Maryland

Outpatient Cost Study (March 2018 – July 2018): Project Manager

Project: PCG performed an outpatient cost analysis for community-based behavioral health providers in Maryland. The overall goal of this project was to demonstrate the gap between what it costs providers to deliver services and the actual reimbursement they receive from Medicaid. PCG developed a cost collection tool for providers and performed a detailed analysis of reported provider costs to identify the true cost per unit of providing these services.

Division of Developmental Disabilities, State of Delaware

ACIST Rate Setting (March 2018 – December 2018): Project Manager

Project: PCG assisted DE HSS with the development of a Health Home rate methodology for the provision of the services outlined by the ACIST program. To meet this aim, PCG facilitated provider discussions to understand ACIST provider operations, and to allow for provider feedback regarding the rate-setting process. Provider financial data was analyzed to determine Medicaid allowable costs and categorizations. PCG provided DHSS with a description of the rate methodology and a financial model containing a four year fiscal impact. Upon completion of the analysis, PCG assisted with the State Plan Amendment submission language, and provided support with responses to CMS questions.

Cambridge Health Alliance, Commonwealth of Massachusetts

Financial Assessment (September 2017 – Present): Project Manager

Project: PCG will perform a financial assessment of CHA to identify significant cost drivers, pinpoint areas in which CHA's reported metrics exceed those of its peer group, determine whether costs are accurately categorized for cost reports and other external reporting, and provide recommendations for opportunities in which CHA can seek to reduce costs.

Executive Office of Health and Human Services, Commonwealth of Massachusetts

Economic Analysis of the Cost Adjustment Factor, Cost Increment Factor, and a Proposed Cost Adjustment Factor Methodology (April 2017 – May 2017): Project Manager

Project: PCG worked with EOHHS to provide a detailed economic analysis of the Cost Adjustment Factor (CAF) and the Cost Increment Factor (CIF). This included a review of the elements contributing to the CAF and CIF for FY13 through present to compare each inflation factor to the actual cost increases in each period. PCG provided EOHHS with a report summarizing this analysis and proposing a consistent methodology for EOHHS' use.

Department of Mental Health, Commonwealth of Massachusetts

Privatization Analysis of DMH Emergency Service Programs (April 2015 – December 2015): Team Lead

Project: The Department of Mental Health (DMH) is considering privatizing its state-operated Emergency Service Programs (ESPs) in the DMH Southeast Area. Chapter 296 of the Acts of 1993 (the "Privatization Law") requires that a particular process be followed in assessing whether privatization would be cost effective. As part of this process, PCG was tasked with conducting the required cost analyses and preparing necessary documentation; assisting in developing and executing a procurement plan; assisting in providing necessary support to any employee organization interested in bidding on the procurement; assisting and completing a management study; documenting analyses and conclusions; and compiling this information into a cohesive report for submission to the Office of the State Auditor.

Executive Office of Health and Human Services, Commonwealth of Massachusetts

Rate Review and Rate Development for Social Services (July 2015 – December 2016): Team Lead

Project: Assisted with the review of dozens of rates in order to confirm that they adhere to all applicable provisions for social service program rates as provided under MGL Chapter 118E Section 13D (commonly referred to as "Chapter 257"). These provisions include: (a) the reasonable cost to social service program providers; (b) a cost adjustment factor to reflect changes in reasonable costs of goods and services of social service; and (c) geographic differences in wages, benefits, housing, and real estate costs.

Assisted with the development of rates for three social services programs across two agencies. Efforts include developing, distributing, and collecting a web-based survey intended to capture high-level financial and programmatic information in order to inform rate development; assisting each agency understand their core services and how those services should be procured; developing multiple rate recommendations for each program

Executive Office of Health and Human Services, Commonwealth of Massachusetts

CBFS Stakeholder Engagement (December 2016 – March 2017): Project Manager

Project: Community Based Flexible Supports is a DMH program designed to provide a continuum of care to individuals served by DMH in the community. In order to solicit feedback from community stakeholders regarding the program's redesign and development of reimbursement package PCG is facilitating two stakeholder work groups and two public meetings. PCG will prepare a Briefing, or summary, of workgroup and public meeting input, to be used for the final public meeting and to inform CBFS program design and rate methodology.

Department of Health Care Finance, District of Columbia

FQHC Alternative Payment Methodologies (January 2015 – March 2015): Subcontractor

Project: Assisted with the creation of alternate payment methodologies for District of Columbia's (the District's) Federally Qualified Health Centers (FQHCs). Reviewed the District's current FQHC cost report format to assess the reasonableness of allowable and unallowable costs. Provided a memo of assessment and recommendations for improvement. Assessed the format and data collection capabilities of the cost report to be able to create reasonable and accurate rates for medical services, behavioral health services, and dental services, as well as care management activities.

Office of Behavioral Health, State of Colorado

Standardized Coding, Unit Cost, Reimbursement Rates & Web Solution (August 2012 – June 2016): Team Lead

Project: Assisted with the creation of uniform service coding standards for substance use disorder (SUD); Created a uniform cost calculation to improve the accuracy and consistency for determining the cost of SUD treatment services; Developed a substance use disorder treatment service valuation methodology and modifiers to set up reimbursement rates; Facilitated the production of a web based cost report application incorporating all of the requirements of the other project phases.

Executive Office of Health and Human Services (EOHHS), Office of Medicaid, Commonwealth of Massachusetts

Supplemental Payment Program for EMS Providers (July 2013 – Present): Project Manager

Project: Worked with EOHHS on CMS approval for, and the implementation of a MassHealth Supplemental Payment Program to generate incremental federal Medicaid revenue for local governmental providers of ambulance/emergency medical services (EMS) to MassHealth beneficiaries. Facilitated the creation of a Medicaid State Plan Amendment and its submission to CMS. Organized a workgroup with 6 EMS providers to understand financial and reporting capabilities and finalize reporting methodologies. Developed cost report and cost reporting guide utilizing feedback from the workgroup.

Boynton Beach Fire Rescue, State of Florida
Kissimmee Fire Department, State of Florida
Orlando Fire Department, State of Florida
Polk County Fire Rescue, State of Florida
Osceola County Fire Rescue, State of Florida

Supplemental Payment Program for EMS Providers (September 2016 – Present): Project Manager

Project: Prepared Medicaid cost reports on behalf of five municipal EMS providers. Obtained data from the facilities in order to properly analyze charges, revenue, and expenditures. Completed a thorough review of all expenditures to ensure that all allowable costs were captured and reported in the cost reports.

