



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

State of West Virginia Delivery Order

Order Date: 03-28-2022

CORRECT ORDER NUMBER MUST APPEAR
ON ALL PACKAGES, INVOICES, AND
SHIPPING PAPERS. QUESTIONS
CONCERNING THIS ORDER SHOULD BE
DIRECTED TO THE DEPARTMENT
CONTACT.

Order Number:	CDO 0511 2680 BMS2200000022 1	Procurement Folder:	1020649
Document Name:	Fee Schedule and Edit Quality Review Project Phase V	Reason for Modification:	
Document Description:	Fee Schedule and Edit Quality Review Project Phase V		
Procurement Type:	Central Delivery Order		
Buyer Name:	Crystal G Hustead		
Telephone:	(304) 558-2402		
Email:	crystal.g.hustead@wv.gov		
Shipping Method:	Best Way	Master Agreement Number:	CMA 0511 HHR2100000003 1
Free on Board:	FOB Dest, Freight Prepaid		

VENDOR	DEPARTMENT CONTACT																				
Vendor Customer Code: 000000100150 BERRY DUNN MCNEIL & PARKER LLC 100 MIDDLE STREET PORTLAND ME 04101 US Vendor Contact Phone: 6813138905 Extension: Discount Details: <table><thead><tr><th></th><th>Discount Allowed</th><th>Discount Percentage</th><th>Discount Days</th></tr></thead><tbody><tr><td>#1</td><td>No</td><td>0.0000</td><td>0</td></tr><tr><td>#2</td><td>No</td><td></td><td></td></tr><tr><td>#3</td><td>No</td><td></td><td></td></tr><tr><td>#4</td><td>No</td><td></td><td></td></tr></tbody></table>		Discount Allowed	Discount Percentage	Discount Days	#1	No	0.0000	0	#2	No			#3	No			#4	No			Requestor Name: Kelly (Jimmy) Dowden Requestor Phone: (304) 356-4861 Requestor Email: jimmy.k.dowden@wv.gov 22 FILE LOCATION _____
	Discount Allowed	Discount Percentage	Discount Days																		
#1	No	0.0000	0																		
#2	No																				
#3	No																				
#4	No																				

INVOICE TO	SHIP TO
PROCUREMENT OFFICER: 304-352-4286 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV 25301-3709 US	PROCUREMENT OFFICER: 304-352-4286 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV 25301-3709 US

Purchasing Division's File Copy

Total Order Amount: \$1,179,330.00

ENTERED

PURCHASING DIVISION AUTHORIZATION

DATE: *Linda Harper 3/31/22*
ELECTRONIC SIGNATURE ON FILE

ENCUMBRANCE CERTIFICATION

DATE: *Beverly Tolson 4-11-22*
ELECTRONIC SIGNATURE ON FILE

Extended Description:

Fee Schedule and Edit Quality Review Project Phase V

Service Period: 04/08/2022-04/07/2023

Total Cost: \$1,179,330.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
1	80101600	0.00000		\$0.0000	\$23,220.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2022-04-08	2023-04-07				

Commodity Line Description: Lead Project Manager: Base Year One**Extended Description:**

Lead Project Manager: Base Year One

Hourly Rate: \$215.00

Ed Daranyi: 108 Hours @ \$215.00=\$23,220.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
2	80101600	0.00000		\$0.0000	\$29,430.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2022-04-08	2023-04-07				

Commodity Line Description: Engagement Manager: Base Year One**Extended Description:**

Engagement Manager: Base Year One

Hourly Rate: \$270.00

Nicole Becnel: 109 Hours @ \$270.00=\$29,430.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
3	80101600	0.00000		\$0.0000	\$1,082,200.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2022-04-08	2023-04-07				

Commodity Line Description: General Project Manager: Base Year One**Extended Description:**

General Project Manager: Base Year One

Hourly Rate: \$175.00

Dawn Webb: 295 Hours @ \$175.00=\$51,625.00
Sarah Colburn: 693 Hours @ \$175.00=\$121,275.00
Hilary Moles: 1,249 Hours @ \$175.00=\$218,575.00
Crystal Fox: 1,249 Hours @ \$175.00=\$218,575.00
Reanna Jones: 1,249 Hours @ \$175.00=\$218,575.00
Ebony Carter: 1,249 Hours @ \$175.00=\$218,575.00
Andrea Clark: 100 Hours @ \$175.00=\$17,500.00
Fei Zou: 100 Hours @ \$175.00=\$17,500.00

Total: 6,184.00 Hours @ \$175.00=\$1,082,200.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
4	80101600	0.00000		\$0.0000	\$44,480.00
Service From	Service To	Manufacturer		Model No	Delivery Date
2022-04-08	2023-04-07				

Commodity Line Description: Project Management Support Staff: Base Year One

Extended Description:

Project Management Support Staff: Base Year One

Hourly Rate: \$80.00

Jonathan Watkins: 214 Hours @ \$80.00=\$17,120.00

Megan Blount: 213 Hours @ \$80.00=\$17,040.00

Caitlin Cabral: 15 Hours @ \$80.00=\$1,200.00

Mary Corley: 14 Hours @ \$80.00=\$1,120.00

Karla Fossett: 14 Hours @ \$80.00=\$1,120.00

Carole Ann Guay: 14 Hours @ \$80.00=\$1,120.00

Molly Hawkinson: 14 Hours @ \$80.00=\$1,120.00

Emily Hendrickson: 14 Hours @ \$80.00=\$1,120.00

Kyle Melton: 14 Hours @ \$80.00=\$1,120.00

Bethany Pike: 14 Hours @ \$80.00=\$1,120.00

Jordan Ramsey: 16 Hours @ \$80.00=\$1,280.00

Total: 556 Hours @ \$80.00=\$44,480.00



March 18, 2022

To Whom It May Concern:

BerryDunn submitted a Staffing Plan and Scope of Work (SOW) document to the Department of Health and Human Resources (DHHR) , Bureau for Medical Services (BMS) to provide consulting and subject matter expert (SME) services, under our contract (HHR 21*3). As stated in the Fee Schedule and Edit Quality Review Phase V SOW document, the duration of this work is estimated to be 12 months. BerryDunn agrees to a SOW start date effective on or after April 8, 2022. The work would then conclude on April 7, 2023.

Please let me know if you have any questions or if you would like to discuss the content in this SOW.

We are pleased to have the opportunity to continue provide these important services to the State of West Virginia.

Best Regards,

A handwritten signature in black ink, appearing to read 'Eduardo G. Daranyi'.

Eduardo G. Daranyi
Principal
207-541-2244



**Staffing Plan and Scope of Work
For Bureau for Medical Services
Medicaid Management Information System
Fee Schedule and Edit Quality Review Project Phase V**



Submitted by:

Ed Daranyi, PMP®, Lead Project Manager Principal
Berry Dunn McNeil & Parker, LLC
350 Capitol Street
Charleston, WV 25301
Phone: 207-541-2244
edaranyi@berrydunn.com

Submitted on:

March 7, 2022

Staffing Plan and Scope of Work (SOW)

For Bureau for Medical Services (BMS) Medicaid Management Information System (MMIS) Fee Schedule and Edit Quality Review Project Phase V

This document's intent is to help ensure a common understanding of expectations as they relate to the deliverables and services provided for the BMS MMIS Fee Schedule and Edit Quality Review Phase V Project.

1.0 Key Information

West Virginia's BMS has requested BerryDunn's assistance in federal regulatory reviews, process improvements, medical code reviews, policy reviews, provider manual updates support, and operational reports analysis. This project will support research, analysis and MMIS configuration of the data for each specific project, to determine whether changes are needed. BerryDunn will monitor associated differences in order to report potential gaps with the goal of increasing cost efficiency for BMS.

2.0 General

BMS requested BerryDunn to provide project management support services, subject matter expertise, and review of specific project tasks. The project work will begin upon approval of this SOW. BerryDunn will provide a separate letter acknowledging approval of the start date once the approval date is known. BerryDunn estimates completion of this work within 12 months of project initiation.

2.1 Assumptions

BerryDunn made the following assumptions while developing this SOW:

- BerryDunn will submit all project documents—including meeting outcomes, action items, issues, risks, and decisions—to BMS sponsors and stakeholders.
- BerryDunn will provide deliverables in an agreed-upon format.
- BMS key staff will be available to participate when necessary throughout this project, including, but not limited to, the project kickoff meeting, biweekly working sessions, monthly ad hoc meetings, etc.
- The project will require timely receipt of reports, current documentation, and other requested system information from project stakeholders and the MMIS and Utilization Management (UM) vendors to help ensure timely completion of all tasks.
- BerryDunn estimates the need to have monthly two-hour work sessions to review the information researched, and the subsequent findings for each, for the 12-month duration of the project.
- BerryDunn estimates the potential need to have up to 12 ad hoc one-hour meetings as needed for the 12-month duration of the project.
- The BerryDunn team will utilize the WV State Plan, Medicaid Provider Manuals, UM vendor documentation, MMIS vendor documentation, and MMIS vendor change request tickets to confirm the research findings.
- BerryDunn will work with BMS to define project governance, and BMS will provide an identified project manager through the life of the project. The project manager will provide timely decision-making and responses to requests for information from the BerryDunn project team.
- Sarah Young will be the BMS project sponsor.
- Jennifer Myers will be the BMS project manager.
- BerryDunn's Ed Daranyi and Dawn Webb will provide project oversight. Sarah Colburn will be the BerryDunn project manager.

- The State intends to utilize the Medicaid Management Information System (MMIS) Implementation Advance Planning Document (IAPD) (formerly the MITA APD) for the purposes of this SOW. The Centers for Medicare & Medicaid Services (CMS) has previously approved the MMIS IAPD on February 15, 2022 , for total state and federal funds in the amount of \$56,989,025 under project identifier WV-2022-01-24-MMIS-MITA IAPDU. The estimated cost of the services to be delivered under this SOW is \$1,179,330.00 (included in the approved APD). Therefore, any additional scope that is added to the services to be provided under this SOW may require that the State update its MMIS IAPD to allocate additional funds for project management.
- BerryDunn will provide up to three research or analysis summaries for up to three subprojects as requested by the State.
- All project deliverables will be signed off on by the BMS project sponsor, the BMS project manager, and/or their designee.

3.0 Project Scope

Table 1 describes the deliverable/service, approach, and acceptance criteria for BerryDunn's work; identifies the BerryDunn team members responsible for conducting our work; and lists estimated hours for completion of each key task. A high-level timeline for the activities described below is provided in Section 3.2.

Table 1: Deliverable/Service, Approach, and Acceptance Criteria

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
1.0	<p>Engagement Oversight</p> <p><i>Service Approach</i></p> <p>BerryDunn's leadership team will provide oversight of BerryDunn staff, services, and deliverables.</p> <p>BerryDunn's project leadership will prepare a monthly briefing of all engagement projects and meet with the project sponsor on a regular basis to discuss project status, accomplishments, and issues affecting timely completion of the project work.</p> <p><i>Deliverables</i></p> <ul style="list-style-type: none"> D01 Commissioner Briefing <p><i>Completion Criteria</i></p> <p>The State project sponsor will deem Engagement Oversight complete upon signature acceptance of the Project Closeout Summary.</p> <p>BerryDunn's estimate assumes 19 hours per month for 12 months.</p>	Ed Daranyi, Nicole Becnel, Dawn Webb, Sarah Colburn	227
2.0	<p>Project Initiation and Support</p> <p><i>Service Approach</i></p> <p>BerryDunn will provide project management support for the MMIS Fee Schedule and Edit Quality Review Project Phase V. Upon project initiation, BerryDunn will supply document expectations for the management of the project, inclusive of:</p> <ul style="list-style-type: none"> Meeting facilitation, preparation of meeting materials, and notetaking for BerryDunn and State-owned meetings (as requested) Project log management (action items, risks, issues, and decisions) Location of a project documentation repository in 	Dawn Webb, Sarah Colburn, Hilary Moles, Crystal Fox, Reanna Jones, Ebony Carter, Jonathan Watkins, Megan Blount, Caitlin Cabral, Mary Corley, Karla Fossett,	1,008

