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: 05-02-2022

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 BMS2200000033 1
Document Name:	Medicaid Performance Management & Quality Assurance Phase II
Document Description:	Medicaid Performance Management & Quality Assurance Phase II
Procurement Type:	Central Delivery Order
Buyer Name:	Crystal G Hustead
Telephone:	(304) 558-2402
Email:	crystal.g.hustead@wv.gov
Shipping Method:	Best Way
Free on Board:	FOB Dest, Freight Prepaid

Procurement Folder: 1036865
Reason for Modification:

Master Agreement Number: CMA 0511 HHR2100000003 1

VENDOR

Vendor Customer Code: 000000100150
BERRY DUNN MCNEIL & PARKER LLC
2211 CONGRESS ST

PORTLAND   ME   04102

US

Vendor Contact Phone: 6813138905   **Extension:**

Discount Details:

	Discount Allowed	**Discount Percentage**	**Discount Days**
#1	No	0.0000	0
#2	No		
#3	No		
#4	No		

DEPARTMENT CONTACT

Requestor Name: James W Atkins
Requestor Phone: (304) 352-4319
Requestor Email: james.w.atkins@wv.gov

22

FILE LOCATION _____

INVOICE TO

PROCUREMENT OFFICER: 304-352-4286
HEALTH AND HUMAN RESOURCES

BUREAU FOR MEDICAL SERVICES

350 CAPITOL ST, RM 251

CHARLESTON   WV 25301-3709

US

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

Purchasing Division's File Copy

Total Order Amount:	$4,700,000.00

CH 5/20/22
PURCHASING DIVISION AUTHORIZATION
DATE: Lincla Harper 5/23/22
ELECTRONIC SIGNATURE ON FILE

ENTERED

ENCUMBRANCE CERTIFICATION
DATE: Beverly Toler 5-23-22
ELECTRONIC SIGNATURE ON FILE

Extended Description:

Medicaid Performance Management &Quality Assurance (MPMQA) Phase II Project

Dates of Service 5/16/2022 - 04/30/2023

Total. $4,700,000.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
1	80101600	0.00000		$0.0000	$22,575.00
Service From	**Service To**	**Manufacturer**		**Model No**	**Delivery Date**
2022-05-16	2023-04-30				

Commodity Line Description: Lead Project Manager: Base Year One

Extended Description:
Lead Project Manager: Base Year One

Hourly Rate: $215.00

Ed Daranyi 105 Hours @ $215 = $22,575

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
2	80101600	0.00000		$0.0000	$28,350.00
Service From	**Service To**	**Manufacturer**		**Model No**	**Delivery Date**
2022-05-16	2023-04-30				

Commodity Line Description: Engagement Manager: Base Year One

Extended Description:
Engagement Manager: Base Year One

Hourly Rate: $270.00

Nicole Becnel   105 hours @ $270 = $28,350

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
3	80101600	0.00000		$0.0000	$4,011,875.00

Service From	Service To	Manufacturer		Model No	Delivery Date
2022-05-16	2023-04-30				

Commodity Line Description: General Project Manager: Base Year One

Extended Description:
General Project Manager: Base Year One

Hourly Rate: $175.00

Alex Lyubarov   165 hours @ $175 = $28,875
Brandon Milton   940 hours @ $175 = $164,500
Brody McClellan 100 hours @ $175 = $17,500
Buffy Cranford   100 hours @ $175 = $17,500
Crystal Fox   100 hours @ $175 = $17,500
Dawn Webb   100 hours @ $175 = $17,500
Ebony Carter   100 hours @ $175 = $17,500
Emily McCoy   100 hours @ $175 = $17,500
Ethan Wiley   100 hours @ $175 = $17,500
Hilary Foster Moles 100 hours @ $175 = $17,500
Jason Hargrove 100 hours @ $175 = $17,500
Mara Cooper   1,880 hours @ $175 = $329,000
Marnie Hudson   100 hours @ $175 = $17,500
Meghan Luce   280 hours @ $175 = $49,000
Meghann Slaven 350 hours @ $175 = $61,250
Mo Maitland   350 hours @ $175 = $61,250
Nicole Spears   350 hours @ $175 = $61,250
Noeman Ahmed 1,880 hours @ $175 = $329,000
Nycole Washington 350 hours @ $175 = $61,250
Paul Cooper   1,880 hours @ $175 = $329,000
Peter Alfrey   135 hours @ $175 = $23,625
Piyush Dubey   1,880 hours @ $175 = $329,000
Rachel Moss Capper 350 hours @ $175 = $61,250
Rakesh Kuttoppillil 1,880 hours @ $ 175 = $329,000
Ruth Ferris   1,880 hours @ $175 = $329,000
Sarah Colburn 350 hours @ $175 = $61,250
Sarah Ratliff   115 hours @ $175 = $20,125
Scott Young   1,880 hours @ $175 = $329,000
Sudha Ganapathy 230 hours @ $175 = $40,250
Susan Chugha   350 hours @ $175 = $61,250
Tom Hunter   1,880 hours @ $175 = $329,000
Tonya Roloson   340 hours @ $175 = $59,500
Vera McEwan   350 hours @ $175 = $61,250
Ana Petrillo   1,880 hours @ $175 = $329,000