Department of Health Care Policy and Financing, State of Colorado

Nursing Facilities Pay for Performance Review (March 2011 – June 2013): Project Manager

Project: Performed objective reviews of the Nursing Facility applications to the DHCPF Pay for Performance program. Scored facility applications according to the requirements set forth by DHCPF. Conducted site visits of facilities to validate the accuracy of the application materials submitted.

Division of Health Care Finance and Policy, Commonwealth of Massachusetts

Health Safety Net Compliance Review (May 2013 – June 2013): Project Staff

Project: Conducted field audits to ensure compliance with Health Safety Net eligibility and claiming regulations. Areas of review included allowable bad debt, Health Safety Net as secondary payer, reporting of bad debt recoveries, reporting of free care income, and service code eligibility.

District of Columbia Public Schools, District of Columbia

Medicaid Cost Settlement Reports (June 2011 – August 2011): Project Staff

Project: Prepared and submitted the fiscal year 2010 Special Education Medicaid Cost Settlement Report on behalf of the District of Columbia Public Schools. Identified the Medicaid allowable and non-allowable costs for school based health services and analyzed all costs incurred by the District of Columbia Public Schools regarding special education services to Medicaid eligible students.

PROFESSIONAL BACKGROUND

Public Consulting Group, *Boston, MA* January 2011 – Present

State Street Corporation, *Boston, MA* May 2009 – January 2011

EDUCATION

Bentley University, *Waltham, MA*
Master's in Business Administration, 2010

Bentley University, *Waltham, MA*
Bachelor of Science, Finance, 2008

MATTHEW SORRENTINO, PMP, MBA
MANAGER AT PUBLIC CONSULTING GROUP, INC.

RELEVANT PROJECT EXPERIENCE

School & County Based Cost Reporting And Cost Settlement

Department of Health Services, State of Wisconsin

School Based Services Cost Reporting / Reconciliation Initiative (January 2009 - Present): Project Manager

Project: Lead the compilation and settlement of initial school based cost reports under new Medicaid State Plan. Assumed management responsibility of the integrated random moment time study process for both direct services as well as administrative claiming. Compiled time study rosters, trained school district staff on revised procedures and successfully implemented a web-based cost reporting and Medicaid reconciliation system. Managed the processing of over 400 school district desk audits and processing of Medicaid cost settlements.

Mr. Sorrentino: Served as the initial Project Manager and has since transitioned to the Engagement Manager, responsible for oversight of the Project Manager and execution of all project deliverables.

Kansas Department of Health Environment, State of Kansas

Medicaid Cost Reimbursement for School Based Services (July 2009 - Present): Project Manager

Project: KHDE contracted with PCG to develop a cost reimbursement methodology for the services provided by school districts and covered under the Medicaid program. Lead the development of the public notice and Medicaid state plan amendment. Assisted KHDE in responding to CMS questions and requests for additional information. Designed web based cost reporting application to facilitate Medicaid cost settlement process. Managed trainings to school districts on the new annual cost reporting process. Directed the processing of Medicaid cost settlements. Responsible for the development of interim rates. Developed onsite field audits of LEAs to validate cost reports and supporting documentation.

Mr. Sorrentino: Served as the initial Project Manager and has since transitioned to the Engagement Manager, responsible for oversight of the Project Manager and execution of all project deliverables.

Department of Community Health, State of Georgia

Medicaid Cost Reimbursement for School Based Services: Project Manager

Project: DCH has contracted with PCG to implement a Medicaid cost settlement program. Lead the development and assisted DCH to obtain approval of the Medicaid state plan amendment to implement a cost settlement methodology. Developed cost reporting form and instructions, implemented the Medicaid Cost Reporting and Claiming System to automate the submission of the Medicaid cost reports, trained providers on how to complete cost reports, and calculated Medicaid cost settlements. Responsible for the development of onsite and remote audit program to validate cost reports.

Mr. Sorrentino: Served as the initial Project Manager and has since transitioned to the Engagement Manager, responsible for oversight of the Project Manager and execution of all project deliverables.

Arizona Health Care Cost Containment System, State of Arizona

Medicaid Cost Reimbursement for School Based Services: Project Manager

Project: AHCCCS contracted with PCG to implement a Medicaid cost settlement and reconciliation process. Lead the development and assisted AHCCCS to obtain approval of the Medicaid state plan amendment to implement a cost settlement methodology. Developed cost reporting form and instructions, implemented the Medicaid Cost Reporting and Claiming System to automate the submission of the Medicaid cost reports, trained providers on how to complete cost reports, and

calculated Medicaid cost settlements. Responsible for the development of onsite and remote audit program to validate cost reports.

Mr. Sorrentino: Served as the initial Project Manager and has since transitioned to the Engagement Manager, responsible for oversight of the Project Manager and execution of all cost settlement project deliverables.

Department of Public Welfare, Commonwealth of Pennsylvania

Medicaid Cost Reimbursement for School Based Services*:* Project Manager

Project: PDW contracted with PCG to implement a Medicaid cost settlement and reconciliation process. Lead the development and design process to implement a cost settlement methodology. Developed cost reporting form and instructions, implemented the Medicaid Cost Reporting and Claiming System to automate the submission of the Medicaid cost reports, trained providers on how to complete cost reports, and calculated Medicaid cost settlements. Responsible for the oversight and project management of all program functions.

Mr. Sorrentino: Served as the initial Project Manager and has since transitioned to the Engagement Manager, responsible for oversight of the Project Manager and execution of all cost settlement project deliverables.

Department of Health Services, State of Wisconsin

Wisconsin Medicaid Cost Reporting (WIMCR) Settlement Project: Project Director

Project: Manage the review and submission of county Medicaid cost reports for eligible Medicaid services. The services subject to cost settlement include mental health, developmental disabilities, and long term supports. Cost reports are used to develop interim payment rates for Medicaid purposes. Assisted in the transformation of the cost allocation methodology, including the deployment of a robust web based cost reporting application to facilitate cost reporting and settlement services.

Mr. Sorrentino: Serves as the Project Director and is responsible for the oversight of the Project Manager and execution of all cost settlement project deliverables.

Third Party Administrator & Claims Processing Services

Common Care Alliance (CCA), Commonwealth of Massachusetts

Third Party Administrator (TPA) Services (July 2016 – Current): Executive Sponsor

Project: Executive sponsor for TPA and claims processing services on behalf of CCA. Oversee adjudication of annual claims exceeding $500M per year, as well as customer service, appeals, and other back office operations. Worked to restructure team by implementing structural changes, which lead to operational efficiencies.