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	<p>an agreed-upon SharePoint location</p> <ul style="list-style-type: none"> Governance structure for project requests for assistance <p>In supplying project management support, BerryDunn will provide the following:</p> <ul style="list-style-type: none"> Meeting facilitation, preparation of meeting materials, and notetaking for BerryDunn and State-owned meetings (as requested) Monthly status meetings between BMS and BerryDunn Monthly status reports Management of project logs (action items, risks, issues, and decisions) <p><i>Deliverables</i></p> <ul style="list-style-type: none"> D02 Monthly Status Reports <p><i>Completion Criteria</i></p> <p>The State project sponsor will deem Project Initiation and Support complete upon signature acceptance of the Project Closeout Summary.</p> <p>BerryDunn's estimate assumes 84 hours per month for 12 months.</p>	<p>Carole Ann Guay, Molly Hawkinson, Emily Hendrickson, Kyle Melton, Bethany Pike, Jordan Ramsey</p>	
3.0	<p>Federal Regulatory Review</p> <p><i>Service Approach</i></p> <ul style="list-style-type: none"> BerryDunn will review and compare the current Third-Party Liability (TPL) process to CMS regulations for compliance. BerryDunn will review TPL edits 965 - Use primary paid date to calculate filing days for Coordination of Benefits (COB) claim, 966 - Primary carrier paid date required on COB claims, and 967 - COB claim exceeds submission window, and make recommendations for updates, if applicable. BerryDunn will review diabetes education legislation in place and compare to the national program. BerryDunn will compare CMS regulations and Keystone Peer Review Organization (Kepro) 	<p>Dawn Webb, Sarah Colburn, Hilary Moles, Crystal Fox, Reanna Jones, Ebony Carter, Jonathan Watkins, Megan Blount</p>	1,125

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	<p>policy for gaps and make recommendations for changes for the Early and Periodic Screening, Diagnosis and Treatment (EPSDT) benefit.</p> <p><i>Deliverables</i></p> <ul style="list-style-type: none"> • D03 TPL Process Review Summary • D04 Diabetes Education Program Review Summary • D05 EPSDT Benefit Review Summary <p><i>Completion Criteria</i></p> <p>The State project sponsor will deem the Federal Regulatory Review complete upon signature acceptance of Section 3.0 deliverables and the Project Closeout Summary.</p> <p>BerryDunn's estimate assumes 94 hours per month for 12 months.</p>		
4.0	<p>Process Improvements</p> <p><i>Service Approach</i></p> <ul style="list-style-type: none"> • BerryDunn will assist BMS in developing outpatient dental services procedures and the corresponding fee schedule in an Ambulatory Surgical Center (ASC). • BerryDunn will assist with the conversion process to Ambulatory Payment Classification (APC). • BerryDunn will review MMIS vendor appeals processes (claims, prior authorizations, enrollment, cost settlement, etc.), compare them to the current BMS processes, and identify any gaps. • BerryDunn will review the current tubal ligation process, assist with reviewing claims to help ensure compliant provider reimbursements, and assist with writing the official policy memorandum. <p><i>Deliverables</i></p> <ul style="list-style-type: none"> • D06 Fee Schedule – Dental Services in Ambulatory Surgical Center (ASC) Summary • D07 Ambulatory Payment Classification (APC) 	<p>Dawn Webb, Sarah Colburn, Hilary Moles, Crystal Fox, Reanna Jones, Ebony Carter, Jonathan Watkins, Megan Blount</p>	750

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	<p>for Outpatient Hospital Claims Summary</p> <ul style="list-style-type: none"> • D08 Appeals Process Review Summary • D09 Tubal Ligation Review Summary <p><i>Completion Criteria</i></p> <p>The State project sponsor will deem the Process Improvements complete upon signature acceptance of Section 4.0 deliverables and the Project Closeout Summary.</p> <p>BerryDunn's estimate assumes 63 hours per month for 12 months.</p>		
5.0	<p>Medical Code Review</p> <p><i>Service Approach</i></p> <ul style="list-style-type: none"> • BerryDunn will assist BMS with determining Type B (dedicated) Emergency Room (ER) codes for use with the new West Virginia University (WVU) hospital. • BerryDunn will compare the Healthcare Common Procedure Coding System (HCPCS) drug code list versus the contract codes in MMIS for the pharmacy codes review. <p><i>Deliverables</i></p> <ul style="list-style-type: none"> • D10 WVU Type B ER Reimbursement Summary • D11 Pharmacy Codes Review Summary <p><i>Completion Criteria</i></p> <p>The State project sponsor will deem the Medical Code Review complete upon signature acceptance of Section 5.0 deliverables and the Project Closeout Summary.</p> <p>BerryDunn's estimate assumes 63 hours per month for 12 months.</p>	<p>Dawn Webb, Sarah Colburn, Hilary Moles, Crystal Fox, Reanna Jones, Ebony Carter, Jonathan Watkins, Megan Blount</p>	750

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
6.0	<p>Policy Review</p> <p><i>Service Approach</i></p> <ul style="list-style-type: none"> BerryDunn will review the current vision policy and make recommendations for updates and new fees. The review will include researching the surrounding states and their vision policies. BerryDunn will complete a review of the current out-of-state provider policy and the single case agreement process and make recommendations for changes. <p><i>Deliverables</i></p> <ul style="list-style-type: none"> D12 Vision Review Summary D13 Out-of-State Provider Policy Summary <p><i>Completion Criteria</i></p> <p>The State project sponsor will deem the Policy Review complete upon signature acceptance of Section 6.0 deliverables and the Project Closeout Summary.</p> <p>BerryDunn's estimate assumes 63 hours per month for 12 months.</p>	<p>Dawn Webb, Sarah Colburn, Hilary Moles, Crystal Fox, Reanna Jones, Ebony Carter, Jonathan Watkins, Megan Blount</p>	750
7.0	<p>Provider Manual Update Support</p> <p><i>Service Approach</i></p> <p>BerryDunn will assist with review of Chapter 800 – General Administration and Quality and Program Integrity, and recommend updates for BMS to implement in the Provider Manual.</p> <p><i>Deliverables</i></p> <ul style="list-style-type: none"> D14 Provider Manual Chapter 800 Review Summary <p><i>Completion Criteria</i></p> <p>The State project sponsor will deem the Provider Manual Update Support complete upon signature acceptance of Section 7.0 deliverables and the Project Closeout Summary.</p> <p>BerryDunn's estimate assumes 27 hours per month for 12 months.</p>	<p>Dawn Webb, Sarah Colburn, Hilary Moles, Crystal Fox, Reanna Jones, Ebony Carter, Jonathan Watkins, Megan Blount</p>	323

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
8.0	<p>Operational Reports Review</p> <p><i>Service Approach</i></p> <p>BerryDunn will obtain and review a list of Gainwell reports that are distributed to BMS. BerryDunn will make recommendations for updates to the reports and the distribution lists.</p> <p><i>Deliverables</i></p> <ul style="list-style-type: none"> • D15 Operational Reports Review Summary <p><i>Completion Criteria</i></p> <p>The State project sponsor will deem the Reports Review complete upon signature acceptance of Section 8.0 deliverable and the Project Closeout Summary.</p> <p>BerryDunn's estimate assumes 27 hours per month for 12 months.</p>	<p>Dawn Webb, Sarah Colburn, Hilary Moles, Crystal Fox, Reanna Jones, Ebony Carter, Jonathan Watkins, Megan Blount</p>	323
9.0	<p>MMIS Validation</p> <p><i>Service Approach</i></p> <p>BerryDunn will validate that all change requests (CRs) completed in Phases I through IV of the project have been upgraded in the MMIS.</p> <p>BerryDunn will compare the latest or the approved configuration documents from the WV MMIS re-procurement project to current system configuration and provide recommendations for updates to the DME contract.</p> <p><i>Deliverables</i></p> <ul style="list-style-type: none"> • D16 CR Validation • D17 DME Contract Review <p><i>Completion Criteria</i></p> <p>The State project sponsor will deem the MMIS validation complete upon signature acceptance of Section 9.0 deliverables and the Project Closeout Summary.</p> <p>BerryDunn's estimate assumes 54 hours per month for 12 months.</p>	<p>Dawn Webb, Sarah Colburn, Hilary Moles, Crystal Fox, Reanna Jones, Ebony Carter, Andrea Clark, Fei Zou, Jonathan Watkins, Megan Blount</p>	643

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
10.0	<p>Subproject Support</p> <p><i>Service Approach</i></p> <p>BerryDunn will provide additional services at the request of project stakeholders and approval of the project sponsor. The project sponsor or other stakeholders might identify an additional need to be included in the project. BerryDunn will research the need and provide the project sponsor with the scope, purpose, estimated level of effort, and related artifacts. Upon approval by the project sponsor, BerryDunn will communicate the approved request to the project team and begin the approved work. BerryDunn will provide up to three research or analysis summaries for up to three subprojects.</p> <p><i>Deliverables</i></p> <ul style="list-style-type: none"> D18 Research or Analysis Summaries, as requested (up to three summaries) <p><i>Completion Criteria</i></p> <p>The State project sponsor will deem Subproject Support complete upon signature acceptance of Section 10.0 deliverables and the Project Closeout Summary.</p> <p>BerryDunn's estimate assumes 80 hours per month for 12 months.</p>	<p>Dawn Webb, Sarah Colburn, Hilary Moles, Crystal Fox, Reanna Jones, Ebony Carter, Jonathan Watkins, Megan Blount</p>	965
11.0	<p>Project Closeout</p> <p><i>Service Approach</i></p> <p>BerryDunn will develop a Project Closeout Summary deliverable to document the work performed related to this SOW.</p> <p>The Project Closeout Summary will provide the disposition of deliverables, action items, issues, decisions, and risks. The Project Closeout Summary will also outline transition planning to help ensure business continuity.</p> <p><i>Deliverables</i></p> <ul style="list-style-type: none"> D19 Project Closeout Summary <p><i>Completion Criteria</i></p> <p>The State project sponsor will deem the Project Closeout complete upon signature acceptance of the Project</p>	<p>Ed Daranyi, Nicole Becnel, Dawn Webb, Sarah Colburn</p>	93

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	Closeout Summary.		
	BerryDunn's estimate assumes 8 hours per month for 12 months.		
Total Budget Hours Effort			6,957
Total Not-To-Exceed Cost Estimate			\$1,179,330

2.2 Estimated Hours and Cost for Services

Table 2 includes additional staffing plan details and total hours and costs by resource, based on the hourly rates and staffing classifications listed for Year 1 on the Commodity List (CL) for the current contract.

Table 2: Estimated Hours and Cost for Services by Month

Month	EM	LPM	GPM	SS	Estimated Hours Per Month	Estimated Cost Per Month
	Hrs	Hrs	Hrs	Hrs		
1	10	10	515	48	583	\$98,815
2	9	10	515	46	580	\$98,385
3	9	10	515	46	580	\$98,385
4	9	10	515	46	580	\$98,385
5	9	8	515	46	578	\$97,955
6	9	8	515	46	578	\$97,955
7	9	8	515	46	578	\$97,955
8	9	8	515	46	578	\$97,955
9	9	8	515	46	578	\$97,955
10	9	8	515	46	578	\$97,955
11	9	10	516	46	581	\$98,560
12	9	10	518	48	585	\$99,070
TOTAL	109	108	6,184	556	6,957	\$1,179,330

Table 3: Estimated Hours and Cost for Services by CL

Role	Rate	Project Resource	Total Budget Hours	Total Budget Cost
EM	\$270	Nicole Becnel	109	\$29,430
LPM	\$215	Ed Daranyi	108	\$23,220
GPM	\$175	Dawn Webb	295	\$51,625
GPM	\$175	Sarah Colburn	693	\$121,275
GPM	\$175	Hilary Moles	1,249	\$218,575
GPM	\$175	Crystal Fox	1,249	\$218,575
GPM	\$175	Reanna Jones	1,249	\$218,575
GPM	\$175	Ebony Carter	1,249	\$218,575
GPM	\$175	Andrea Clark	100	\$17,500
GPM	\$175	Fei Zou	100	\$17,500
SS	\$80	Jonathan Watkins	214	\$17,120
SS	\$80	Megan Blount	213	\$17,040
SS	\$80	Caitlin Cabral	15	\$1,200
SS	\$80	Mary Corley	14	\$1,120
SS	\$80	Karla Fossett	14	\$1,120
SS	\$80	Carole Ann Guay	14	\$1,120
SS	\$80	Molly Hawkinson	14	\$1,120
SS	\$80	Emily Hendrickson	14	\$1,120
SS	\$80	Kyle Melton	14	\$1,120
SS	\$80	Bethany Pike	14	\$1,120
SS	\$80	Jordan Ramsey	16	\$1,280
Total Hours:			6,957	\$1,179,330

EM = Engagement Manager
LPM = Lead Project Manager
GPM = General Project Manager
SS = Support Staff

2.3 Project Timeline

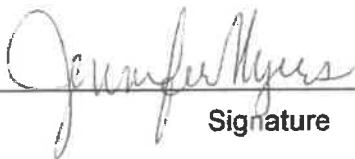
The following is an estimated project timeline for the services described within this SOW.

Table 4: Project Timeline

Task ID	Task	Project Month											
		1	2	3	4	5	6	7	8	9	10	11	12
1	Engagement Oversight												
2	Project Initiation and Support												
3	Federal Regulatory Review												
4	Process Improvements												
5	Medical Code Review												
6	Policy Review												
7	Provider Manual Update Support												
8	Operational Reports Review												
9	MMIS Validation												
10	Subproject Support												
11	Project Close Out												

BerryDunn Authorized Signature

As a principal of this firm in BerryDunn's Government Consulting Group, I have reviewed this SOW and am legally authorized to commit BerryDunn to the work as described herein. The work and level of estimate is a not-to-exceed cost. Work to be invoiced to BMS will be for actual hours expended, which may or may not equal the projected level of effort, but will not exceed the projected level of effort.