Total 22,925 hours @ 175 = $4,011,875

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
4	80101600	0.00000		$0.0000	$637,200.00

Service From	Service To	Manufacturer		Model No	Delivery Date
2022-05-16	2023-04-30				

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

Extended Description:
Project Management Support Staff: Base Year One

Hourly Rate: $80.00

Bethany Pike   40 hours @ $80 = $3,200
Caitlin Cabral   40 hours @ $80 = $3,200
Carole Ann Guay   40 hours @ $80 = $3,200
Emily Hendrickson 40 hours @ $80 = $3,200
Janine DiLorenzo   40 hours @ $80 = $3,200
Jon Williams   40 hours @ $80 = $3,200
Jonathon Watkins 1,586 hours @ $80 = $126,880
Jordan Ramsey 40 hours @ $80 = $3,200
JT Smith   576 hours @ $80 = $46,080
Karla Fossett 40 hours @ $80 = $3,200
MaryLou Banker 1,880 hours @ $80 = $150,400
Meghan Crown 550 hours @ $80 = $44,000
Molly Hawkinson 40 hours @ $80 = $3,200
Morgan Krieger   575 hours @ $80 = $46,000
Sarah Vintorini   558 hours @ $80 = $44,640
Shelly Schram   1,880 hours @ $80 = $150,400

Total: 7,965 hours @ $80 = $637,200

b BerryDunn

April 15, 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 testing support services, under our contract (HHR 21*03). As stated in the Medicaid Program Management & Quality Assurance (MPMQA) Phase II Project SOW document, the duration of this work is estimated to be 12 months. BerryDunn agrees to a SOW start date effective on May 16, 2022. The work would then conclude April 30, 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 to provide these important services to the State of West Virginia.

Best Regards,

Nicole Y. Becnel

Nicole Y. Becnel
Principal
681-313-8905

Robert Price
Agree

b BerryDunn

Staffing Plan and Scope of Work for the
West Virginia Department of Health and Human Resources (DHHR) and
Bureau for Medical Services (BMS)
Medicaid Performance Management & Quality Assurance (MPMQA)
Phase II Project
Prepared for CMA # HHR 21*03

Submitted by:

Nicole Becnel, PMP®, Principal
Sudha Ganapathy, PMP®
Berry Dunn McNeil & Parker, LLC
300 Capitol Street, Suite 1610
Charleston, WV 25301
Phone: 681-313-8905
nbecnel@berrydunn.com
sganapathy@berrydunn.com

berrydunn.com

Staffing Plan and Scope of Work for the West Virginia Department of Health and Human Resources, Bureau for Medical Services (BMS) Medicaid Performance Management & Quality Assurance (MPMQA) Phase II Project

This scope of work (SOW) describes the tasks BerryDunn will perform to assist the West Virginia (State) Department of Health Human Resources (DHHR) and Bureau for Medical Services (BMS) with the facilitation, execution, management, and quality assurance (QA) of system integration testing (SIT), UAT, operational readiness testing (ORT), pilot testing, and regression testing efforts during solution Design, Development and Implementation (DDI) phases of Medicaid solution implementation and enhancement projects. This SOW is henceforth referred to as the MPMQA Phase II Project SOW.

1.0 Key Information

The intent of this document is to help ensure a common understanding of expectations relating to the deliverables and services BerryDunn will provide for the MPMQA Phase II Project.