Department of Financial Services, State of New York

Medical Indemnity Fund & Third Party Administrator (TPA) Services (July 2016 – Current): Executive Sponsor & Implementation Project Manager

Project: Executive sponsor for TPA and claims processing services on behalf of the New York State Medical Indemnity Fund (MIF). Responsible for the launch of the MIF Administrator services, including organizing the procurement of a case management platform, recruiting and hiring a case management team, and working to develop policies and procedures for implementation of MIF administrator operations, which includes enrollment, prior authorization and utilization management, as well as case management functions.

Medicaid Rate Setting & Reimbursement

Department of Health Delivery System Reform Incentive Payment Program, State of New York (September 2014 – Present): Project Implementation Manager

Mr. Sorrentino: Responsible for execution of key project deliverables, including development of oversight requirements for $12B state funding to 25 large hospital-led Performing Provider Systems (PPSs). Develops oversight requirements for areas such as: PPS Governance, Workforce Development, Financial Sustainability and Flow of Funds, Technology Infrastructure, and project compliance. Assisted to develop financial models to determine the valuation of achievement values, as well as provide recommendations on funds flow. Develops quality measure specification procedures for NQF quality measure baselines and performance as part of Pay for Performance payment methodology.

Health and Human Services Commission, State of Texas

Enhanced Ambulatory Patient Grouping (EAPG) Payment System (August 2014 – December 2016): Project Manager

Mr. Sorrentino: Overall project manager to assist HHSC to evaluate the implementation of an EAPG outpatient hospital reimbursement system. PCG developed Texas specific weights, modeled provider classification base rates, and performed fiscal impact analysis to understand changes to reimbursement. Furthermore, PCG assessed the impact EAPGs would have on existing business processes, including require policy changes, as well as claims adjudication processes that would be impacted. Finally, PCG supported the incorporation of EAPGs into the Medicaid managed care capitation rates.

Department of Health Care Policy & Financing, State of Colorado

Delivery System Reform Incentive Payment Program (March 2016 – 2018): Technical Adviser

Mr. Sorrentino: Responsible for providing technical assistance in drafting a concept paper to outline high level goals and objectives of a Section 1115 transformation waiver. The goal of the waiver is to preserve inpatient and outpatient hospital upper payment limit supplemental payments, while repurposing these funds to provide hospitals incentives to engage in system transformation. Mr. Sorrentino provided strategic direction on the design of the concept paper and the structure of the transformation program.

Executive Office of Health and Human Services, Commonwealth of Massachusetts

Enhanced Ambulatory Patient Grouping (EAPG) Rate Setting (July 2014 – June 2017): Project Director

Project: Assisting MassHealth in the implementation of a new outpatient hospital reimbursement methodology. This includes working through impact scenarios with MassHealth hospital leadership during a transition year, followed by implementation of a full EAPG methodology.

Mr. Sorrentino: Serves as the Project Director, providing client support and managing project resources.

Executive Office of Health and Human Services, Commonwealth of Massachusetts

Public Emergency Medical Services (EMS) Program Claiming (January 2014 – Present): Project Advisor

Project: Developed Massachusetts' first public EMS claiming program, developing a process that is compliant with all state and federal claiming rules and regulations. Designed the methodology, including developing the Medicaid State Plan amendment and obtaining CMA approval for the cost reporting methodology. The first year of this project yielded $5.9 million in federal revenue to the Commonwealth.

Mr. Sorrentino: As Project Director, oversaw methodology and calculations.

Department of Health Services, State of Wisconsin

FQHC Alternative Payment Methodology (December 2014 – 2017): Project Manager

Project: Working to assess the current FQHC alternative payment methodology, providing recommendations on changes to transition to a prospective payment system (PPS). This includes completing detailed FQCH profile analysis, determining viable alternative payment systems, and ultimately recommending and implementing a new reimbursement system.

Mr. Sorrentino: Serves as the Project Manager and is responsible for all facets of the project.

Department of Health Services, State of Wisconsin

Inpatient and Outpatient Rate Setting Project (July 2007- December 2015): Project Manager

Mr. Sorrentino: Lead the execution of inpatient and outpatient rate setting deliverables. Lead the drafting and submission of public notices and drafting of state plan amendments. Completed calculations of the upper payment limits to ensure rate increases adhered to federal requirements. Lead efforts in the development of creating various rate setting models to calculate Medicaid costs. Managed changes in rate setting methodology to move from statewide average base rate to provider specific cost based DRG base rates for acute care hospitals. Managed modeling efforts in determining budgetary impact of rate setting changes. Managed the design of per diem prospective payment methodology for psychiatric and rehabilitation hospitals. Oversaw the transition to an EAPG reimbursement methodology for outpatient hospital services. Managed and oversaw the completion of inpatient and outpatient rate calculations for over 140 hospitals within the State of Wisconsin.

Mr. Sorrentino: Served as the Project Manager and was responsible for all facets of the project.

Department of Health Services, State of Wisconsin

Provider Tax (March 2007 – December 2015*):* Project Manager

Project: Assisted DHS in the design, development, and approval (CMS and legislative) of a hospital assessment to support provider payment increases, funding for Medicaid expansion through a childless adult's waiver, Medicaid strategic initiatives and on-going program funding during budget shortfalls. Lead aggregate hospital Upper Payment Limit calculations to support proposed payment increases. Performed federal broad-based waiver test (p1/p2) to allow the state to exclude psychiatric hospitals from the assessment. Lead financial modeling to determine the net hospital-specific impact of the assessment and payment increases.

Mr. Sorrentino: Served as the Project Manager and was responsible for all facets of the project.

Department of Health Care Policy and Financing, State of Colorado

Hospital Provider Fee Consulting Services (July 2010 – June 2015): Technical Advisor

Project: Provided state with analytical and regulatory support throughout the development and approval of hospital provider fee. Participated in internal meetings with state staff on a weekly basis to prepare for monthly Board meetings. Supported the state in obtaining a waiver of a uniform tax rate (b1/b2) by providing technical expertise in payment modeling. Provided technical assistance in the development of the statewide Hospital UPL that served as the limit for hospital payments. Assisted the state with Medicare 2552 hospital cost report data aggregation.

Mr. Sorrentino: Served as a Technical Advisor and was responsible for all tackling challenges raised by CMS and other stakeholders on the intricacies of payment methodologies.

Department of Health and Human Services, State of North Carolina Division of Medical Assistance

Hospital Provider Fee Support (May 2011 – June 2012): Project Manager

Project: Consulted with DHHS and DMA on design and implementation of a hospital provider fee (tax) program. The initiative provided enhanced funding for eligible Medicaid services as well as state funding in support of the Medicaid DSH program. Analyzed inpatient and outpatient hospital upper payment limit (UPL) calculations, projected net impact on individual hospitals, and evaluated supplemental payment programs for qualifying hospitals.
Mr. Sorrentino: Served as the Project Manager and was responsible for all facets of the project.