**March 24, 2022**_____
Signature_____
Date**BMS Approval of Approach, Staffing, and Not-to-Exceed Cost**_____
Signature3/25/2022_____
Date

Appendix A: Resumes

Eduardo Daranyi, MEd, PMP

Proposed Project Role:	Lead Project Manager
Role at BerryDunn:	Principal (employed with BerryDunn since 09/2005)
Years of Experience Relevant to Proposed Role:	18 years
Certifications and Education:	Master of Education, Lesley College BS, Physics, Mathematics, and Business Administration, Hillsdale College Certified Project Management Professional Systems Engineering Development Program, Electronic Data Systems

Overview

Ed is a principal at BerryDunn with 20 years of experience managing and providing quality assurance oversight of large-scale technology initiatives. He has served in a project management and quality assurance capacity for Medicaid projects in Maine, Iowa, and West Virginia. Prior to joining BerryDunn, Ed worked for Electronic Data Systems as a systems engineer and systems manager. Ed served as implementation project manager for pharmacy benefits management systems and project coordinator while employed by Goold Health Systems.

Relevant Experience

BerryDunn (09/2005 to present). Ed is a principal in BerryDunn's Government Consulting Group, leading the Medicaid practice area.

- **Ohio Department of Medicaid (ODM) – Ohio Medicaid Enterprise System (OMES) IV&V Services (12/2016 to present).**
ODM is implementing its vision for a modular MMIS in the Ohio Medicaid Enterprise System project and BerryDunn is providing IV&V support. As project principal, Ed is overseeing the BerryDunn team.
- **West Virginia Bureau for Medical Services (BMS).**
 - **West Virginia Engagement Manager (06/2012 to present).**
In his role as engagement manager, Ed provides oversight of BerryDunn's contract with the Bureau to provide project management services for multiple projects, including the Molina Health PAS MMIS implementation; Medicaid DW/DSS implementation; Substance Use Disorder 1115 Waiver development and implementation; Affordable Care Act (ACA) analysis, and advisory services;

ICD-10 compliance; E&E systems modernization; Adult Quality Measures; CMS advance planning development; MITA 3.0 State Self-Assessment; CHIP implementation and stabilization; access to care planning and monitoring; provider re-enrollment; asset verification system procurement; and other related initiatives.

- *QA Oversight of MMIS and Pharmacy POS Implementation (10/2005 to 03/2008).*

Ed provided quality assurance services for West Virginia's MMIS implementation. In addition, Ed worked with the State to oversee several new initiatives that needed to be implemented while the new MMIS was becoming operational, including Medicare Part D and the HIPAA NPI. Ed also focused on establishing and assisting in the management of change management processes, and participated in the certification process and report process development.

- **West Virginia Department of Health and Human Resources (DHHR) – West Virginia Engagement Manager (06/2012 to present).**

In his role as engagement manager, Ed provides oversight of BerryDunn's contract with DHHR to provide project management services for multiple projects, including the E&E System modernization; procurement services; eligibility systems planning, procurement, and implementation; and other related initiatives.

- **Maine Department of Health and Human Services (DHHS) – IV&V and QA Services (04/2011 to 06/2012).**

BerryDunn provided IV&V, QA, and Technical Assistance services for the Molina MMIS and Fiscal Agent Solution (MMIS/FAS) development, implementation, and certification project. In addition, BerryDunn provided project management for the CMS certification of Maine's MMIS. As BerryDunn's project manager, Ed served as the primary liaison with DHHS, providing and managing a project management structure, developing and maintaining project management tools, managing the development of all deliverables, leading and overseeing the work of our team, evaluating project risks and issues, recommending strategies to address risks and issues, and communicating project status to DHHS.

BerryDunn also performed a point-in-time readiness assessment for several Pharmacy system initiatives for Maine DHHS, including a HIPAA 5010 transaction set readiness assessment and a pharmacy-related provider portal. Ed served as project manager for this assessment.

- **North Carolina Office of the State Auditor – Independent Audit of the State IT Services Enterprise Project Management Office (EPMO) (04/2007 to 06/2007).**

BerryDunn was hired by the North Carolina Office of the State Auditor to conduct an independent evaluation of IT projects managed by the North Carolina Office of IT Services' EPMO. Ed served as a lead analyst on this engagement. The objective of our

evaluation was to determine whether the EPMO's policies, procedures, and practices were significantly improving the likelihood that a given project would be brought in on time and on budget. This included the review of North Carolina FAST (i.e., Families Accessing Services through Technologies), a program designed to improve the way North Carolina DHHS and county departments of social services do business.

Goold Health Systems (05/2001 to 08/2005).

- **Iowa Department of Human Services (06/2004 to 08/2005).** Ed served as technical project manager for the implementation of the Iowa Preferred Drug List/Prior Authorization project. In this role, Ed coordinated implementation activities; prepared reports for senior management; developed and monitored work plans; and performed research, analysis, and evaluation of programs, projects and operational procedures.

From December 2004 to August 2005, Ed served as strategic project manager for Iowa's MMIS Pharmacy POS implementation. In this role, Ed managed implementation activities; prepared project status reports; developed work plans; and conducted research and analysis of programs, projects, and operational procedures.

- **GHS Data Management (04/2000 to 06/2004).** Ed served as project coordinator, technical writer, office manager, and training coordinator for GHS Data Management, which entailed developing and managing technical proposal preparation and writing; collaborating and developing strategy with senior management, the Medical Director, and staff pharmacist; providing company-wide management support for strategic project development; designing, developing, and authoring technical user documentation; and preparing and delivering training materials. GHS Data Management is a provider of services to Medicaid agencies across the nation.
- **Maine DHHS (05/2001 to 01/2002).** While employed by GHS, Ed served as technical project coordinator for Maine's MMIS Pharmacy Preferred Drug List and Supplemental Rebate implementation. In this role, Ed coordinated implementation activities; prepared reports for senior management; developed and monitored work plans; and performed research, analysis, and evaluation of programs, projects, and operational procedures.

Electronic Data Systems (08/1985 to 06/1988). Ed served as Systems Engineer and Systems Manager, with responsibility for maintaining the operating system for a cluster of mainframe computers, troubleshooting hardware and software problems, and overseeing security and access to software on the mainframe computers controlling a General Motors full-size pickup truck assembly plant. As a part of this work, he was on a team that implemented a new manufacturing and assembly system for the truck assembly plant.

Presentations

"Flexible Contracting and Contracting Best Practices," Presentation for MESC 2014, 8/19/2014

Nicole Becnel, PMP

Proposed Project Role:	Engagement Manager
Role at BerryDunn:	Principal (employed with BerryDunn since 06/2010)
Years of Experience Relevant to Proposed Role:	17 years
Certifications and Education:	BA, Speech and Hearing Science, University of South Florida Certified Project Management Professional

Overview

Nicole brings valuable expertise in her field as an experienced Medicaid IT professional with over 15 years of experience. Her experience includes strategic planning, portfolio, program and project management, business analysis, system design, development, and testing for large health information enterprise systems. She is currently working with the State of West Virginia overseeing the State's Medicaid Enterprise and leverage and reuse initiatives.

Relevant Experience

BerryDunn (06/2010 to present). Nicole works with BerryDunn's Medicaid Government consulting group, and has experience with the following projects:

- **West Virginia Bureau for Medical Services (BMS).**
 - *West Virginia Portfolio Manager (09/2013 to present).*
In her role as portfolio manager, Nicole provides portfolio management for multiple projects with BMS, including project management of ACA planning, analysis, and advisory services; MMIS, DW/DSS procurement, and project management; E&E systems planning; MITA 3.0 SS-A; and other related initiatives.
 - *Project Management of MMIS Procurement, DDI, and Certification (12/2012 to 09/2013).*
Nicole served as a project manager for the DDI of the Molina Health PAS MMIS. Her work on the project included oversight of contract start up activities and system design sessions. She was responsible for managing the project team and providing oversight of the start-up and analysis/design activities.
 - *Provider Enrollment (PEA) Project (07/2011 to 12/2012).*
Nicole supported the Bureau with her project, program and portfolio management and subject matter expertise as they implemented health care reform. This work included implementation of provider enrollment screening requirements for various provider classifications to reduce potential fraud and abuse. Nicole also assisted with provider outreach activities including presentations and training at

Provider Workshops held throughout the state.

- **5010 Refresh Project (10/2011 to 08/2013).**
Nicole served as project manager for the successful implementation of the 5010/D.0 standards required by federal mandate. In this role, Nicole supported the Bureau with her project management and subject matter expertise during the conversion of HIPAA Accredited Standards Committee (ASC) X12 version 4010A1 to ASC X12 version 5010 and National Council for Prescription Drug Programs (NCPDP) version 5.1 to NCPDP version D.0. This work included project management of deliverable review, SME advisory services, UAT plan assistance, operational readiness assessment, and post implementation project management and monitoring.
- **Data Warehouse / Decision Support System (DW/DSS) Project Management (06/2010 to 06/2011).**
Nicole served as the project manager to assist the State with the development of procurement documentation for the DW/DSS re-procurement. In this role, Nicole was responsible for managing the project team, serving as liaison with the Bureau, reviewing project deliverables, and providing subject matter knowledge and support.

- **New Jersey Division of Medical Assistance and Health Services – MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 01/2018).**
As Engagement Manager, Nicole oversaw the BerryDunn team working in collaboration with the New Jersey Implementation Team Organization (ITO) for the Replacement MMIS (R-MMIS). In her role, she was responsible for the oversight of the Leverage and Reuse, Testing and Certification project activities.

Unisys MMIS Operations (now Molina) (09/2001 to 06/2010).

- **Project Manager for MIHMS Provider Enrollment.** Nicole served as Project Manager and SME for the Maine DHHS provider re-enrollment and maintenance implementation project, which created an online tool for enrollment, re-enrollment, and maintenance for Maine's provider community consisting of approximately 8,000 providers. Nicole managed large and complex configuration projects and provided expertise to other implementation initiatives, including conversion, reporting, and interface development.
- **West Virginia MMIS.** Nicole managed the development, implementation, and evaluation of quality management and risk management activities to ensure project compliance with all budget, time and quality specifications to assure client requirements across the Medicaid Enterprise. In her role, Nicole successfully project managed the on-time delivery of the NPI initiative in an accelerated time frame, successfully provided on-site support to BMS during the CMS certification evaluation; facilitated best practice cross communication; and, met customer expectations by monitoring, evaluating and assigning corrective actions.

- **Contract Configuration and Reports Lead for West Virginia MMIS.** Nicole developed, implemented, and documented processes and standards to ensure successful completion of reports. Additionally, she analyzed business processes to transition the configuration to meet the current application. Working with the client, Nicole identified required changes and ensured issues were identified, tracked, reported and resolved in a timely manner. She was also responsible for creating a MITA Report Card and Trending Analysis Report tracking deliverables and report progress.
- **Project Management Support.** Nicole served in a project management support services role for State Medicaid initiatives including the Kentucky MMIS DDI project, which included schedule management, action item management, training support, provider development, and UAT planning. She also ensured the appropriate project organization processes were closely followed.

Presentations

"Modularity GPS: Defining the Roadmap and Understanding the Landscape," Presentation for MESC 2016, Co-presented with Lisa Alger (CSG Government Solutions) and Andrea Danes (CSG Government Solutions), 8/16/2016

"Managing in a Modular MMIS Implementation," Presentation for MESC 2014, 8/21/2014

Dawn Webb, BSHL, CPC, COC

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Manager (employed with BerryDunn since 08/2017)
Years of Experience Relevant to Proposed Role:	9 years
Certifications and Education:	<p>BS, Healthcare Leadership, Wheeling Jesuit University</p> <p>Associate in Applied Science, Office Administration, West Virginia University</p> <p>Certified Professional Coder, American Academy of Professional Coders</p> <p>Certified Outpatient Coder, American Academy of Professional Coders</p> <p>Certificate of Proficiency in Obstetrics/Gynecology Coding, American Academy of Professional Coders</p> <p>Certified Compliance Professional, Healthcare Fraud & Abuse Institute</p> <p>Certificate of Proficiency in Surgery Coding, American Academy of Professional Coders</p> <p>Certificate of Proficiency in Internal Medicine Coding, American Academy of Professional Coders</p>

Overview

Dawn is a manager in BerryDunn's Medicaid Practice Area, with extensive experience in Medicaid billing, state Medicaid programs, worker's compensation claims, and rural health centers. She is a Certified Professional Coder and a Certified Outpatient Coder. Her experience includes working with clients on projects involving compliance guidelines, electronic health record (EHR) system implementations, QA, Health Insurance Portability and Accountability Act (HIPAA) policy, International Statistical Classification of Diseases and Related Health Problems-10 (ICD-10) coding, and patient management and claim editing system implementations.