Estimates for this SOW are based on the following assumptions:

- All project documents—including meeting outcomes, action items, issues, risks, and decisions—will be on the State designated site and will be brought to the attention of the BMS project sponsor.
- Deliverables will be provided in an agreed-upon format.
- The State leadership team will consist of Sarah Young, Deputy Commissioner.
- The State project lead will provide timely decision-making and responses to information requests from the BerryDunn project team.
- The BerryDunn leadership team will consist of Ed Daranyi and Dawn Webb providing project oversight and Sudha Ganapathy providing project management services.
- DHHR intends to utilize the Medicaid Management Information System (MMIS) Implementation Advance Planning Document (IAPD), including federal financial participation (FFP), for the purposes of this SOW. The estimated cost of the services to be delivered under this SOW is $4,700,000. Therefore, any additional scope that is added to the services to be provided under this SOW may require that the State update its IAPD to allocate additional funds.
- This work will begin upon approval of this SOW and a mutually agreed-upon date and is projected to continue for 12 months.

2.0 Project Scope and Staffing Plan

Table 1 describes the service approach, deliverables, and acceptance criteria for BerryDunn's work; identifies BerryDunn team members responsible for conducting our work and lists the estimated hours for completion of each key task. A high-level timeline for the activities described below is provided in Section 5.0.

Table 1: Project Deliverable/Service Approach, Responsibility, and Hours Estimate

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
1.0	**Engagement Oversight** *Service Approach* BerryDunn's leadership team will provide oversight and coordination of BerryDunn staff, services, and deliverables. BerryDunn's project leadership will meet with the BerryDunn project lead and other key team members on a regular basis to discuss project status and issues impacting the timely completion of the project work and oversee BerryDunn staff, services, and review of deliverables. *Deliverable(s)* • D01: Commissioner Briefing *Completion Criteria* All parties will deem Engagement Oversight complete upon signature acceptance of the Project Closeout Summary by the DHHR project sponsor or his/her designee. The estimate assumes 95 hours times 12 months.	Ed Daranyi, Nicole Becnel, Brandon Milton, Peter Alfrey, Sudha Ganapathy	1,150
2.0	**Project Execution and Control** *Service Approach* Upon project initiation, BerryDunn will host a project kickoff meeting. In support of Project Execution and Control, BerryDunn's leadership will meet with the project sponsor on a regular basis to discuss project status and issues affecting the timely completion of the work and will oversee BerryDunn staff, services, and deliverables. Project Execution and Control will also include: • Facilitating meetings, preparing meeting materials, and taking notes for BerryDunn- and	Dawn Webb, Sudha Ganapathy, Alex Lyubarov, Jordan Ramsey, Caitlin Cabral, Janine DiLorenzo, Karla Fossett, Carole Ann Guay, Molly Hawkinson, Emily Hendrickson,	2,500

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	State-owned meetings • Preparing monthly project status updates, risks, issues, and briefings for the State leadership team • Managing project logs (action item, decision, issue, and risk tracking) • Storing project documentation repository in an agreed-upon SharePoint location *Deliverable(s)* • D02: Monthly Status Report • D03: Project Governance Approach *Completion Criteria* All parties will deem Project Execution, and Control complete upon successful completion of the project and signature acceptance of Deliverable D08: Project Closeout Summary by the DHHR project sponsor or his/her designee. The estimate assumes 208 hours for 12 months.	Bethany Pike, Jon Williams	
3.0	**UAT Testing Plan Development and UAT Test Scenarios Support** *Service Approach* UAT Testing Plan Development and UAT Test Scenarios Support will include assisting the State with UAT preparation and planning, coordination, scenario development, and test execution activities. BerryDunn will develop a UAT Testing Plan (D04) and draft UAT Test Scenarios (D05) to support system requirements and the State's efforts to modernize the Medicaid Enterprise. A standard UAT Testing Plan (D04) will be created that can be used across multiple Medicaid projects that require UAT. The UAT Testing Plan (D04) will include the standard UAT approach; roles and responsibilities; assumptions, constraints, risks, and issues; approach to developing UAT test scenarios and test cases; UAT test execution approach; defect logging and tracking; information about UAT tools and reports; and applicable timelines. The UAT Testing Plan (D04) will be updated as needed throughout this project. Based on the direction received from the State, BerryDunn will draft UAT Test Scenarios (D05)	Alex Lyubarov, Brody McClellan, Buffy Cranford, Crystal Fox, Dawn Webb, Ebony Carter, Emily McCoy, Ethan Wiley, Hilary Foster Moles, Jason Hargrove, Mara Cooper, Marnie Hudson, Meghan Luce, Meghann Slaven, Mo Maitland, Nicole Spears, Noeman Ahmed,	23,320