Department of Health and Human Services, Division of Medical Assistance, State of North Carolina
Medicaid Physician Upper Payment Limit Project (July 2010 - Present): Project Manager

Project: Implemented Medicaid Upper Payment limit program for state university physician practice plans to provide supplemental payments in addition to prevailing Medicaid reimbursement rate. Evaluated commercial payer reimbursement rates for a variety of eligible groups and calculated Average Commercial Rate (ACR) for all procedure codes paid by Medicaid. Drafted State Plan Amendment (SPA) outlining eligible providers and reimbursement methodology. Supported DMA in SPA approval and provide ongoing payment processing.
Mr. Sorrentino: Served as the initial Project Manager and has since transitioned to the Engagement Manager, responsible for oversight of the Project Manager and execution of all UPL calculations.

Department of Health Services, State of Wisconsin
Physician Upper Payment Limit Project (July 2010 - 2018): Project Manager

Project: Manage the ongoing calculation of the Medicaid supplemental payment for the University of Wisconsin Medical Foundation. Determine the Average Commercial Rate (ACR) for paid Medicaid services and compare ACR to actual payment rates to compute supplemental payment amount. Responsible for rebasing the ACR every three years in accordance with the State plan. Annual supplemental payments average $38M in all funds, or approximately $26M in federal funds per year.
Mr. Sorrentino: Served as the initial Project Manager and has since transitioned to the Engagement Manager, responsible for oversight of the Project Manager and execution of all UPL calculations.

Health Care Finance and Administration, State of Tennessee
Low Income Pool Consulting Project (July 2015 - 2017): Project Manager

Project: Assisting the State to assess the long term viability of the low income pool (LIP) funding streams. Responsible for completion of an analysis to assess the impact to uncompensated care costs if HCFA had elected to expand Medicaid. In the process of developing an independent report on the LIP's current funding allocations, as well as providing recommendations to transition funds to a value based payment system.
Mr. Sorrentino: Serves as the Project Manager and was responsible for all facets of the project.

Department of Behavioral Health and Developmental Disabilities, State of Georgia
Rate Review Project (February 2012 – June 2014): Project Manager

Project: Lead the development of a Medicaid cost study for mental health and substance abuse services reimbursed under the Medicaid program. Required the development of cost surveys for a sample of public and private providers to evaluate the adequacy of Medicaid reimbursement rates. Developed and distributed cost study, assisted providers through the completion of the cost study, and performed rate comparison analysis to current Medicaid rates. Issued report identifying specific recommendations to make changes to certain Medicaid rates and services, as well as establish prospective processes to streamline and improve prospective rate setting processes.
Mr. Sorrentino: Served as the Project Manager and was responsible for all facets of the project.

Department of Mental Health, District of Columbia

Rate Review Project (February 2013 – June 2014): Project Manager

Project: Lead the development of a Medicaid cost study for mental health and substance abuse services reimbursed under the Medicaid program and rehabilitation program benefit. Required the development of cost surveys for a sample of public and private providers to evaluate the adequacy of Medicaid reimbursement rates. Developed and distributed cost study, assisted providers through the completion of the cost study, and performed rate comparison analysis to current Medicaid rates. Issued report identifying specific recommendations to make changes to certain Medicaid rates and services, as well as establish prospective processes to streamline and improve prospective rate setting processes.

Mr. Sorrentino: Served as the Project Manager and was responsible for all facets of the project.

Program Review Consulting Services

Health and Human Services Commission, State of Texas

Behavioral Health Programmatic and Financial Review (July 2011 – December 2012): Project Manager

Project: Completed comprehensive study of publicly funded behavioral health system. Comprehensively documented as is system of care and current financing model for Medicaid and block grant funded services to the indigent population. Conducted statewide stakeholder sessions to obtain feedback on current service delivery model to identify strengthens and weaknesses. Second phase of the project included the development of recommendations outlined in a formal report to the Texas Legislature to reform the public behavioral health system, including specific recommendations to reform service delivery and financing of Medicaid and block grant services in order to maximize resources, as well as improve the overall quality of care.

Mr. Sorrentino: Served as the Project Manager and was responsible for all facets of the project.

Department of Assistive and Rehabilitative Services, State of Texas

Early Childhood Intervention (ECI) Program Service Delivery Structure and Funding Infrastructure Assessment (January 2010 – September 2010): Project Manager

Project: Lead assessment of current service delivery system, contract structure and funding infrastructure. Managed staff to develop an alternative service delivery structures for DARS consideration using data analysis, and discussions with stakeholders within the early intervention system. Reviewed policy, program costs, revenue appropriation, and utilization data to identify potential funding improvements and additional funding sources. Developed report detailing the funding infrastructure necessary for the proposed structural changes and a financial model of the impact on the DARS ECI system.

Mr. Sorrentino: Served as the Project Manager and was responsible for all facets of the project.

Health and Human Services Commission, State of Texas

Capitated Managed Care Model of Dental Services (October 2012 - March 2013): Project Manager

Project: Under the provisions of the Texas Healthcare Transformation and Quality Improvement Program 1115 Waiver in 2012, effective March 1, 2012, the Health and Human Service Commission (HHSC) changed the service delivery model for Medicaid dental services from a fee-for-service (FFS) model to a capitated managed care model. Public Consulting Group, Inc. (PCG) was hired by HHSC to complete a comprehensive analysis and report evaluating the impact of providing dental services through a capitated managed care model based on access, quality and cost outcomes. PCG evaluated dental services provided before and after the transition to a managed care delivery system, specifically from March to September 2011 and from March to September 2012, respectively.

Mr. Sorrentino: Served as the Project Manager and was responsible for all facets of the project.

PROFESSIONAL BACKGROUND

Public Consulting Group, *Austin, TX* 10/1/2002 – Present

Healthcare Financial Management Association (HFMA), 10/1/2002 – Present

Financial Management Association Honor's Society (FMA), 10/1/2002 – Present

EDUCATION

Clark University, *Worcester, MA*
Master's in Business Administration, 2006

Bentley College, *Waltham, MA*
Bachelor of Science in Finance, 2002

CERTIFICATIONS / PUBLICATIONS / SPECIAL SKILLS

- Project Management Professional
- Microsoft Access, Excel, Word, PowerPoint
- KPMG CMS 2552 Cost Reporting Software
- KPMG CMS 2540 Cost Reporting Software
- KPMG CMS 287 Cost Reporting Software
- KPMG CMS 288 Cost Reporting Software
- Training: SAS Visual Analytics, 2015

JENNIFER TAYLOR
SENIOR CONSULTANT AT PUBLIC CONSULTING GROUP, INC.