Relevant Experience

BerryDunn (08/2017 to present). Dawn works with state Medicaid agency clients, currently serving on the project team based in Charleston, West Virginia.

- **West Virginia Bureau for Medical Services (BMS).**
 - *Enterprise Project Management Office (EPMO) (05/2019 to present).*
As quality improvement initiatives program manager, Dawn is providing project support in the areas of process improvement, best practices, and staffing

allocations for the Fee Schedule and Edit Quality Review, Payment Error Rate Measurement (PERM), and Third-Party Liability Procurement projects.

- *Advanced Planning Document Assistance (05/2018 to present).*
Dawn currently assists with the implementation and update of Advanced Planning Documents (APD) to support BMS in securing funding for projects. She provides assistance and oversight in compiling information for the APD, writing the APD, and developing the Medicaid Detail Budget Tables (MDBTs).
- *Payment Error Rate Measurement (PERM) Project (05/2018 to present).*
Dawn is serving as the project manager for the PERM project, managing budgets and project deliverables and working closely with the client to ensure requirements and expectation are met fully. This project includes validating errors, research error remedies, and providing oversight for resolution of PERM errors cited for WV.
- *MMIS Fee Schedule and Edit Quality Review (09/2017 to present).*
Dawn serves first as project subject matter expert (SME) and then as project manager. She works closely with the client to evaluate the MMIS fee schedules and claim edits to ensure MMIS setup is in compliance with Medicaid policy and to provide analysis of cost savings opportunities for BMS.

Valley Health Systems, Inc. (12/2009 to 07/2017). Dawn served as a manager responsible for revenue cycle administration and billing.

Unisys (06/2004 to 11/2009). As a domain services analyst, Dawn served as the configuration team leader and a medical coder for the West Virginia Medicaid line of business.

Charleston Area Medical Center (08/2004 to 09/2004). As a contracted medical coder, Dawn worked primarily with Charleston Area Medical Center's compliance department.

West Virginia University (WVU) Physicians of Charleston (06/2001 to 06/2004). While with WVU, Dawn worked as a senior billing specialist and a billing manager, serving the Department of Internal Medicine and the Department of Obstetrics and Gynecology.

University Health Associates (09/1996 to 07/2001). Dawn served in several roles with University Health, including a billing analyst, billing specialist, billing supervisor, and billing manager. She worked primarily with the Department of Obstetrics and Gynecology and the Family Medicine Center of Charleston.

Garnet Career Center (02/1999 to 01/2000). Dawn worked as a medical coding instructor for the career center.

Acordia National (12/1994 to 05/1996). Dawn began her career as a claims examiner.

Professional Affiliations

American Academy of Professional Coders, Local Chapter Secretary, 1999

Office Managers Association of Healthcare Providers, Vice President of Publicity, 2001

Sarah Colburn

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant (employed with BerryDunn since 07/2019)
Years of Experience Relevant to Proposed Role:	18 years
Certifications and Education:	Graduate studies, Human Development Counseling, University of Illinois Springfield BA, Developmental Psychology, University of Illinois Springfield

Overview

Sarah is a committed, results-driven, detailed-oriented professional with over 20 years of experience in the areas of leadership, program development, and problem solving. She brings a superior ability to research, develop, and implement strategies that are designed to optimize goals and achieve objectives. She has a proven success record in development of systems, processes, and procedures created to streamline operations and increase efficiencies.

Relevant Experience

BerryDunn (07/2019 to present). Sarah is a senior consultant with BerryDunn's Medicaid consulting practice area.

- **West Virginia Bureau for Medical Services (BMS)**
 - *MMIS Contract Edit Review (02/2020 to present).*
Sarah serves as the temporary project manager. She manages budgets and project deliverables, and works closely with the client to ensure requirements and expectations are fully met. In addition, she collaborates with the client and vendor to evaluate the MMIS fee schedules and claim edits to ensure MMIS setup complies with Medicaid policy and to provide analysis of cost-savings opportunities for BMS.
 - *Provider Enrollment Services (PMS) Project (09/2019 to present).*
Sarah is currently serving as the project manager for the PMS project, managing budgets and project deliverables, and working closely with the client to ensure requirements and expectations are fully met.

Illinois Department of Healthcare and Family Services (09/2018 to 07/2019). Sarah served as a business analyst, assisting State staff in creating policies that are consistent with requirements and mandates of federal and state administrative rules. She worked as a member of the federal compliance and certification team for the State, assisted with UAT for software upgrades to the IMPACT system, and assisted with completing review of paid claims for federal and state audit completion. She also worked investigating and documenting CMS PERM audit findings to assist the State in resolution of seemingly inappropriately paid Medicaid claiming.

Illinois Department of Human Services (10/2010 to 09/2018). As a Medicaid consultant, Sarah served as a liaison with the Department of Aging, Department of Developmental Disabilities, and Department of Healthcare and Family Services personnel to ensure compliance with federal rules and regulations. She performed claiming reject investigations, resubmission of corrected claiming data using electronic data processing, and recommendations for claiming software modifications. Sarah was the lead worker assisting the Department in review and response of Illinois Healthcare and Family Services (IHFS) financial auditing for several Federal budget periods.

CQuest America (03/2001 to 05/2009)

- **Manager, Systems Integration and Project Management (04/2008 to 05/2009).** Sarah provided oversight of new software development to increase productivity and efficiency of the central billing office. She managed timelines, distribution of duties, budgetary guidelines, and final production for all projects required by the central billing office to meet the contractual requirements of the Illinois Early Intervention Program.
- **Manager, Central Billing Office (09/2006 to 04/2008).** In this role, Sarah managed daily operation of claims, provider enrollment, third-party reimbursement, Medicaid, and central support functions for the Illinois Early Intervention Program. She ensured that the office met all contractual and procedural requirements of the program, as mandated by the Department of Human Services, and worked to develop and implement procedural guidelines to receive maximized Medicaid matching funds.
- **Manager of Insurance Claims Processing (07/2005 to 09/2006).** Sarah had oversight of claims and insurance unit functions for the Illinois Early Intervention Program. She established and organized an insurance unit whose primary function was to maximize private insurance benefits, and implemented trainings to educate service providers and regional office staff.
- **Claims Processing Supervisor (03/2001 to 07/2005).** Sarah's duties included payroll functions, preparation, and distribution of yearly evaluations, hiring, and preparing reports. She also assisted in the development and implementation of insurance billing policies for the Early Intervention Program.

Hilary Foster Moles, BSN

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant (employed with BerryDunn since 04/2019)
Years of Experience Relevant to Proposed Role:	6 years
Certifications and Education:	BSN, West Virginia Institute of Technology MLC Certified Medicaid Professional (MCMP-II)

Overview

Hilary, a registered nurse, is a consultant in BerryDunn's Government Consulting Group with comprehensive clinical and state agency policy development and analysis experience. She brings expertise in case management, Medicaid eligibility and enrollment criteria, and Medicaid Management Information System (MMIS) claims processing. Hilary has supported projects in a range of roles such as subject matter expert (SME), business analyst, and project coordinator. She brings additional value to projects through her active involvement in the West Virginia Future of Nursing Action Coalition.

Relevant Experience

BerryDunn (04/2019 to present)

Hilary serves as part of BerryDunn's Medicaid Practice Area, working with the West Virginia BMS on project management initiatives.

- **West Virginia Bureau for Medical Services (BMS)**
 - *State Plan Review and Support (SPRS) Project (09/2020 to present).*
As a business analyst, Hilary is working with the project team to analyze the West Virginia Medicaid State Plan and assist the State to make process and document improvements for long-term policy compliance and sustainability.
 - *COVID-19 Emergency Services Sub-Project (03/2020 to present).*
Hilary is supporting the project with tracking of federal waivers, WV Disaster Relief State Plan Amendments (SPAs) and other COVID-19 related legislative policy changes. Previously in the project, Hilary researched and advised the client of other state policy implementations on a daily basis. She attended weekly Centers for Medicare and Medicaid (CMS) stakeholder calls and advised the client of noteworthy changes to help them stay current with the evolving changes during the public health emergency.
 - *Payment Error Rate Measurement (PERM) Project (04/2019 to present).*
Hilary is serving as a project SME for the PERM project. She has been focusing on validating medical record errors, researching error remedies and providing recommendations for resolution of PERM errors cited for West Virginia. Hilary

also supports the Medicaid Eligibility Quality Control (MEQC) sub-project.

- *MMIS Contract Edit Review (04/2019 to present).*

Hilary is serving as a project SME. She has been reviewing the current BMS prior authorization requirements and conducting an analysis to help ensure the MMIS configuration and the utilization management contractor (UMC) requirements comply. Additionally, Hilary is assisting with the analysis of telehealth policies to identify opportunities and help broaden Medicaid telehealth coverage for West Virginia. She has collaborated with BMS and DXC Technology to evaluate claim edits to help ensure the MMIS setup and current processes comply with Medicaid policy and national standards.

Kepro (09/2015 to present). As the care coordinator lead and case manager, Hilary is assisting in the development of local medical policies for West Virginia Medicaid. She conducts training sessions for colleagues, providers, and physicians; provides case management to West Virginia Medicaid members; and utilizes InterQual and BMS criteria to determine medical necessity. Disciplines include hospice, home health, rehabilitation, and durable medical equipment.

West Virginia Medical Institute (02/2013 to 08/2015). As a utilization review nurse, Hilary used InterQual and BMS criteria to determine medical necessity. Disciplines included acute care, imaging, hospice, and home health.

Charleston Area Medical Center (06/2009 to 02/2013). With Charleston Area Medical Center, Hilary served as a nurse on the Labor and Delivery unit and the Surgical Intensive Care Unit, and as a level-II clinical nurse.

Crystal Fox

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant (employed with BerryDunn since 10/2019)
Years of Experience Relevant to Proposed Role:	13 years
Certifications and Education:	MLC Certified Medicaid Professional (MCMP-II)

Overview

Crystal, a technical engineer and systems analyst, is a senior consultant in BerryDunn's Government Consulting Group with financial system processing and requirements development and analysis experience. She brings knowledge of Medicaid Management Information System (MMIS) financial systems from a technical and business perspective from both her consulting work and her 13 years of experience working at DXC Technology, formerly Molina Healthcare. Crystal has helped clients achieve their project objectives in her roles as a subject matter expert (SME) and business analyst on MMIS operations and implementation.

Relevant Experience

BerryDunn (10/2019 to present)

- **West Virginia Department of Health and Human Resources (DHHR)**
 - *People's Access to Help (PATH) DDI Project Management (08/2020 to present).*
Crystal serves as a project SME for the financial management and Flexi financial module reviews by providing insight on the Flexi functionality and feedback based on the scheduled deployment approach of the vendor.
 - *Child Welfare Initiatives Project Management Services (06/2020 to 08/2020).*
Crystal supported this project and served as a business analyst and project coordinator. Crystal scheduled meetings, captured notes during meetings, researched requirements for the development of a performance-based contract request for proposal (RFP) for the Bureau for Children and Families' child placing agencies, and updated the RFP document based on reviews and feedback received during the requirement gathering sessions for the project.
- **West Virginia Bureau for Medical Services (BMS)**
 - *Payment Error Rate Measurement (PERM) Project (10/2019 to present).*
Crystal serves as a SME for the PERM project. She focuses on validating data processing and eligibility errors, researching error remedies, and providing recommendations for resolution of PERM errors cited for West Virginia in an effort to reduce the error rate which affects the federal match the state receives.
 - *MMIS Contract Edit Review (10/2019 to present).*

Crystal serves as a project SME. She reviews documents and information compiled from policy as well as claim-related stored procedures and desk-level procedures (DLPs) to help ensure compliance with the State Medicaid Plan and State Medicaid provider manuals. Crystal also performs multi-state analysis of telehealth policies to identify opportunities for WV to expand covered services, reviews the current MMIS configuration to support the Medicaid National Correct Coding Initiative (NCCI) editing, and reviews MMIS system configuration to identify where the system does not match the current State Plan or Medicaid policy. Crystal also develops a research summary that provides the client with the findings of the review and recommendations to remediate.

- *Advanced Planning Document (APD) Assistance (06/2020 to 08/2020).*
Crystal served as a business analyst for MMIS APD development and updates by updating expenditures and budget based on the previous prior requests in an effort to calculate a request for the current and upcoming years.
- *Enterprise Program Management Office – COVID-19 Waivers and Flexibilities (03/2020 to 06/2020).*
Crystal served as a business analyst by researching the waivers and flexibilities implemented under the Coronavirus Aid, Relief, and Economic Security (CARES) Act during the public health emergency. Crystal prepared summaries or tracking documents based on the research findings, which was incorporated into presentations presented to the client by project leads.
- *Mountain Health Promise (MHP) Implementation Project Management Support (12/2019).*
Crystal served as a project SME. She supported the Operational Readiness Review (ORR) by performing secondary evidence review for the Financial Management section to help ensure that scoring, determinations, and findings were complete, accurate, and corroborated.