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	to support Medicaid requirements. As a best practice, BerryDunn recommends developing UAT Test Scenarios simultaneously with requirements to help validate the requirement by defining how the requirement will be tested. Should requirements already be developed, BerryDunn will review the solution requirements in order to develop corresponding UAT Test Scenarios (D05). BerryDunn will work with BMS to determine the Medicaid Enterprise System projects that need assistance with UAT planning, coordination, scenario development, and test execution activities. There will be a clearly defined and agreed to governance process as outlined in the 2.0 Project Execution and Control paragraph above. *Deliverable* - D04 – UAT Plan (as needed) - D05 – UAT Scenarios (as needed) - D06 – UAT Execution Report (as needed) *Completion Criteria* All parties will deem the UAT plan development phase of the project complete upon signature acceptance of the Project Closeout Summary (D08) by the State project sponsor or his/her designee. The estimate assumes 1,943 hours for 12 months.	Nycole Washington, Paul Cooper, Peter Alfrey, Piyush Dubey, Rachel Moss Capper, Rakesh Kuttoppillil, Ruth Ferris, Sarah Colburn, Sarah Ratliff, Scott Young, Sudha Ganapathy, Susan Chugha, Tom Hunter, Tonya Roloson, Vera McEwan, Ana Petrillo, Jonathon Watkins, JT Smith, MaryLou Banker, Meghan Crown, Morgan Krieger, Sarah Vintorini, Shelly Schram	
4.0	**Other Testing Support** *Service Approach* BerryDunn will provide resources for the coordination, oversight, validation, and management of SIT, UAT, ORT, Pilot Testing (where applicable), and regression testing efforts. The SIT, UAT, and ORT efforts are outlined as follows: • BerryDunn will provide relevant expertise to review SIT scenarios, cases, and results.	Alex Lyubarov, Brody McClellan, Buffy Cranford, Crystal Fox, Dawn Webb, Ebony Carter, Emily McCoy, Ethan Wiley,	3,950

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	• BerryDunn will monitor SIT defects and the impact on overall project health.	Hilary Foster Moles,	
	• BerryDunn will coordinate and facilitate UAT and tracking UAT outcomes, as well as issues and defects identified over the course of this testing phase.	Jason Hargrove, Mara Cooper, Marnie Hudson,	
	• BerryDunn will validate the Vendor's services as they relate to ORT. BerryDunn will also be responsible for those services necessary to validate that the solution is operationally ready for the system go live.	Meghan Luce, Meghann Slaven, Mo Maitland, Nicole Spears,	
	BerryDunn will work with BMS to determine the Medicaid Enterprise System projects that need assistance with SIT, UAT, Pilot, and ORT-related test activities. There will be a clearly defined and agreed to governance process documented in the Project Governance Approach (D03) deliverable that will include a description of the governance process, State approvers, tracking, and reporting. The testing support provided will be detailed in the Monthly Status Report (D02).	Noeman Ahmed, Nycole Washington, Paul Cooper, Peter Alfrey, Piyush Dubey, Rachel Moss Capper, Rakesh Kuttoppillil,	
	Completion Criteria Other Testing Support will be deemed complete upon signature acceptance of the Project Closeout Summary (D08) by the State project sponsor or his/her designee. The estimate assumes 329 hours for 12 months.	Ruth Ferris, Sarah Colburn, Sarah Ratliff, Scott Young, Sudha Ganapathy, Susan Chugha, Tom Hunter, Tonya Roloson, Vera McEwan, Ana Petrillo, Jonathon Watkins, JT Smith, MaryLou Banker, Meghan Crown, Morgan Krieger, Sarah Vintorini,	