Jennifer Taylor, a Senior Consultant in the Education division at Public Consulting Group, has over 6 years of experience working on Medicaid and Special Education engagements. This extends from Fee for Service claiming, Random Moment Time Study, Cost Settlement and Administrative Claiming to Special Education Data Management. In her experiences, she supports Statewide and large urban to individual Local Education Agencies. Ms. Taylor holds a Bachelor of Arts degree in Child and Family Studies Degree from Albright College in Reading Pennsylvania.

RELEVANT PROJECT EXPERIENCE

Pennsylvania Department of Human Services, State of Pennsylvania

Statewide School Based Medicaid Program (December 2012 – Present): Project Manager

Ms. Taylor: Serves as Project Manager, overseeing tens of millions of dollars in reimbursement annually. Oversee all aspects of the Medicaid Program for the state of Pennsylvania, School-Based Access Program (SBAP). This includes Fee for Service claiming, Random Moment Time Study, and Administrative Claiming for over 550+ Local Education Agencies that cover both School Age and Early Intervention services. This includes the statewide implementation of PCG's *EasyTrac*™ and Claiming System. Supervise design of new features, ongoing development and report creation. Transitioned the School-Based Access Program (SBAP) to being compliant after findings from a CMS audit. Various new best practices for compliance were implemented statewide for this accomplishment. Analyze data, lead meetings, write, and present client reports to key stake holders to both the state agencies, Pennsylvania Department of Education (PDE) and Department of Human Services (DHS). Support state agencies in correspondence to Centers for Medicare and Medicaid Services (CMS).

School District of Philadelphia, State of Pennsylvania

Special Education Data Management System (February 2014 – Present): Project Manager

Ms. Taylor: Serves as the Project Manager, oversee all aspects of EasyIEP™ implementation, supervise design of new features and updates; conduct organization of project-related documentation. Responsible for maintenance of district wide system and ongoing development efforts, including advanced reporting options and analysis, portal authentication integration, progress monitoring, gifted and 504 plans.

Washington County School District, State of Utah

School Based Claiming (July 2017 – Present): Medicaid Lead

Ms. Taylor: Oversee and manage the School-Based activities for PCG's Utah Medicaid Engagements. Led the set up and implementation of PCG's *EasyTrac*™ and School-Based Medicaid Claiming activities within the state of Utah. Implementing best practices and new compliance standards.

Bureau of Medical Services, State of West Virginia

School Based Health Services Program Design and Implementation (March 2018 – Present): Administrative Claiming Lead

Ms. Taylor: Oversees the quarterly Administrative Claiming portion of the engagement, which supports 57 participating West Virginia Local Education Agencies. Supporting the state and it's LEAs in reporting reimbursable costs to the calculation and claim submissions. Support the state

agency in providing guidance with correspondence to Centers for Medicare and Medicaid Services (CMS).

Commonwealth of Massachusetts

School Based Medicaid Program (March 2018 – Present): Medicaid Lead

Ms. Taylor: Oversee and manage the School-Based activities for PCG's Massachusetts Medicaid Engagements, including Fee for Service claiming, Random Moment Time Study, and Administrative Claiming, Supporting 15 Local Education Agencies.

State of Rhode Island

School Based Medicaid Program (March 2018 – Present): Medicaid Lead

Ms. Taylor: Oversee and manage the School-Based activities for PCG's Rhode Island Medicaid Engagements, including Fee for Service claiming, Random Moment Time Study, and Administrative Claiming. Supporting 3 Local Education Agencies.

PROFESSIONAL BACKGROUND

Public Consulting Group, *Harrisburg, PA* December 2012 – Present

St. Andrew Development, *York, PA* February 2010 – December 2012

Cognitive Learning Systems; LabLearner Science Programs, Hershey, PA April 2004 - Sept 2009

Penn State College of Medicine*, Hershey, PA* August 2002 – April 2004

EDUCATION

Albright College, *Reading, PA*
Bachelor of Arts; Child and Family Studies, 2000

JAMES WALDINGER
MANAGER AT PUBLIC CONSULTING GROUP, INC.

RELEVANT PROJECT EXPERIENCE

COST REPORTING AND COST SETTLEMENT

Various State Medicaid Agencies

School-Based Services Medicaid Claiming (December 2014 – Present): Project Lead

Project: For West Virginia, New Jersey, and Delaware, PCG performs various roles in the development of the Medicaid school-based services cost settlement process. This includes collection and quality control review of cost reports, providing customer support to school districts, and calculation of cost settlements.

Mr. Waldinger: Provides team leadership throughout process.

Executive Office of Health and Human Services (EOHHS), Commonwealth of Massachusetts

Hospital Cost Report Completion (2014-Present): Engagement Manager

Project: Since 1997 PCG has collected data and completed cost reports for all state-owned hospitals.

Mr. Waldinger: Manage all resources during cost reporting process.

Missouri Hospital CR

Hospital Cost Report Completion (2014 - Present): Engagement Manager

Project: PCG collects data and completed cost reports for all state-owned hospitals.

Mr. Waldinger: Manage all resources during cost reporting process.

Walden Behavioral Health Cost Report, Commonwealth of Massachusetts

Hospital Cost Report Completion (2014 - Present): Engagement Manager

Project: PCG collects data and completed cost reports for all state-owned hospitals.

Mr. Waldinger: Manage all resources during cost reporting process.

Division of Health Care Finance and Policy, Commonwealth of Massachusetts

Health Safety Net Audits (January 2010 – June 2012): Project Lead

Project: Conducted provider compliance field reviews of Health Safety Net (HSN) claims (formerly uncompensated care pool). The objective of this review was to ensure hospital compliance with the HSN regulations. Conducted reviews of 20 hospitals and 5 community health centers, identifying findings that resulted in recommended recoveries. Prepared a final report detailing HSN billing error trends and made recommendations for tightening regulations.

Mr. Waldinger: Assisted in all project processes.

HEALTHCARE OPERATIONS

Commonwealth Care Alliance (CCA), Commonwealth of Massachusetts

Claims Third Party Administrator (September 2016 – Present): Engagement Manager

Project: CCA is a managed care company specializing in Medicaid and Medicare dually eligible members. PCG provides claims adjudication services, as well as other administrative supports, to CCA.

Mr. Waldinger: As Engagement Manager, leads executive client relationship, and manages activities of claims and call center leadership.

Health Care Authority, State of Washington

DSRIP Financial Executor (July 2017 – Present): Engagement Manager

Project: The state of Washington is implementing a DSRIP waiver, where more than $800 million will be distributed to Accountable Communities of Health (ACHs), provider-led organizations that are responsible for implementing transformational changes in the State. PCG has been contracted as the Financial Executor to distribute the funds to the ACH's partnering providers.