- **Puerto Rico Medicaid Program (PRMP) – Enterprise Objective Monitoring and Control (EOMC) Services (08/2020).**
Crystal served as a business analyst for the Medicaid Enterprise Organizational Structure (MEOS) subproject by reviewing other agencies' Medicaid population and organizational structures and comparing them to the proposed organizational structure for Puerto Rico to support BerryDunn's recommendations.

DXC Technology/Molina Healthcare (MMS)/Unisys (04/2006 to 06/2019).

- **Svc Info Developer III (06/2016 to 06/2019).** Crystal translated business requirements to system functionality; developed use case elaborations and business rules using industry best practices; designed unit test cases to ensure business rules and requirements are being met; managed changes to base lined system requirements using established project change control processes and tools; and wrote SQL queries to validate data and troubleshoot results where applicable.

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- **MITA Financial Systems Analyst III (02/2011 to 06/2016).** Crystal worked with teams to analyze business processes. She designed and documented system functionality using industry standard use cases; specialized in all phases of financial processes including, but not limited to; Accounts Payable, Accounts Receivable, General Ledger, Claim Payment, 1099 Processing; and managed changes to system requirements using established project change control processes and tools to include, but not limited to Application Lifecycle Management (ALM).
 - **Systems Analyst 5-Financial Analyst (04/2006 to 02/2011).** Crystal created financial reports/processing for clients. She worked closely with the client to understand the business needs and gather requirements/specifications for the project; designed and implemented enhancements/modifications for the Health PAS Financial system; performed research and analysis on testing results to ensure accuracy; and resolved production support issues for the Health PAS Financials system as needed.

Reanna Jones

Proposed Project Role:	Subject Matter Expert
Role at BerryDunn:	Analyst with BerryDunn since January 2022
Years of Experience Relevant to Proposed Role:	6 years
Certifications and Education:	Bachelor of Science in Healthcare Management, Florida A&M University

Overview

Reanna is an experienced leader with more than 6 years' consulting experience in Medicaid, Medicare, and third-party liability health care billing. She is skilled in project management, data analysis, agile and waterfall software development life cycle (SDLC) processes, requirement traceability matrices (RTM), business requirement documents (BRD), electronic data interchange (EDI), and customer service.

Experience

Gainwell Technologies (January 2015 to January 2022). Reanna worked as a Senior Business Analyst to provide creative solutions to user requirements, solve client problems, and work with the Agency for Health Care Administration (AHCA) by participating in business requirements sessions and timelines. She assisted Medicaid policies with special tasks and provided follow up reporting for the Center for Medicare and Medicaid Services that included the percentage of dual eligible recipients, the number of Medicare claims received and processed during a certain period, the number of claims that paid and denied, and the ratio of claims received and paid. She served as the department's lead analyst when working with different Medicaid vendors on various projects and advised Medicaid providers on locating information for further assistance depending on inquiry. Reanna also reviewed business related documents such as business analyst test case outcomes, collected research, and developed provider outreach and training material for quality and accuracy. She communicated with third party vendors to collaborate on changes within interchange, worked with vendors such as EVV, CMS, HMS, 3M, Navigant Consulting Firm, Magellan, and Molina Health, and assisted the system architects with designing the layout and functionality of user interfaces both internal and external for new changes to the system. Reanna created RTMs, BRDs, test strategies and test plans to be used by junior business analysts to complete work assignments, as well as assisting with installing new systems by performing functional, regression, stress, and post implementation testing. She facilitated client meetings to discuss project status, changes, and impact. She assisted the project manager with constructing project plans, metrics, and timelines for junior level business analyst projects and work assignments. She provided group and one on one Medicaid policy training sessions to new hires and peers within the department and collaborated with data scientist by providing Medicaid claim variables to be used for monthly operational data analysis reports created through Tableau.

Hewlett-Packard (July 2013 to December 2014). Reanna worked as a Healthcare Insurance representative and Business Analyst Trainee to assist Florida Medicaid providers with claim processing and payments inquiries, advise providers on seeking information for further assistance, and report system issues to management immediately and effectively so that they could be escalated and resolved in a timely matter. She provided customer service and assisted in recording and reporting escalated call center issues to supervisor to aid in providing provider outreach alerts and bulletins for identified system issue. Reanna was the healthcare policy and regulation subject matter expert for department and so provided the relevant training to peers. She assisted supervisor with special projects within the department when call centers such as the EDI and provider enrollment departments needed additional agents.

Ebony Carter, MS

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant with BerryDunn since March 2022
Years of Experience Relevant to Proposed Role:	14 years
Certifications and Education:	<p>Bachelor of Science in Health Science, focus in Community Health, Towson University</p> <p>Master of Science in Health Science, focus in Community Health, Towson University</p> <p>Technical Institute of America-Project Management Certification Training Course</p>

Overview

Ebony is a highly qualified Healthcare Analyst and Program Administrator professional with 10 years of experience in Healthcare Policy, Medicaid-CHIP program, Eligibility, MMIS, Customer satisfaction, and program management. She has demonstrated analytic, Medicaid audit, and problem solving skills. Her expertise is in program monitoring, contracts management, finance/budgetary maintenance, communication, and program evaluation

Experience

General Dynamic Information Technology (October 2021 to March 2022). Ebony worked as a Senior Business Analyst with North Carolina State Medicaid MMIS to monitor and understand business functions, gather business requirements for enhancement or modification using Waterfall or Agile methodologies, and create system estimates to present to technical team and implementation director for approval. She conducted face-off meetings with state to understand, explain, and address business needs, and led design efforts and document system design. Ebony collaborated with project managers and technical staff to ensure successful implementation of system enhancements.

NCI, Information Systems (November 2018 to October 2021). Ebony worked as a Data Processing Subject Matter Expert with CMS to provide technical direction and guidance to the data processing team and to CMS stakeholders. She created training material in line with CMS guidelines and federal regulation requirements, updated standard operating procedure guidelines for team, and monitored data processing workflow. Ebony performed quality assurance reviews of completed audits, conducted queries, and communicated data findings in written reports, oral reports, and presentations. She analyzed data to determine appropriate actions and was responsible for determining knowledge gaps, work process improvements, and technical system updates to assist with creating streamlined audit process. She created a review schedule to ensure milestones were met on time and reviewed all state MMIS systems to ensure claims adjudicated correctly, beneficiaries were eligible for services, and providers were enrolled and screened appropriately.

A+ Government Solutions, LLC/CNI Advantage LLC (August 2015 to November 2018).

Ebony worked as a Program Operations Manager with CMS to manage a team of 31 Health Insurance Payments Analysts responsible for conducting audits to determine if reimbursements to medical providers were compliant. She analyzed federal CFR and state regulations/policies for Medicaid and CHIP reimbursements, interacted with Medicaid state personnel to schedule audits and explain audit findings, and conducted queries and communicated findings. Ebony created reports to share with CMS stakeholders and state personnel, collaborated with Data Processing (DP) state leads and state personnel to determine readiness for the initiation of DP reviews, and assisted with development of review workflow processes. Ebony conducted detailed audits of MMIS to determine if states paid Fee-for-Service and Managed Care claims according to Medicaid CFR and state regulations under the Payment Error Rate Measurement Project. She researched, analyzed, interpreted, and applied provider Medicaid enrollment, recipient eligibility (CHIP and Medicaid), risk based screening, and claims processing, CFR and state regulations when conducting audits of state claims. Ebony created operating procedures for navigating state MMIS systems, managed workflow through State Medicaid Error Rate Findings (SMERF) system and used the SMERF system, State MMIS, and eligibility systems to conduct audits. Ebony communicated with CMS about impediments that impede the team's ability to complete audits accurately and on time.

Maryland Department of Health and Mental Hygiene (DHMH) (July 2008 to August 2015).

Ebony worked as an Agency Grant Specialist to monitor the life cycle of all grants and the budget and expenditures for DHMH Office of Preparedness and Response (OPR) cooperative agreements for the Department of Health and Human Services, Center for Disease Control and (CDC) and Prevention and Assistant Secretary for financial Resources (ASPR). She supported senior management in maintaining fiscal records of preparedness activities such as syndromic surveillance, plan implementation, incident reports, and after action reports. She designed, developed, implemented, and interpreted grants/ assistance management policies, procedures, and best practices for monitoring cooperative agreements for CDC and ASPR. Ebony monitored a budget over \$30 million and was responsible for accounts payable paid by invoices used pay blocks according to the state of Maryland General Accounting principles. She developed standard operating procedures that adhere to CFR and Code of Maryland Regulations (COMAR) regulations, developed information packages for employees and awardees, and served as liaison to represent senior fiscal officer at staff meetings and conferences. Ebony monitored 23 counties and 1 city in the Medicaid Transportation Grant program for budget requirements and to ensure grantees and providers followed program goals, objectives, and regulations in accordance with CFR and COMAR. She analyzed and evaluated the program for efficiency and effectiveness of health care delivery and health initiatives by participating in routine audits (onsite reviews) of each jurisdiction ensuring compliance with COMAR regulations, Medicare and Medicaid regulations, and Maryland State Transmittals. She analyzed data for recipient Medicaid transportation needs, supported senior analyst in providing leadership and Medical Assistance Transportation guidance to state legislatures during conferences and workshops, and provided guidance on Managed care or Medicaid fee-for-service appeals. She managed, developed, implemented, and evaluated training curricula on

Medicaid Managed Care, and Medicaid Transportation program. She developed standard operating procedures in drafting COMAR regulations to improve compliance with state and federal Medicaid and Medicare regulations.

Andrea L. Clark, MS, Prosci® CCP

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Manager (employed with BerryDunn via Compass Health Analytics, Inc. since 2002)
Years of Experience Relevant to Proposed Role:	20+ years
Certifications and Education:	<p>MS, The University of Wisconsin, Economics</p> <p>BSFS, The Edmund A. Walsh School of Foreign Service, Georgetown University, Economics, <i>magna cum laude</i>, Phi Beta Kappa</p> <p>Prosci® Certified Change Practitioner (CCP)</p> <p>Member, American Economic Association</p> <p>Fluent in Spanish</p>

Overview

Andrea is a senior economist and data scientist with a primary focus in healthcare systems and finance. Her expertise includes designing, managing, and analyzing large, complex healthcare databases; training state Medicaid agency clients in data quality and analytics; acting as a Health Insurance Portability and Accountability Act (HIPAA) privacy rule de-identification expert; preparing Medicaid managed care capitation rate bids; and assessing health insurance benefit mandates for state legislatures. She is heavily involved in healthcare reform initiatives, including, but not limited to, modeling projected financial impacts of Medicaid expansion and public health crises for health maintenance organization (HMO) clients.

Prior to joining BerryDunn and its Health Analytics Practice Area (HAPA), Andrea was a consulting economist for a Big Four consulting firm, conducting projects ranging from litigation support for a pharmaceutical firm to assessing treatment effectiveness for the federal Substance Abuse and Mental Health Services Administration.

Relevant Experience

BerryDunn (formerly Compass Health Analytics) (2002 to present). Andrea conducts quantitative research on various healthcare topics, with a primary focus on public-sector behavioral health and topics in healthcare reform. She acts as a HIPAA privacy rule de-identification expert; prepares Medicaid managed care capitation rate bids; advises Medicaid HMOs on market impacts of major policy and economic shifts; assesses health insurance benefit mandates for state legislatures; and advises state Medicaid agency clients on data quality and analytics.

- West Virginia Department of Health and Human Resources (DHHR) – Child Welfare Initiatives Project Management Services (06/2020 to present).**
 Andrea leads the HAPA team supporting the DHHR's Bureau for Children and Families (BCF) in implementing its May 2019 Americans with Disabilities Act (ACA) agreement with the United States Department of Justice (DOJ). She

designs and implements analyses and coordinates efforts to design and build a data reporting system and dashboard to enable the State to reach critical milestones in the agreement.

- **West Virginia Bureau for Medical Services (BMS)**

- *Managed Care Organization (MCO) Encounter Data Quality (EDQ) Project (06/2020 to present).*
Andrea provides oversight and Medicaid encounter data subject matter expertise to support the State's ongoing initiative to optimize MCO encounter data processes for its risk-based managed care programs.
- *Data Improvement Project (10/2019 to present).*
Andrea spearheaded the development of this project and provides strategic oversight and Medicaid data subject matter expertise to this effort. The Data Improvement Project empowers the State to identify, assess, and address data quality and usability issues across the State's Medicaid enterprise data systems by bringing together disparate Medicaid data users and consumers for training and feedback, deep analytical research, and development of process improvement recommendations.
- *MMIS Contract Edit Review – Outpatient Surgery (04/2019 to 11/2019).*
Andrea led a team that analyzed BMS claims data to assess outpatient hospital surgery provider compliance with the BMS outpatient hospital surgery fee schedule, identifying potential cost savings opportunities for the State.
- *Adult Quality Measures Grant Project (10/2017 to 12/2017).*
Under a federal grant, the State requested BerryDunn to develop, teach, and record an original continuing education curriculum on quality improvement to supplement training and continuing education resources for the BMS Quality Unit team. Andrea developed and presented an original curriculum on data quality, statistics, and healthcare analytics.
- *Substance Use Disorder (SUD) Waiver Initiative Project (10/2016 to present).*
Andrea provides claims and encounter data analysis and Medicaid SUD program expertise supporting the State's expansion of evidence-based care for Medicaid members with opioid use disorder (OUD) and other SUDs.