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
		Shelly Schram	
5.0	**Advance Planning Document (APD) Support** *Service Approach* BerryDunn will develop and assist in facilitating the approval of APDs to help ensure that the project continues to maintain buy-in and financial backing from the relevant federal partners. *Deliverable* • D07 APD (as needed) *Completion Criteria* All parties will deem the APD support phase of the project will complete upon signature approval of the Project Closeout Summary. The estimate assumes eight hours for 12 months.	Dawn Webb, Jason Hargrove, Emily McCoy, Sarah Ratliff	100
6.0	**Project Closeout** BerryDunn will prepare a Project Closeout Summary that includes an inventory of all project documentation and deliverables BerryDunn will transfer to BMS at project close. Additionally, the Summary will document the disposition or reassignment of all action items, issues, and risks that remain open to an agreed-upon State operations team member. *Deliverable(s)* • D08: Project Closeout Summary *Completion Criteria* All parties will consider BerryDunn services complete when the State project sponsor or his/her designee formally accepts and signs the Project Closeout Summary. The estimate assumes 40 hours for 2 months.	Dawn Webb, Sudha Ganapathy, Alex Lyubarov	80
Total Hours			**31,100**
Total Not-To-Exceed Cost Estimate			**$4,700,000**

3.0 Project Resources and Hours

Table 2 displays additional staffing plan details, total hours, and costs by resource, based on the hourly rates and staffing classifications provided in the Commodity Lines (CLs) for Year 1 in CMA # HHR 21*03.

Table 2: Project Resources

CL Year 1	Role	Rate		Project Resources	Total Est. Hours	Total Est. Cost	
2	EM	$	270	Nicole Becnel	105	$	28,350
1	LPM	$	215	Ed Daranyi	105	$	22,575
4	GPM	$	175	Alex Lyubarov	165	$	28,875
4	GPM	$	175	Brandon Milton	940	$	164,500
4	GPM	$	175	Brody McClellan	100	$	17,500
4	GPM	$	175	Buffy Cranford	100	$	17,500
4	GPM	$	175	Crystal Fox	100	$	17,500
4	GPM	$	175	Dawn Webb	100	$	17,500
4	GPM	$	175	Ebony Carter	100	$	17,500
4	GPM	$	175	Emily McCoy	100	$	17,500
4	GPM	$	175	Ethan Wiley	100	$	17,500
4	GPM	$	175	Hilary Foster Moles	100	$	17,500
4	GPM	$	175	Jason Hargrove	100	$	17,500
4	GPM	$	175	Mara Cooper	1,880	$	329,000
4	GPM	$	175	Mamie Hudson	100	$	17,500
4	GPM	$	175	Meghan Luce	280	$	49,000
4	GPM	$	175	Meghann Slaven	350	$	61,250
4	GPM	$	175	Mo Maitland	350	$	61,250
4	GPM	$	175	Nicole Spears	350	$	61,250
4	GPM	$	175	Noeman Ahmed	1,880	$	329,000
4	GPM	$	175	Nycole Washington	350	$	61,250
4	GPM	$	175	Paul Cooper	1,880	$	329,000

CL Year 1	Role	Rate		Project Resources	Total Est. Hours	Total Est. Cost	
4	GPM	$	175	Peter Alfrey	135	$	23,625
4	GPM	$	175	Piyush Dubey	1,880	$	329,000
4	GPM	$	175	Rachel Moss Capper	350	$	61,250
4	GPM	$	175	Rakesh Kuttoppillil	1,880	$	329,000
4	GPM	$	175	Ruth Ferris	1,880	$	329,000
4	GPM	$	175	Sarah Colburn	350	$	61,250
4	GPM	$	175	Sarah Ratliff	115	$	20,125
4	GPM	$	175	Scott Young	1,880	$	329,000
4	GPM	$	175	Sudha Ganapathy	230	$	40,250
4	GPM	$	175	Susan Chugha	350	$	61,250
4	GPM	$	175	Tom Hunter	1,880	$	329,000
4	GPM	$	175	Tonya Roloson	340	$	59,500
4	GPM	$	175	Vera McEwan	350	$	61,250
4	GPM	$	175	Ana Petrillo	1,880	$	329,000
5	SS	$	80	Bethany Pike	40	$	3,200
5	SS	$	80	Caitlin Cabral	40	$	3,200
5	SS	$	80	Carole Ann Guay	40	$	3,200
5	SS	$	80	Emily Hendrickson	40	$	3,200
5	SS	$	80	Janine DiLorenzo	40	$	3,200
5	SS	$	80	Jon Williams	40	$	3,200
5	SS	$	80	Jonathon Watkins	1,586	$	126,880
5	SS	$	80	Jordan Ramsey	40	$	3,200
5	SS	$	80	JT Smith	576	$	46,080
5	SS	$	80	Karla Fossett	40	$	3,200
5	SS	$	80	MaryLou Banker	1,880	$	150,400
5	SS	$	80	Meghan Crown	550	$	44,000
5	SS	$	80	Molly Hawkinson	40	$	3,200