Mr. Waldinger: As Engagement Manager, Mr. Waldinger has overseen the requirements gathering to managing the build of the web-based portal.

Medical Indemnity Fund (MIF), State of New York

Claims TPA (September 2017 – Present): Engagement Manager

Project: PCG processes claims for the New York Medical Indemnity Fund, and provides customer service support to providers and family members.

Mr. Waldinger: As Engagement Manager, Mr. Waldinger oversees the overall management of the claims processing operations.

Medical Indemnity Fund (MIF), State of New York

Fund Administrator (Present): Engagement Manager

Project: PCG will provide enrollment services, prior authorization services, and case management services to the more than 500 enrollees of the New York Medical Indemnity Fund (MIF).

Mr. Waldinger: As Engagement Manager, Mr. Waldinger oversees the overall management of the operations.

MEDICAID REIMBURSEMENT

Office of Medicaid, Commonwealth of Massachusetts

Public Emergency Medical Services (EMS) Program Claiming (July 2014 – Present): Engagement Manager

Project: Developed Massachusetts' first public EMS claiming program, developing a process that is compliant with all state and federal claiming rules and regulations. Developed cost reports, trained providers, worked with providers to properly complete the cost reports, desk reviewed the cost reports, and calculated the final settlements. The first year of this project yielded $5.9 million in federal revenue to the Commonwealth, most of which was provided back to cities and towns.

Mr. Waldinger: As Engagement Manager, oversaw the methodology, cost reporting process, and cost settlement calculations.

Office of Medicaid, Commonwealth of Massachusetts

Enhanced Ambulatory Patient Grouping (EAPG) Rate Setting (July 2014 – Present): Project Manager

Project: Assisting MassHealth in the implementation of a new outpatient hospital reimbursement methodology. This includes working through impact scenarios with MassHealth hospital leadership during a transition year, followed by implementation of a full EAPG methodology.

Mr. Waldinger: Serves as the Project Manager, providing client support and managing project resources.

Department of Health Care Financing (DHCF), District of Columbia

Upper Payment Limit Calculations (September 2014 - Present): Engagement Manager

Project: Consistent with CMS guidance, DC contracted with PCG to calculate Upper Payment Limit (UPL) demonstrations for inpatient hospitals, institutes for mental disease (IMDs), outpatient hospitals, nursing facilities, physicians, clinics, and PRTFs.

Mr. Waldinger: As Engagement Manager, leading methodology development, overseeing and quality control reviews of calculations.

Office of Medicaid, Commonwealth of Massachusetts

Upper Payment Limit Calculations (September 2015 - Present): Engagement Manager

Project: Consistent with CMS guidance, MassHealth contracted with PCG to calculate Upper Payment Limit (UPL) demonstrations for inpatient hospitals, institutes for mental disease (IMDs), outpatient hospitals, nursing facilities, physicians, clinics, and PRTFs.

Mr. Waldinger: As Engagement Manager, leading methodology development, overseeing and quality control reviews of calculations.

Executive Office of Health and Human Services (EOHHS), Commonwealth of Massachusetts

Chapter 766 Claiming Calculations (September 2014 – Present): Project Manager

Project: Calculated Medicaid eligibility rates for use in Commonwealth's claiming of school-based services.

Mr. Waldinger: Managed data collection and calculation.

DC FQHC Alternative Payment Methodology

FQHC Alternative Payment Methodology (December 2014 – Present): Project Lead

Project: Working to assess the current FQHC cost reports, providing recommendations on changes that should be made to the cost reports in order to collect data necessary to develop rates for medical services, behavioral health services, dental services, and care management services.

Mr. Waldinger: Reviewed cost reports, provided recommendations for changes, and discussed with leadership alternative payment options for District FQHCs.

HEALTH INSURANCE EXCHANGE AND HEALTH CARE REFORM

New Mexico Health Insurance Exchange, State of New Mexico

State-Based Exchange Project Management (June 2013 – Present): Client Executive

Project: In charge of PMO activities related to the implementation of the state-based SHOP in 2013 and development and implementation of the state-based individual marketplace in 2014.

Mr. Waldinger: Managed all PMO and professional services activities, including plan management, consumer assistance, and financial management.

Commonwealth Care Customer Service Center, Commonwealth of Massachusetts

Financial and Reporting/ Training and QA (July 2008 – Present): Reporting Manager

Project: The Customer Service Center serves as the premium billing and call center entity for the Massachusetts CommCare products.

Mr. Waldinger: Documented all contractual reports, improving accuracy and client satisfaction. Reporting has changed from a contractual obligation to a management tool. Financial Manager reviews and reports on daily, weekly, and monthly financial metrics related to bank account balances, member invoices, and related day-to-day fiscal issues. Documented financial internal controls for all premium billing processes.

Department of Health and Human Services, State of North Carolina

ACA Consulting and Work Plan Development (March 2011 – September 2012): Project Manager

Project: help organize and provide technical expertise to DHHS in planning, implementing, and managing all relevant facets of Affordable Care Act (ACA).

Mr. Waldinger: Led PCG's efforts. Project accomplishments included: 1) creation of centralized work plans for all Affordable Care Act (ACA) initiatives; 2) developed DHHS communication and oversight plan; 3) develop IT gap analysis; 4) assisted in drafting NC Division of Insurance's Health Benefit Exchange Level I Cooperative Agreement Application.

Department of Insurance, State of North Carolina

Exchange Planning Consultant (December 2011 – June 2013): Project Manager

Project: Assist with NCDOI's exchange planning efforts. Tasks include the development of work plan and budget documents for submission of Level I and Level II grant applications, assistance in preparation of CCIIO Reviews, and the development of an Exchange Evaluation Plan.

Mr. Waldinger: Served as Project Manager, providing day-to-day consultation to NCDOI staff.

Arkansas Insurance Department, State of Arkansas

Navigator Program Development (April 2012 – September 2013): Project Manager

Project: Assisting AID with the development of a comprehensive Navigator Program.

Mr. Waldinger: Work with both AID staff and a Consumer Assistance Advisory Committee to discuss policy options and alternatives. Present options and alternatives to Advisory Committee and the Arkansas FFE Partnership Steering Committee. Working with AID staff to turn policy recommendations into AID policy and procedures. Assisting in the recruitment of Navigator entities and individuals

Department of Health, State of Utah

Medicaid Expansion Analysis (2013): Project Manager

Project: Provided Utah with a comprehensive analysis of programmatic, public health, and cost implications of Medicaid expansion options. Full report provided to DOH and testified in front of state legislature on findings.