- **New Hampshire Insurance Department (NHID)**

- *Mental Health Parity Compliance Assurance Plan (CAP) Monitoring (05/2020 to present).*
Andrea is the data analytics lead for this effort overseeing examinations of commercial health insurer mental health provider network adequacy and reimbursement under the federal Mental Health Parity and Addiction Equity Act (MHPAEA) and state parity laws. To test for parity, New Hampshire utilizes innovative, nationally recognized quantitative methodologies developed in

collaboration with HAPA using the New Hampshire Comprehensive Health Care Information System (NH CHIS), New Hampshire's APCD.

- *Healthcare Analytics (06/2016 to 12/2019).*

As the engagement manager for this contract, Andrea collaborated with NHID's Health Economics and Actuarial teams to establish priorities for contract resources and led a team of analysts in designing and implementing a variety of complex analyses of the NH CHIS. Sub-projects included identification of potential targets for fraud, waste, and abuse investigation and recovery; a quantitative study of variances in commercial health insurer provider contracting to inform regulatory decisions to promote consumer value; and the development of a public-facing report on statewide ambulance transportation utilization and expenses in the commercial market.

- *NH CHIS Public Use Data Set Redesign (02/2017 to 11/2017).*

In close collaboration with personnel from multiple state agencies, Andrea designed an enhanced public-facing state healthcare utilization reporting system with strong personal privacy protections. She developed a public-facing HIPAA expert determination report on the effort, implemented the enhancements in a test environment, and presented the proposed enhancements in a stakeholders meeting.

- **Massachusetts Center for Health Information and Analysis (MACHIA)**

- *Prospective Mandated Benefit Reviews prepared for the Massachusetts State Legislature (2004 to present).*

Andrea supports MACHIA in meeting statutory obligations to the legislature and informs legislative debate by co-authoring public reports and managing Massachusetts All Payer Claims Database (MA APCD) data analytics for actuarial assessments of proposed Massachusetts state-mandated health insurance benefits.

- *Quadrennial Review of State-Mandated Health Insurance Benefits and Health Insurance Costs in Massachusetts (2006 to present).*

Andrea led the MA APCD cost analysis and co-authored the 2008, 2013, and 2016 quadrennial editions of this statutorily mandated, public-facing report. She currently supervises the MA APCD cost analysis team developing the fourth quadrennial report, expected to be published in 2021.

- **Community Care Behavioral Health (CCBH)**

In support of this Pennsylvania Medicaid behavioral health MCO covering over 1,000,000 lives, Andrea consults to senior management on projected financial effects of Medicaid program changes and major public health events (e.g., COVID-19). In 2002, she was the architect and builder of CCBH's first data warehouse, greatly expanding access within the organization to performance reporting and actionable information. CCBH's Decision Support Department

continues to use this original mart structure; the HAPA team continues its role supporting and enhancing the system and providing analytical programming expertise. Andrea led a separate data warehousing, management, and analysis effort enabling CCBH to be the recognized leader in implementing state-mandated efforts to share de-identified physical health, pharmacy, and behavioral health data and improve care coordination between behavioral and physical health Medicaid MCOs. Starting in 2005, she led HAPA's efforts in support of the preparation of CCBH's capitation rate proposals to the state, including coordinating clinical and actuarial input.

PricewaterhouseCoopers LLP (1997 to 2002). Andrea's positions with PricewaterhouseCoopers included:

- *Senior Associate:* Developed and implemented economic, statistical, and financial analyses in a variety of fields, including healthcare and consumer credit. Managed multiple-track analyses of opposing party data. Supervised staff in implementing complex analyses.
- *Associate:* Responsible for management and analysis of large databases. Developed and implemented econometric analyses of outcomes in employment discrimination, fair lending, and anti-trust matters.

Klemm Analysis Group, Inc. (1996 to 1997). As an economist, Andrea performed data management and analysis for litigation support and government clients, including analysis of the National Household Survey on Drug Abuse for the Substance Abuse and Mental Health Services Administration.

Fei Zou, MS

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Healthcare Analyst with BerryDunn since July 2021
Years of Experience Relevant to Proposed Role:	11 years
Certifications and Education:	<p>Bachelor of Science in Applied Mathematics, Tongji University</p> <p>Master of Science in Mathematical Science, University of Massachusetts Lowell</p> <p>SAS Certified Advanced Programmer for SAS 9</p>

Overview

Fei is an experienced analyst with more than 10 years' experience in the HealthCare industry, including nine years with a major New England Medicaid managed care organization (MCO). She is proficient in SAS, SQL, and Excel and is familiar with medical and pharmacy claims, HEDIS, CMS/NCQA/PQA measures, DRG and Risk Adjustment. She has developed her skills in learning quickly, multitasking, and working both independently and on a team.

Experience

BMC Health System (formerly HealthNet Plan) (August 2012 to July 2021). Fei worked as a health data analyst II, senior health data analyst, and senior medical economics analyst. She led the development and production of regulatory reports to MA EOHHS, NH DHHS, and CMS, including NCQA/PQA measures. She developed and analyzed monthly reports to identify high risk/high utilization members for care management. Fei supported strategic planning including risk adjustment and quality improvement initiatives. She created a results tracking dashboard for utilization trends, quality measure compliance, and care management operations for both internal and external clients. Fei also investigated unusual utilization trends, built and maintained a profitability database for an ACO model, and worked on the claim service categorization from the design phase to the UAT phases. She was responsible for code migration and impact analysis for the ICD9/ICD10 transition, as well as training for new hires.

Health Dialog (August 2010 to August 2012). Fei worked as an evaluation analyst to design and code models to estimate clinical outcomes and financial impact. She consulted with internal and external customers for an appropriate analysis plan and debugged, reviewed and wrote Standard Operating Procedures for SAS products.

Jonathan Watkins

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Project Coordinator with BerryDunn since November 2021
Years of Experience Relevant to Proposed Role:	5 years
Certifications and Education:	Bachelor of Science in Criminal Justice, West Virginia University at Parkersburg

Overview

Jonathan is a Project Coordinator with BerryDunn with a history of working in high pressure, fast paced roles that require attention to detail, precise communication and organization. His consistent and dependable skills in account management and customer service have allowed him to successfully serve clients and companies in the public and private sectors.

Experience

CAMC Hospital (January 2021 to November 2021). Jonathan worked as an admitting clerk to schedule and coordinate both inpatient and outpatient cases which included registering patients, verifying insurance, billing and customer service. In addition, he organized the day to day needs of the unit and performed basic bookkeeping duties.

Greenhills Country Club (May 2016 to January 2021). Jonathan worked in administration to schedule and organize golf tournaments for the country club. This included coordination with the PGA Professional and all parties involved with the tournament. He was also responsible for organizing, taking minutes, and processing documents related to Board Meetings. His duties also included recruiting new members and employees, training new hires, day to day bookkeeping duties, and invoicing.

Jackson County 911 (January 2020 to December 2020). Jonathan worked as a dispatched to receive and dispatch all emergency and non-emergency calls for EMS, Law enforcement and Fire for the County. This role required the multitasking of multiple calls per minute, operating both radio and telephone console, and heavy documentation of the recording per call.

Megan Blount, MBA

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant with BerryDunn since 04/2021
Years of Experience Relevant to Proposed Role:	8 years
Certifications and Education:	MBA, University of Charleston BS, Communications, West Virginia State University

Overview

Megan is a highly efficient project coordinator, experienced in scheduling, time management, written and verbal communication, and collaboration with all levels of administrators, stakeholders, and community leaders. She is comfortable performing detailed and intricate tasks with a high degree of accuracy and confidentiality within a complex environment with tight, constantly shifting deadlines.

Relevant Experience

West Virginia State Tax Department (10/2019 to present). As a tax analyst, Megan performs research projects involving the collection of taxes to provide feedback on internal policies and controls. She analyzes data to produce internal reports on tax proposals, law(s), regulations, and in support of general administration of taxes; assists in the development of tax administration and desk audit programs by providing data analysis of the taxpayer base; and provides meaningful analysis of revenue reports prior to distribution of special revenue funds and local government distributions.

Thyssenkrupp Elevator (TKE) (10/2018 to 01/2019). Megan served as the operations coordinator for new installation and modernization. In this role, she provided project level administrative support (i.e., meeting organization, distribution of information, meeting minutes), acted as point of contact for mechanics and subcontractors as directed by management, and assisted in documentation management.

West Virginia State University (06/2013 to 10/2018)

- **Assistant Director, International Affairs (01/2016 to 10/2018).** Megan worked with both degree-seeking and non-degree seeking international students, working with a recruiting agency, evaluating foreign transcripts, creating and managing admission reports, and maintaining process and procedure manuals.
- **Assistant Director, Academic Educational Outreach (04/2014 to 01/2016).** Megan partnered with Director to provide evidence and submit accreditation application for the National Alliance of Concurrent Enrollment Partnerships (NACEP). She provided outreach and registration for Early Enrollment/Dual Credit program, and provided support to the WVSU Prison Initiative program.

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- **Executive Secretary, Academic Affairs (06/2013 to 04/2014).** Megan served as the Liaison for Academic Policies Committee, WVSU Board of Governors; managed front office for Academic Affairs, scheduled meetings and events, and worked closely with the Office of the President.

Caitlin Cabral

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Employed with BerryDunn since September 2021
Years of Experience Relevant to Proposed Role:	3 years
Certifications and Education:	Bachelor of Arts in Psychology, University of Hartford

Overview

Caitlin is part of the BerryDunn Editorial/QA team who has demonstrated experience in project management, administrative oversight, and organizational duties. She is a self-motivated learner with a strong academic history and the ability to master several roles in the workplace.

Experience

QualityMetric (August 2020 to September 2021). Caitlin worked as a project research assistant and acted as project manager on several concurrent projects, with responsibilities including timeline management, client communications, and supervision of vendors. She provided administrative support to project teams by taking meeting minutes, scheduling calls, processing invoices, and quality-checking materials. She also served as the Deliverable Tracking Manager, which entailed maintaining detailed records and proper storage of deliverables for all ongoing projects. Caitlin was also responsible for copyediting proposals and deliverables for spelling, grammar, fluency, and consistency.

University of Hartford's Department of Psychology (January 2019 to May 2020). Caitlin worked as a research assistant to aid in running experimental sessions by overseeing the distribution and collection of materials. She facilitated timely data processing by efficiently scoring participant response booklets with colleagues and maintained the integrity of experimental sessions by managing participant entry.

True Colors, Inc. (January 2019 to May 2019). Caitlin worked as an intern to supervise vendors at the True Colors Annual Conference, which is the largest consistently run LGBTQ+ youth conference in America. She coordinated check-in and check-out, responded to vendor needs, and directed guests. She also secured donations, identified potential donors, established correspondence, and facilitated donation process. Caitlin redesigned presentation materials to best represent True Colors' current mission and achievements.

University of Hartford's Department of Communication (September 2018 to May 2020). Caitlin worked as an office assistant to streamline faculty responsibilities by completing deliveries, filing documents, and tackling office projects. She monitored departmental computer lab, assisted students, and maintained an environment conducive to productivity. Caitlin also served as a representative for the department at University events.

Mary Corley

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Proposal Writer (employed with BerryDunn since 09/2019)
Years of Experience Relevant to Proposed Role:	30+ years
Certifications and Education:	BA, Communication, University of Wyoming BS, Finance, University of Wyoming

Overview

Mary is a proposal coordinator with more than 30 years of document experience. Highlights of her expertise include analyzing requests for proposals (RFPs) from a legal and requirements viewpoint to help ensure the RFP is a good fit, managing all aspects of the proposal response, preparing templates and outlines for documents, gathering written responses from team members and compiling into one document, and researching and writing responses to requirements. In addition, she brings experience in formatting, styling, and editing documents.

Relevant Experience

BerryDunn (09/2019 to present). Mary serves as the lead proposal writer for BerryDunn's Medicaid Practice Area. In addition, she supports the firm's Editorial/Quality Assurance team in reviewing, formatting, and copyediting documents.

WIPRO Infocrossing (12/1989 to 09/2019).