CL Year 1	Role	Rate		Project Resources	Total Est. Hours	Total Est. Cost	
5	SS	$	80	Morgan Krieger	575	$	46,000
5	SS	$	80	Sarah Vintorini	558	$	44,640
5	SS	$	80	Shelly Schram	1,880	$	150,400
Totals:					31,100	$	4,700,000

EM = Engagement Manager

LPM = Lead Project Manager

GPM = General Project Manager

SS = Support Staff

4.0 Project Hours and Costs per Month

Table 3 displays an overview of the project hours and estimated costs per month over the lifetime of the project:

Table 3: Project Costs by Month

Month #	EM Hours	LPM Hours	GPM Hours	SS Hours	Estimated Hours Per Month	Estimated Cost Per Month
Month 1	10	10	1,911	668	2,599	$ 392,715
Month 2	9	9	1,911	663	2,592	$ 391,830
Month 3	9	9	1,911	663	2,592	$ 391,830
Month 4	8	8	1,910	663	2,589	$ 391,170
Month 5	8	8	1,910	663	2,589	$ 391,170
Month 6	8	8	1,910	663	2,589	$ 391,170
Month 7	8	8	1,910	663	2,589	$ 391,170
Month 8	8	8	1,910	663	2,589	$ 391,170
Month 9	8	8	1,910	663	2,589	$ 391,170
Month 10	9	9	1,910	663	2,591	$ 391,655
Month 11	9	9	1,911	663	2,592	$ 391,830
Month 12	11	11	1,911	667	2,600	$ 393,120
Total	105	105	22,925	7,965	31,100	$ 4,700,000

5.0 High-Level Timeline

The following figure illustrates the proposed high-level timeline for planning activities.

Figure 1: Proposed High-Level Timeline

Project Activity	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Engagment Oversight												
Project Execution and Control												
UAT Plan Development and Scenario Support												
Other Testing Support												
APD Support												
Project Closeout												

Health
Human
Resources
BUREAU FOR
MEDICAL SERVICES

b BerryDunn
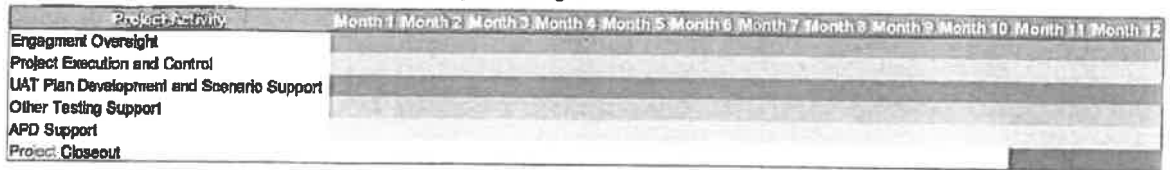
6.0 Medicaid Information Technology Architecture (MITA) Alignment

The MITA alignment is important to the State's funding as well as program improvements. For assistance with MITA Alignment for a potential project, contact the PM for the WV MITA project. The MITA Alignment in the SOW should match the MITA Alignment used to request funding.

- MITA Road Map Transformation Goals
  - Gen 3.0 – Leverage technology to enhance performance and decision-making
- MITA Business Areas
  - CM, CO, OM, PE, PL
- Conditions & Standards
  - Industry Standards Condition, Interoperability Condition, Leverage Condition

BerryDunn Authorized Signature

As a principal of this firm in our BerryDunn Consulting Team, I have reviewed this SOW and am legally authorized to commit BerryDunn to the work as described herein. The work and level of effort is a not-to-exceed cost. Work to be invoiced to DHHR 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.