Mr. Waldinger: Led data and information collection and data modeling efforts.

BEHAVIORAL HEALTH-RELATED CONSULTING

Department of Health and Social Services (DHSS), State of Alaska

Alaska Psychiatric Institute (API) Privatization Feasibility Assessment (August 2016-present): Project Director

Project: Provide guidance and recommendations to the Department about the feasibility of privatizing all or some of the functions at API. PCG team spoke with multiple stakeholders, compared API finances and utilization to similar state mental health hospitals nationally, and provided recommendations about how best to move forward with privatization and/or to gain operational efficiencies.

Mr. Waldinger: Serves as the Project Director, leading stakeholder engagement efforts, analysis, and recommendations.

Department of Mental Health, Commonwealth of Massachusetts

Community Based Flexible Supports (CBFS) Program Development and Rate-Setting (September 2015-present): Project Manager

Project: CBFS is a DMH program designed to provide a continuum of care to individuals served by DMH in the community. This $250 million program provides intensive rehabilitative and housing services for roughly 11,000 residents. DMH re-vamped the program's design and requirements, working with PCG to solicit provider feedback and build the cost-based blended reimbursement. Current efforts include determining how CBFS funding and/or services can be integrated with Massachusetts' newest 1115 waiver, which focuses on Accountable Care Organizations.

Mr. Waldinger: Serves as the Project Manager, leading all phases of this project.

Executive Office of Health and Human Services (EOHHS), Commonwealth of Massachusetts
Intensive Care Coordination and Family Partners Program Alternative Payment Methodology (October 2014 - Present): Project Manager

Project: Changing reimbursement methodology for the intensive care coordination set of services from a 15-minute billing unit to a per diem unit. PCG worked with providers to understand costs and developed a cost-based methodology for a set or providers, where the rate will be implemented on a pilot basis. PCG also administers a time study to ensure appropriateness of the rate.
Mr. Waldinger: Led all efforts related to provider communication and rate development.

Department of Behavioral Health and Developmental Services (DBHDS), Commonwealth of Virginia
System Transformation Efforts (March 2015 – December 2016): Project Manager

Project: Assists the Department by providing support to mental health and DD/ID Transformation Teams, perform organizational structure assessment, perform assessment of hospital and community mental health system capacity.
Mr. Waldinger: Serves as the Engagement Manager for this set of projects and the lead consultant to the Commissioner of DBHDS.

Casa Esperanza, Roxbury, Massachusetts
Strategic Planning and Billing Process Improvement (July 2012 – Present): Project Lead

Project: Casa Esperanza is a non-profit mental health and substance abuse provider in Roxbury, Massachusetts, that caters to the Latino community. Casa has contracted with Mr. Waldinger on multiple occasions, first to provide leadership to the Board of Directors as they underwent a strategic planning effort. More recently PCG has assisted in the streamlining of billing processes and procedures, which have aided in Casa's implementation of a new electronic medical record system (EMR).
Mr. Waldinger: Serves as the main point of contact for Casa, having led the Board of Director's through their Strategic Planning efforts and provided support and guidance during the billing process improvement initiative.

Division of Legislative Audit (DLA), State of Alaska
Program Performance Evaluations (October 2014 – June 2016): Project Manager

Project: On behalf of the Division of Legislative Audit, PCG is performing evaluations on the state agencies in charge of the behavioral health and long term care services, as well as system organizational and capacity analyses.
Mr. Waldinger: Serves as the Engagement Manager for both of these projects, organizing teams and resources.

Children's Services Fund (CSF), St. Louis County, Missouri
RBRVS Rate Setting (July 2014 – June 2015): Engagement Manager

Project: Developed the Children's Services Fund's change from a fee-for-service reimbursement methodology to a Resource Based Relative Value System methodology. This included meetings with providers, identifying RVU's consistent with program descriptions, and presenting findings to the Fund's Board and providers.
Mr. Waldinger: Led methodology development efforts, client relationship, and drafting of final report.

Massachusetts Behavioral Health Partnership, Commonwealth of Massachusetts
Emergency Services System Development (June 2013 – March 2014): Project Manager

Project: Assisted in the redesign Massachusetts's Emergency Services Program (ESP).

Mr. Waldinger: Worked closely with MBHP and State staff to design programmatic elements and determine cost impact of various options. Developed sophisticated cost modeling tool that was used by the state to determine efficacy of various system scenarios.

Division of Behavioral Health, State of Colorado

Cost Report Training (July 2012 – December 2013): Project Support

Project: Reviewed the Accounting and Auditing Guidelines for Community Mental Health Centers of Colorado.

Mr. Waldinger: Worked with DBH and HCPF to develop and deliver on-site provider trainings for the new supplementary cost report.

Behavioral Health Care Services (BHCS), State of California: Alameda County

Assessment of the BHCS Finance Unit (May 2012 – June 2013): Project Lead

Project: Performing an organizational assessment on BHCS, specifically focusing on the finance unit. The goal is to position BHCS to play a significant role in the county's health care delivery system.

Mr. Waldinger: Served as key member in performing the assessment.

Massachusetts Providers' Council, Commonwealth of Massachusetts

Health Care Reform Training Subject Matter Expert (May 2011 – June 2012): Project Lead

Project: Provided consultative services to the Council's Board of Directors, providing presentations on provider impacts of accountable care organizations and providers' reimbursement changes.

Mr. Waldinger: Led ACO/ICO and Payment Model conference sessions.

Stanley Street Treatment and Resource Center, Fall River, Massachusetts

Global Payment Readiness (August 2012 – January 2013): Staff

Project: Assist SSTAR prepare to contract with the state on a "global payment" basis.

Mr. Waldinger: Working with program and IT staff, identifying available data, analyzing data for payment negotiation, and developing management reports to track outcomes.

Department of Public Health, City of San Francisco, California

Primary Care-Behavioral Health Integration Initiative (July 2010 – December 2011): Finance Lead

Project: PCG was hired to assess and implement a PC-BH Integration project within the city-owned primary care centers.

Mr. Waldinger: As the Finance Lead worked with City Staff to identify existing financial, utilization, and quality metrics that could be used to develop a pre- and post-implementation cost and revenue analysis.

Northeast Behavioral Health, Peabody, Massachusetts

Billing Process Review, Billing Process Standardization and Training, and Management Reporting Consulting (July 2011 – December 2011): Project Lead

Project: Assessed NBH's Medicaid contracting processes to proactively identify any issues that could have financial impact (an example is approved site location requirements); Assessed NBH's billing practices to proactively identify problems that could result in payment issues, as well as the interface with and the practices of their 3rd party vendor. Based on findings from the Billing Process Review, was contracted to develop and document a standardized in-take process across multiple sites, and provide training, as needed. Also based on findings and work during the Billing Process

Review, was contracted to work with their data vendor to create reports for Leadership and Site Managers.