- **Proposal Coordinator (04/2015 to 09/2019).** Mary managed all aspects of the proposal process. She reviewed government healthcare potential RFPs for legal and business requirement fit; prepared proposal templates, outlines, cover art, and labels; worked with SMEs, legal, management and writers on proposal requirements and response, ensuring all submission requirements were met; wrote original proposal content and revise developed content to fit RFP requirements; formatted and prepared the final proposal response; and created a proposal response database.
- **Contract Compliance (07/2008 to 03/2015).** Mary gathered and reported all Service Level Agreements for contract with the State of Missouri and posted to a Cognos dashboard each month. She also acted as point of contact for questions on the contract between WIPRO and the State of Missouri; gathered systems statistics (metrics) from various sources (e.g., datacenter, Lotus Notes databases, MMIS reports) and compiled the metrics utilizing Microsoft Access and Excel in spreadsheets and charts for review by internal management; and maintained ER Studio data models. In addition, Mary performed time administrator duties, including ensuring all time was entered weekly, adding new employees, removing terminated employees, creating reports.
- **Business Analyst (11/2004 to 03/2015).** Mary performed several duties in this role, including providing on-line help expertise, identifying requirements on system task

requests, working with programmers to help ensure that requirements were met, and conducting system testing.

- **Provider Documentation Specialist (07/1993 to 11/2004).** Mary maintained the information base that contains the current provider, system, security and processes manuals. She helped to ensure that Missouri Medicaid manuals are current, accurate and consistent, both in content and style; and formatted and styled information and scan documents to enable viewing and printing from the Internet.
- **Document Control Supervisor (12/1989 to 06/1993).** Mary supervised a permanent staff of nine clerks and a courier and coordinated daily workflow as required by Post Office mail receipts. She maintained claim receipts inventory reports and entered and maintained batch control and provider form/label order files online.

Karla Fossett, MFA, Prosci® CCP

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Content Administrator (employed full-time with BerryDunn since 11/2012)
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	MFA, Creative Writing, Stonecoast MFA Program, University of Southern Maine BS, Film, Boston University College of Communication Prosci® Certified Change Practitioner

Overview

Karla provides content management, technical writing, and proposal development assistance for BerryDunn's Government Consulting Group in support of our client engagements and internal consulting operations. Through her work supporting BerryDunn client engagements, together with her prior work in training development and delivery, she has a strong foundation of knowledge and hands-on experience for providing project management support for the Bureau.

Relevant Experience

BerryDunn Government Consulting Group (11/2012 to Present). Karla serves in multiple roles for BerryDunn's Government Consulting Group, primarily in support of the New Business Development team. She serves as the senior content administrator for the firm's proposal automation software, managing a content library of 2000+ entries. She also supports the firm's Editorial/Quality Assurance team. Prior to this role, she has served as a proposal coordinator, technical writer and editor, and administrator for BerryDunn KnowledgeLink, a customized Microsoft SharePoint tool.

Delhaize America (03/2012 to 11/2012). As a documentation specialist, Karla created, revised, and maintained Standard Practice Training Aids for multiple corporate departments; graded associates' training exercises; assisted in training for the Master Network Pricing Project; and developed several corporate-wide communications.

EZAuctionNet (09/2010 to 02/2012). Karla served as a copy writer and research master. Her position entailed writing product advertisements, conducting extensive product research, and assisting with product handling and maintenance.

Carole Ann Guay

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Project Coordinator (employed with BerryDunn since 10/2014)
Years of Experience Relevant to Proposed Role:	14 years
Certifications and Education:	Currently working towards BS in Accounting, University of Southern Maine

Overview

Carole Ann is an experienced project coordinator and technical analyst. She is a dependable individual contributor and works to a cohesive team member. She has excellent organizational skills that she applies to her client project work.

Relevant Experience

BerryDunn (10/2014 to present). Carole Ann serves as a project coordinator for BerryDunn's government consulting group, with additional administrative duties. Selected project work includes:

- **Oregon Enterprise Technology Services (OR ETS) – Integrated IT Service Management (ITSM) (03/2018 to present).**
Carole Ann developed high-level workflow and dataflow diagrams through on-site meetings as well as conference call sessions.
- **Colorado Office of the State Auditor – IT Evaluation (09/2017 to present).**
Carole Ann coordinates document request items, status reports, meeting requests, and data management.
- **New Mexico Corrections Department (NMCD) – COTS Offender Management System (OMS) Replacement (11/2016 to present).**
Carole Ann compiles weekly status reports and participates in interviews as well as survey analysis.
- **Metropolitan Government of Nashville and Davidson County (Metro), TN – Information Security Program Development (05/2016 to present).**
For Metro's, development of their Information Security Management Program, Carole Ann worked as a project coordinator, assisting in the development of findings reports. In addition, she served as part of the team performing a Payment Card Industry (PCI) Readiness Assessment. These activities included identifying Metro's current state of PCI, identifying where PCI data resides and where it traverses the network.
- **Vermont Department of Vermont Health Access – Vermont Health Connect Financial and Programmatic Audit (01/2016 to present).**
BerryDunn has performed the State's financial and programmatic audit of its Health Insurance Exchange for FYE 6/16 and is in the process of performing the FYE 6/17

audit. Carole Ann currently serves as the project coordinator on this audit to determine whether the exchange is in material compliance with 45 CFR 155.

- **Minnesota Health Benefit Exchange (MNsure) – Programmatic Audit (10/2015 to present).**
BerryDunn is performing the programmatic audit for the State's health insurance exchange. Carole Ann is the project coordinator for BerryDunn's audit team assessing whether MNsure's program is compliant with all federal requirements.
- **Sacramento Municipal Utility District (SMUD) – Information Security Audit (08/2016 to 12/2017).**
Carole Ann provided documentation support and deliverable assistance for SMUD's Information Security Audit.
- **West Virginia Department of Health and Human Resources (DHHR) – Eligibility and Enrollment Independent Security and Privacy Controls Assessment (01/2017 to 07/2017).**
Carole Ann served as an analyst for West Virginia Eligibility and Enrollment (E&E) Independent Security and Privacy Assessment project. The independent assessment was completed against the CMS MARS-E v2.0 framework.
- **Massachusetts State Ethics Commission – CMS Planning and Implementation Services (04/2017 to 06/2017).**
Carole Ann provided deliverable support, as well as data gathering and organization for this project. She also participated in on-site fact-finding meetings.
- **Washington State Auditor's Office (SAO) – Local Government IT Security Audits (11/2014 to 06/2017).**
Carole Ann served as a technical analyst assisting in the performance of information security audits for various municipalities throughout the State of Washington, sponsored by the SAO, conducting assessment activities and analysis of current environments. The team assisted in identifying threats, vulnerabilities, and risks, in addition to providing recommendations for remediation.

Webber Energy Fuels (2004 to 2014). As the office coordinator, Carole Ann oversaw several operations, including payroll for office staff of 30 employees, Daily Product Control of fleet deliveries, the balancing and reconciling of previous day's postings, credit checks and opening of all new accounts, and the cash drawer and accounts receivable. She worked directly with sales and service ensuring new customer satisfaction, and directly assist the branch manager in all daily office operations.

Molly Hawkinson

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Writer/Editor (employed with BerryDunn since 09/2019)
Years of Experience Relevant to Proposed Role:	3 years
Certifications and Education:	Certificate, Editing, University Of Washington BS, Media And Communication, New York University

Overview

Molly is a senior writer and editor on BerryDunn's Editorial/QA team who copyedits and proofreads internal and client-facing documents. She also develops and presents educational materials to teach consultants and other members of the firm best practices for business writing. She holds a Certificate in Editing from the University of Washington and a Bachelor of Science degree from New York University.

Relevant Experience

BerryDunn (09/2019 to present). Molly is responsible for proofreading, copyediting, and formatting various types of documents, including proposals, reports, memos, presentations, and meeting notes. She also develops presentations and other educational materials, such as monthly e-blasts, for the firm, and effectively manages multiple projects with different deadlines.

Rev (2018 to 2019). Molly served as a video captioner, captioning videos for documentaries, commercials, and short films. She followed house style guide and received consistent high reviews from clients.

Sirius XM Radio (01/2009 to 05/2009). As an intern, Molly monitored and maintained social media for a daily four-hour radio show. She wrote and edited daily blog and show recaps, conducted interviews, and created content read live on the air.

Emily Hendrickson

Proposed Project Role:	Project Management Support Services
Role at BerryDunn:	Paraprofessional (employed with BerryDunn since 07/2017)
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	BA, English Literature and Language, Gordon College BA, Biblical and Theological Studies, Gordon College

Overview

Emily is a paraprofessional with BerryDunn's Government Consulting Group, specializing in document quality assurance, editorial duties, and project coordination. She works with clients across BerryDunn's areas of focus, including local government entities, higher education institutions, and state agencies. She is a published author, and an experienced copyeditor.

Relevant Experience

BerryDunn (07/2017 to present). Emily serves as a paraprofessional and editorial assistant, supporting BerryDunn consultants with proofreading, editing, and other quality assurance tasks on written material, including client deliverables.

Martin's Point Health Care (04/2016 to 07/2017). As a patient services representative, Emily was responsible for queue management, including phone messaging and appointment scheduling. She collaborated with the Health Information Management team to identify areas for improvement in document tracking to help close care gaps and increase Quality Measure metrics, and supported and facilitated communications related to labs, scripts, messaging to providers, etc.

Youngclaus & Company (01/2016 to 04/2017). As a tax return collector for the 2016 and 2017 tax seasons, Emily scanned client financials and ensured accurate electronic filing of both client and account documents in company database per standard work flow. She performed quality review of documents after scanning to ensure accuracy and completeness of the electronic file; assembled, collated, and logged tax returns for accountants; and reviewed returns to ensure figures tied, return was in order, and any attachments were included.

Seacoast Christian School (09/2014 to 06/2015). Emily taught English and Creative Writing, as well as researched, designed and taught creative writing curriculum; adapted lesson plans to achieve educational objectives both short-term and long-term; demonstrated classroom management skills while inspiring students to succeed in learning; proficiency in schedule management. She also acted as Class Advisor to senior class, which involved organized fund-raising events and the senior trip.

Civil Consultants (09/1999 to 07/2014). As an administrative assistant, Emily provided daily front-desk management of engineering and surveying firm—typing, editing and proofreading proposals, project submittals, and correspondence to clients and governmental agencies; printing and assembling reports; general administrative support. She acted as point of contact for customer inquiries for surveying or engineering needs; assisted clients in retrieving project materials; maintained paper and electronic filing. While there, she was also responsible for graphic design work for projects and advertising.

Gene Paltrineri Photography (04/1998 to 12/2003). Emily served as a second photographer at weddings, capturing events from a photojournalistic perspective; attended seminars; trained in formal portraiture; developed black and white prints. She also had basic office management responsibilities, including overseeing each wedding project from start to finish.

Foster's Daily Democrat (04/1996 to 08/1999). As a newspaper copy editor and graphic artist, Emily worked on the news desk editing reporters' stories for syntax, grammar, style, and content.

Kyle Melton

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Staff Editor (employed part-time with BerryDunn since 02/2021)
Years of Experience Relevant to Proposed Role:	19 years
Certifications and Education:	BA, History, Minor: Philosophy, University of Dayton Associate's Degree, Business Administration, Sinclair Community College

Overview

Kyle is an experienced proofreader with a demonstrated history of working in the marketing and advertising industry. He is skilled in page layout, fact-checking, magazines, AP Stylebook, corporate brand guidelines, and copy editing.

Relevant Experience

BerryDunn (02/2021 to present). Kyle serves as an editor for BerryDunn's Government Consulting Group, tasked with proofreading and copyediting meeting notes, memos, and PowerPoint presentations for various government entities. This requires helping to ensure that documents conform to BerryDunn's formatting and writing standards.

SPi Global/Tighe Publishing Services (11/2018 to present). Kyle serves as a fact-checker for middle school science programs. He composes captions for middle/high school social studies programs, and coordinates with editorial team to ensure quality and adherence to deadlines.

Cenveo (06/2017 to present). As a freelance contractor, Kyle fact-checks state-based Social Studies programs. He also coordinates with editorial team to ensure quality and adherence to deadlines.

FiveHundred Degrees Studio (10/2015 to 07/2020). As a senior proofreader, Kyle supervised reviews of advertising copy for high-profile clients, as well as internal documentation. He adhered to AP style, as well as highly detailed client guidelines, and helped to ensure high-quality content in a fast-paced, detail-oriented work environment with locations in Columbus, OH, Miami, FL, and Toronto, Ontario, Canada.

Westchester K-12 Publishing Services (11/2017 to 2018). As a freelance contractor, Kyle fact-checked state-based Social Studies programs. He also proofread and copyedited for international Social Studies program.

Parts Express (2016 to 2017). Kyle wrote technical articles for electronics warehouse magazine. He also coordinated with editor to ensure focus of stories and deadlines and delivered engaging technical writing in AP style for quarterly publication.