Nicole Y. Becnel
2022.04.15
16:10:35 -04'00'

_____   _____
Signature   Date

DHHR Approval and Authorization
Approval of Scope of Work, Approach, Schedule, Staffing, Completion Criteria, and Not-to-Exceed Cost

Sarah Young

Digitally signed by: Sarah Young
DN: CN = Sarah Young email =
sarah.k.young@wv.gov C = AD
O = Bureau for Medical Services
OU = Deputy Commissioner
Date: 2022.04.27 12:09:09 -
05'00'

_____   _____
Signature   Date

Appendix A: Resumes

Nicole Becnel, PMP®

Proposed Project Role:	Engagement Manager
Role at BerryDunn:	Principal with BerryDunn since 06/2010
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	BA, Speech and Hearing Science, University of South Florida Certified Project Management Professional Executive Coaching Certification®

Overview

Nicole brings valuable expertise in her field as an experienced Medicaid IT professional with over 20 years of experience in Health and Human Services project management 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).**

  - *Managed Care Organization (MCO) Encounter Data Quality (EDQ) Project (07/2020 to present)*
  Nicole is the Lead Project Manager for the EDQ Assistance Project to support initiatives to optimize MCO encounter data processes for BMS's risk-based managed care programs. Nicole leads the project team that is assisting the State with the retirement of a historical file submission process between the MCOs and the Data Warehouse/Decision Support Solution (DW/DSS) vendor and implementing a fully compliant 837 encounter data process with the State's fiscal agent and Medicaid Management Information System (MMIS) vendor. BerryDunn provides ongoing project management support; diagnoses and assesses necessary modifications to the MMIS as it relates to encounter data; supports the development, deployment, and implementation of applicable MMIS edits and enhancements to support compliance encounter data processes; and supports, monitors, and troubleshoots MCO testing and deployment of 837 files.

o *Electronic Visit Verification (EVV) Solution Implementation Project (03/2018 to present).*
Nicole leads the project team implementing the overall EVV solution, which includes strategic planning, organizational change management, requirement development, RFP draft narratives and supporting documentation, certification planning and assistance, APD development and updates, evaluation and scoring support/facilitation, vendor onboarding, vendor deliverable review, and UAT planning and support.

o *Integrated Eligibility Solution (IES)/People's Access to Help (PATH) Procurement Support and DDI Project Management (10/2015 to present).*
Nicole is the Lead Project Manager for West Virginia's largest information technology transformation project, the Medicaid enterprise IES, known as People's Access To Help (PATH). PATH supports the eligibility, enrollment, and administration of the DHHR's human services programs, including Medicaid, Children's Health Insurance Program (CHIP), Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Low Income Energy Assistance Program (LIEAP), Child Welfare, and Child Support. Nicole provides executive leadership working with the internal team, the State, and all vendors. She reviews, coordinates, and oversees statements of work (SOWs), deliverables, and risk and issue management.

o *APD Assistance (07/2010 to present)*
Nicole is the Lead Project Manager overseeing the development and approval of Advance Planning Documents (APDs) to help the State obtain federal funding for Medicaid Enterprise System modernization initiatives such as the Medicaid performance management and quality assurance, third-party liability (TPL) planning, adding CHIP data to the Medicaid data warehouse, Payment Error Rate Measurement (PERM), and the PATH implementation. Nicole's guidance within the APD process has helped West Virginia secure and maintain millions of dollars in federal funding.

o *COVID-19 Contact Tracing and Testing Initiative (04/2020 to 09/2020).*
Nicole led the team that assisted the State with the response to the COVID-19 public health emergency. She supported the DHHR Commissioners and the Secretary to help ensure the State had the support they needed to address COVID-19 and the response to its aftermath. She oversaw the procurement and implementation of a contact-tracing and disease investigation software system, the procurement of federal funding for epidemiological activities and testing, and staffing and organizational development activities for DHHR and BPH. The software helped the State coordinate its contact tracing initiatives and use of the contact tracing platform across a workforce of DHHR volunteers, the National Guard, West Virginia University staff, and State local health departments. The outcome of the project was the

successful statewide launch of the new contact-tracing and disease investigation software and the procurement of $37 million in federal relief funding for public health initiatives related to COVID-19.

o *Mountain Health Promise (MHP) Implementation Project Management Support (03/2020 to 06/2020)*
Nicole was the Lead Project Manager overseeing the team, assisting the State help ensure a successful implementation and smooth operational transition of the MHP program. The program was administered by a specialized MCO serving children in the child welfare populations, including foster care (FC), adoption assistance (AA), as well as those enrolled in the Children with Serious Emotional Disorder (CSED) 1915(c) waiver.