Mr. Waldinger: Assisted in all project processes.

Department of Mental Health and Department of Alcohol and Drug Abuse Services, State of Ohio

Behavioral Health System Administrative Cost Study (May 2010 – August 2010): Project Lead

Project: The State ODMH and ODADAS agencies sought a comprehensive review of the current business operations and system structure of Ohio's public behavioral health system.

Mr. Waldinger: Assisted in producing a report with 15+ major recommendations to improve the efficiency and effectiveness of the administrative processes within the state organizations.

Office of Adult Mental Health Services, State of Maine

Organizational Assessment (October 2008 – March 2009): Project Lead

Project: Review of OAMHS for the State of Maine.

Mr. Waldinger: Served as project lead of subject matter experts. The team performed extensive on-site, organizational, data, and regulatory reviews, which resulted in more than 25 detailed operational improvement recommendations to the OAMHS Director and Commissioner of DHHS.

Wayside Youth and Family Support Network, Framingham, Massachusetts

Strategic Planning (May 2010 – December 2010): Project Lead

Project: Led the Leadership Team and Board of Directors through a 6-month strategic planning initiative.

Mr. Waldinger: Conducted a SWOT analysis utilizing input from internal and external stakeholders, performed a health care landscape and trends assessments, performed financial comparison with peer organizations, and assisted Leadership Team in the development of goals.

Department of Human Services, State of New Mexico

Behavioral Health Provider Claims Audits (February 2013 – December 2013): Project Lead

Project: Led intensive 4-month audit of 15 behavioral health statewide providers.

Mr. Waldinger: Organized and led 6 on-site data collection teams, managed clinical and administrative audit, and edited 400+ page final report. Findings amounted to $36 million in extrapolated overpayments over a 2.5-year period.

Division of Medical Assistance Services (DMHAS), Commonwealth of Virginia

Community Behavioral Health Provider Auditing (July 2009 – March 2012): Project Lead

Project: As a subcontractor, PCG supplied administrative and clinical auditing expertise.

Mr. Waldinger: Assisted with organizational set-up of audit protocols and development of audit tools. Managed the clinical auditors, whose reviews produced 15%-20% in recovery opportunities.

Crotched Mountain Rehabilitative Center, New Hampshire

Financial Turn-Around (May 2008 – December 2008): Interim CFO

Project: Hired by Crotched Mountain Rehabilitative Center to serve as interim CFO to assist in financial turn-around.

Mr. Waldinger: Tasked with stabilizing financial unit and improving finance processes and procedures, as well as the organization's financial management tools.

CARE MANAGEMENT AND HEALTH HOMES INITIATIVES

Division of Medicaid and Medical Assistance, State of Delaware

Health Home Program Development (September 2012 – June 2013): Project Lead

Project: Assisting Delaware with the design, development, and implementation of a Health Home initiative.

Mr. Waldinger: Developing state plan amendment, working on provider readiness, and performing data analysis.

Department of Health and Social Services, State of Alaska

Person Centered Medical Home Feasibility Analysis (February 2012 – June 2013): Project Lead

Project: Led Alaska's human services department through a readiness review feasibility assessment for a person centered medical home model.

Mr. Waldinger: Led statewide physician stakeholder meetings to gain insight into physician readiness. Drafted educational materials for state policymakers related to PCMH standards, metrics, and reimbursement models.

Division of Health Care Policy and Financing, State of Colorado

Benefits Design Assistance (November 2010 – Present): Project Lead

Project: Assist the state in designing and implementing Medicaid programs for expansion populations, including buy-in programs for the disabled, adults without dependent children, and dually eligible.

Mr. Waldinger: Performed research on state options, drafted recommendation memos to Medicaid leadership, led consumer and provider stakeholder meetings, drafted state plan amendment language, calculated cost models, and provided general consulting services.

Division of Health Care Financing and Policy, State of Nevada

Care Management and PCMH Assessment Report (September 2010 – March 2011): Project Lead

Project: Performed analysis and produced with a preliminary identification of the number of individuals whose utilization patterns may improve with the introduction of care management interventions.

Mr. Waldinger: Assisted in developing a high-level initial estimate of potential net savings that could occur with implementation of a care management strategy. The goal of this PCG report was to assist DHCFP in analyzing its options to improve care for its FFS clients, as well as achieve cost savings through various care management interventions, including the person-centered medical home. Additionally, in its report, PCG identified budget estimates in order to complete a high-level analysis of FFS claims and eligibility dates. This project has led to a contract to assist Nevada with the design and implementation of Health Homes.

Virginia Premier Health Plan, Commonwealth of Virginia

Hospital Re-Contracting (October 2008 – December 2009): Project Lead

Project: Working with VP of Network Development to formulate hospital negotiation strategies. Involves the pulling of hospital cost, efficiency, and outcomes data from a number of sources, including the CMS-2552 hospital cost report. Once the data is collected and metrics calculated, the negotiation strategy and appropriate back-up materials are created. Output used during contract negotiations with network hospitals to achieve more favorable, fair rates.

Mr. Waldinger: Assist with all project processes.

Department of Health and Human Services, State of Wisconsin
Medicaid FFS Care Management Assessment (March 2010 – June 2010): Project Lead

Project: Scan Wisconsin Medicaid's FFS population and identified five major recommendations to reduce ER visits and achieve over $6 million in short term savings.
Mr. Waldinger: Led a team of subject matter experts in achieving project goals.

Various Clients
Hospital Administrative Reporting

Mr. Waldinger: Produce hospital reports that measure major hospital cost metrics against local and national peer facilities. Data is used by clients to develop rate negotiation strategies with contracted hospitals.

PROFESSIONAL BACKGROUND

Public Consulting Group, *Boston, MA* April 2008 – Present

Massachusetts Behavioral Health Partnership (MBHP), *Boston, MA* March 2006 – March 2008

Commonwealth of Massachusetts, *Boston, MA* February 2001 – March 2006

EDUCATION

Northeastern University, *Boston, MA*
Master of Public Administration (MPA), 2002

University of Connecticut, *Storrs, CT*
Bachelor of Arts, Communications, 1994

CERTIFICATIONS/ PUBLICATIONS/ SPECIAL SKILLS

- Member: Worker's Compensation Research Institute
- Training: SAS Visual Analytics, 2015
- Training: Patient Centered Medical Home NCQA Recognition Process, 2014
- Publications: *Models to Manage Quality and Costs of Individuals with Multiple Chronic Conditions: US Experience,* 2011