SBC Advertising (10/2015 to 09/2017). Kyle reviewed advertising copy for high-profile clients, as well as internal documentation. He adhered to AP style, as well as highly detailed client guidelines, and helped to ensure high-quality content in a fast-paced, detail-oriented work environment.

Ertel Publishing (2014 to 2015). Kyle reviewed copy for two national bi-monthly magazines on tight deadlines. He adhered to technical specifications and internal style guidelines, and coordinated with two editorial teams to ensure quality control.

Dayton City Paper (2010 to 2014). As the editor, Kyle directed editorial content for arts/culture alt weekly in the Greater Dayton, OH region. He managed external media contacts to coordinate interviews/images for the weekly edition, and coordinated with the Publisher and Art Director on weekly edition content and layout.

From 2010 to 2012, Kyle also served as the first Music Editor for this publication, based on expertise in the field.

Cengage Learning-Contfrary Musicians (2010 to 2012). Kyle created career biographies for secondary level students on current musical artists. This included synthesizing secondary source material into narrative and coordinating with his advisor to meet deadlines.

Mazer Corporation (2002 to 2007). Kyle edited K-12 education materials for state and national programs in Social Studies, English and Technology. He coordinated with external writers to make revisions and meet strict deadlines, and fact-checked primary and secondary source materials.

Bethany Pike

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Project Coordinator (employed full-time with BerryDunn since 07/2012)
Years of Experience Relevant to Proposed Role:	17 years

Overview

Bethany is a project coordinator in our Government Consulting Group, based in Phoenix. She has over 20 years of experience working in consulting, compliance, and financial services, serving in client-facing roles that have leveraged Bethany's exceptional organizational skills, strong attention to detail, outstanding client service, and clear written and verbal communication skills.

Relevant Experience

BerryDunn (07/2012 to present). Bethany has served in multiple roles at BerryDunn, with progressive levels of responsibility that leverage her strong organizational skills, knowledge of the firm's services and processes, and collaborative work style.

- **Project Coordinator (07/2019 to present).** Bethany works with our consulting team on engagements in the West to keep project tasks and deliverables on track, maintain our project collaboration SharePoint site (BerryDunn KnowledgeLink), perform document quality review, and assist with meetings and other on-site activities.
- **Contracts Administrator (07/2016 to 06/2019).** Bethany minimized firm risk by consistently administering subcontractor legal documentation and helping to ensure that all aspects of each contract were being fully executed, helping to ensure the firm complies with contractual and regulatory requirements. In addition, she established and executed processes to streamline legal documentation for the firm, and elevated risks as needed to firm leadership.
- **Contracts Coordinator (04/2013 to 07/2016).** Bethany established processes and strengthened workflows related to managing and maintaining subcontractor and contracts documentation, leveraging the firm's document management system and other technologies. She maintained extensive face-to-face, written, and oral communications with clients, prospects, subcontractors, and internal stakeholders.
- **Administrative Assistant (07/2012 to 04/2013).** Bethany edited, proofread, and conducted quality reviews of client deliverables and other work products developed by our Government Consulting Group. In addition, she provided support for various aspects of our consulting work.

Vigilant Capital Management (02/2011 to 05/2012). As Client Relationship Administrator, Bethany completed new account documentation and assured that assets were received in a timely fashion; processes gifts of stocks; executed bill paying and beneficiary disbursements; prepared quarterly statements and tax documentation; and maintained extensive face-to-face, written, and telephone communication with clients, prospects, and centers of influence.

Spinnaker Trust (02/2006 to 02/2011). As Trust Operations Administrator, Bethany performed operational functions within Spinnaker Trust's accounting software; input, tracked, and processes fees; processed gifts of stocks; executed bill paying and beneficiary disbursements; administered approximately 125 IRA accounts; coordinated and gathered relevant information for 5498s and 1099Rs; processed daily operational transactions; proofed accounting transactions; and conducted cost basis research.

Maine Bank & Trust (02/1998 to 01/2006). As Trust Administrator, Bethany maintained extensive face-to-face, written, and telephone communication with clients, prospects, and centers of influence; administered approximately 450 accounts; reviewed trust documents; completed discretionary memorandums; completed new account documentation and assurances that assets were received in a timely fashion; and executed bill paying and beneficiary disbursements.

Jordan Ramsey

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Editor (employed with BerryDunn since 07/2019)
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	MA, English: Professional Writing, Southeastern Missouri State University BA, Liberal Arts and Sciences, English Literature and Creative Writing, University of Illinois at Urbana-Champaign

Overview

Jordan is a senior writer/editor in BerryDunn's Government Consulting Group and team lead of Editorial/QA. He provides document quality assurance and editing for BerryDunn client deliverables and marketing/communications documents. Jordan is a Poynter American Copy Editors Society (ACES) Certified Editor and holds a MA in English: Professional Writing.

Relevant Experience

BerryDunn (07/2019 to present). In his role as senior writer/editor, Jordan manages a team of editors and proofreaders who work in Portland, ME, and remotely across the country. He was responsible for implementing a new submission ticketing system for Editorial/QA, as well as organizing multiple years of fiscal year Editorial/QA data, communicating with consultants regarding edits and turnaround times, and creating and providing multiple writing presentations.

Jordan supports BerryDunn's consulting groups by providing copyediting, proofreading, formatting, and other quality assurance tasks for various types of documents, including client deliverables and marketing/communications content. He also provides new-hire orientations to BerryDunn employees to help them understand the Editorial/QA department's review process and firm style guidelines.

Portland Adult Education (2019). Jordan delivered writing instruction to international students and taught Level 100 and 200 English courses. In addition, he was responsible for assessments and level placement for students.

Pearson Smarthinking Writing Lab (2017). Jordan revised and edited a variety of essays, working under strict deadlines and providing personalized feedback to help students strengthen their technical writing, creative writing, career writing, and English-as-a-Second Language skills.

Southeast Missouri State University (2015 to 2017). As a graduate assistant, Jordan taught English Composition and aided in the delivery of the Introduction to Creative Writing course, leading workshops in poetry and fiction and facilitating group work. In addition, he wrote book reviews and reviewed authors' submissions for the *Big Muddy*, an online journal published by the Southeast Missouri State University Press.

As a writing tutor, he assisted students with their writing in both face-to-face and online settings and scored writing proficiency exams.

As publications assistant, Jordan proofread and edited copy for campus-wide publications and wrote copy for advertising documents.

The Southern Illinoisan (2014 to 2015). As copyeditor, proofreader, and sports clerk, Jordan wrote and edited articles and prepared them for publications. In addition, he wrote headlines and subheads for articles and reviewed content to help ensure it was published error-free.

Other Teaching Experience (2006 to 2010).

- **Lanier Technical College:** As adjunct instructor, Jordan created curriculum and instruction of multiple English courses, including Remedial English, Introduction to Composition, and Technical Writing. He taught approximately 90 students per quarter and served as English tutor for the College Student Success Program.
- **Hardin County, IL:** Jordan taught English at the elementary, middle, and high school levels as a substitute teacher.
- **NOVA Group of Japan:** Jordan worked as an English instructor, teaching conversational English to students with varying degrees of English literacy.

Appendix B: Deliverable Dictionary

Table 5: Deliverable Dictionary

Deliverable #	Deliverable Name	Deliverable Description
1	Commissioner Briefing	BerryDunn's project leadership will prepare a monthly briefing of all engagement projects and meet with the project sponsor on a regular basis to discuss project status, accomplishments, and issues affecting timely completion of the project work.
2	Monthly Status Report	BerryDunn will provide a monthly project status update.
3	TPL Process Review Summary	BerryDunn will review and compare the current Third-Party Liability (TPL) process to CMS regulations for compliance. BerryDunn will review TPL edits 965 - Use primary paid date to calculate filing days for COB claim, 966 - Primary carrier paid date required on COB claims, and 967 - COB claim exceeds submission window, and make recommendations for updates, if applicable.
4	Diabetes Education Program Review Summary	BerryDunn will review diabetes education legislation in place and compare to the national program.
5	EPSDT Benefit Review Summary	BerryDunn will compare CMS regulations and Keystone Peer Review Organization (Kepro) policy for gaps and make recommendations for changes for the Early and Periodic Screening, Diagnosis and Treatment (EPSDT) benefit.
6	Dental Services in Ambulatory Surgical Center (ASC) Summary	BerryDunn will assist BMS in developing outpatient dental services procedures and the corresponding fee schedule in an Ambulatory Surgical Center (ASC).
7	Ambulatory Payment Classification (APC) for Outpatient Hospital Claims Summary	BerryDunn will assist with the conversion process to Ambulatory Payment Classification (APC).
8	Appeals Process Review Summary	BerryDunn will review all Gainwell Technologies' (Gainwell's) appeals processes (claims, prior authorizations, enrollment, cost settlement, etc.), compare them to the current BMS processes, and identify any gaps.
9	Tubal Ligation Review Summary	BerryDunn will review the current tubal ligation process, assist with reviewing claims to help ensure

Deliverable #	Deliverable Name	Deliverable Description
		compliant provider reimbursements, and assist with writing the official policy memorandum.
10	WVU Type B ER Reimbursement Summary	BerryDunn will assist BMS with determining Type B (dedicated) Emergency Room (ER) codes for use with the new West Virginia University (WVU) hospital.
11	Pharmacy Codes Review Summary	BerryDunn will compare the Healthcare Common Procedure Coding System (HCPCS) drug code list versus the contract codes in MMIS for the pharmacy codes review.
12	Vision Review Summary	BerryDunn will review the current vision policy and make recommendations for updates and new fees. The review will include researching the surrounding states and their vision policies.
13	Out-of-State Provider Policy Summary	BerryDunn will complete a review of the current out-of-state provider policy and the single case agreement process and make recommendations for changes.
14	Provider Manual Chapter 800 Review Summary	BerryDunn will assist with review of Chapter 800 – General Administration and Quality and Program Integrity, and recommend updates for BMS to implement in the Provider Manual.
15	Operational Reports Review Summary	BerryDunn will obtain and review a list of Gainwell reports that are distributed to BMS. BerryDunn will make recommendations for updates to the reports and the distribution lists.
16	CR Validation	BerryDunn will validate that all CRs completed in Phases I through IV of the project have been upgraded in the MMIS.
17	DME Contract Review	BerryDunn will compare the latest or the approved configuration documents from the WV MMIS re-procurement project to current system configuration and provide recommendations for updates to the DME contract.
18	Research or Analysis Summaries, as requested (up to three summaries)	BerryDunn will provide additional services at the request of project stakeholders and approval of the project sponsor. The project sponsor or other stakeholders might identify an additional need to be included in the project. BerryDunn will research the need and provide the project sponsor with the scope, purpose, estimated level of effort, and related artifacts. Upon approval by the project sponsor, BerryDunn will

Deliverable #	Deliverable Name	Deliverable Description
		communicate the approved request to the project team and begin the approved work. BerryDunn will provide up to three research or analysis summaries for up to three subprojects.
19	Project Closeout Summary	<p>BerryDunn will develop a Project Closeout Summary deliverable to document the work performed related to this SOW.</p> <p>The Project Closeout Summary will provide the disposition of deliverables, action items, issues, decisions, and risks. The Project Closeout Summary will also outline transition planning to help ensure business continuity.</p>

Appendix C: Acronyms/Abbreviations

Table 6: Acronyms/Abbreviations

Acronym/ Abbreviation	Definition
ACA	Affordable Care Act
APC	Ambulatory Payment Classification
APD	Advanced Planning Document
ASC	Ambulatory Surgical Center
BA	Business Analyst
BMS	Bureau for Medical Services
CFR	Code of Federal Regulations
CL	Commodity Lines
CMS	Centers for Medicare and Medicaid Services
COB	Coordination of Benefits
CR	Change Request
DHHR	Department of Health and Human Resources
DHHS	Department of Health and Human Services
E&E	Eligibility & Enrollment
EM	Engagement Manager
EPSDT	Early and Periodic Screening, Diagnosis and Treatment
ER	Emergency Room
FAST	Families Accessing Services through Technologies
Gainwell	Gainwell Technologies
GHS	Goold Health Systems
GPM	General Project Manager
HCPCS	Healthcare Common Procedure Coding System
Health PAS	Healthcare Administrative Payer Solution
HIPAA	Health Insurance Portability and Accountability Act
ICD-10	International Classification of Diseases, Tenth Edition

Acronym/ Abbreviation	Definition
IT	Information Technology
IV&V	Independent Verification and Validation
Kepro	Keystone Peer Review Organization
LPM	Lead Project Manager
MESC	Medicaid Enterprise Systems Community
MITA	Medicaid Information Technology Architecture
MMIS	Medicaid Management Information System
NPI	National Provider Identifier
POS	Place of Service
QA	Quality Assurance
SOW	Scope of Work
SS	Support Staff
State	West Virginia
TPL	Third Party Liability
UM	Utilization Management
WVU	West Virginia University