o *West Virginia Children's Health Insurance Program (WVCHIP) Operational Readiness Review (12/2019 to 10/2020)*
Nicole was the Lead Project Manager overseeing the State's transition of the WVCHIP program from fee for service to managed care to provide seamless care between the two programs and offer greater efficiency and innovation opportunities. The team performed desktop audits of policies and procedures and on-site systems demonstrations of three MCOs selected to provide services to WVCHIP members. The team developed a framework and approach to performing the review; developed a comprehensive readiness assessment tool; facilitated ORR entrance conferences with the MCOs; and performed an evaluation of more than 1,000 MCO policies and procedures to complete the desk-level assessment for the WVCHIP transition to managed care. The team developed unique and tailored findings reports for each MCO and will prepare an Ongoing Performance Monitoring Transition Plan and facilitate a Virtual MCO Systems Review to assist WVCHIP in assessing MCO readiness.

o *Mountain Health Trust (MHT) MCO Procurement Assistance Phase I and Phase II Projects (07/2019 to 09/2020)*
Nicole was the Lead Project Manager overseeing BerryDunn's procurement assistance and project management support for managed care and readiness review services for the MHT program, the State's risk-based managed care program. The team assisted in population expansion under the current comprehensive MCO contract to add the Children's Health Insurance Program (CHIP) to the program. BerryDunn assisted the State with developing a Request for Proposal (RFP) to procure vendors to administer Medicaid and CHIP services on behalf of the State through the MHT. The competitive re-procurement of the MHT program was valued at over $5 billion and promoted the increased quality of care, health outcomes, and data quality and efficiency for the State's managed care populations.

o *Provider Management Support (7/2019 to 1/2021)*
Nicole served as the Lead Project Manager assisting West Virginia with their

leverage and reuse initiatives demonstrating the Leverage Condition established by CMS in the MITA Seven Standards and Conditions. The team also supported West Virginia Medicaid leadership to execute a multi-state collaborative where states can collaborate, share information, and brainstorm solutions. Nicole led the project team that has supported West Virginia with this initiative. Since its inception, West Virginia has increased membership to 12 state partners that participate monthly.

o *Substance Use Disorder (SUD) Waiver Initiative Project (07/2016 to 6/2017).* Nicole was the Lead MMIS Project Manager overseeing the SUD waiver initiative "Creating a Continuum of Care for Medicaid Enrollees with Substance Use Disorders" Section 1115 waiver demonstration. The waiver allows the State to strengthen its SUD delivery system to improve the care and health outcomes for State beneficiaries with SUD through expanded SUD service coverage and new programs to improve the quality of care. The team provides annual and quarterly reporting to CMS and financial reporting requirements for budget-neutrality, future technology procurements to support the five-year demonstration, and MCO contract requirements specific to the SUD demonstration.

o *Medicaid Information Technology Architecture (MITA) 3.0 State Self-Assessment (SS-A) Maintenance and Annual Update Assistance Project (8/2015 to 01/2020)* Nicole was the Lead Project Manager for BMS's MITA SS-A efforts, including the annual maintenance of SS-A activities and Data Management Strategy (DMS). She leads the organization development planning to support WV's MITA maturity and modernization efforts. The team is creating a roadmap and schedule to help the State assess areas for improvement and change specific to departmental and bureau(s) structure, operational improvements, talent development, and training. Organization development for the project will take the MITA SSA findings and focus on the DHHR goals and objectives for its MMIS, the technical architecture assessment of the State's Medicaid modules' maturity levels, and business area assessments of the State's Medicaid system modules. These activities clarify BMS's short-term and long-term strategic goals and help BMS request enhanced federal funding to achieve those goals.

o *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 HealthPAS 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.

o *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.

- o *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.

- o *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.

- • Additionally, Nicole has served in the role of project manager, lead MMIS manager or lead project manager under the current West Virginia contract and past contracts for the following projects:

  - o Managed Care Organization (MCO) Operational Readiness Review (ORR) Assistance (09/2020 to 12/2020)
  - o Medicaid Management Information System (MMIS) Fee Schedule and Edit Quality Review Project: Phase III (06/2020 to 11/2020)
  - o Mountain Health Trust (MHT) Managed Care Organization (MCO) Procurement Assistance Project: Phase II (05/2020 to 09/2020)
  - o Substance Use Disorder (SUD) Waiver Initiative Phase 4 (04/2020 to 05/2021)
  - □ Mountain Health Promise (MHP) Implementation (Coordinated Care Management) (03/2020 to 06/2020)
  - o Managed Care Organization Transition: Phase II (03/2020 to 02/2021)
  - o State Plan Review and Support (SPRS) (02/2020 to 05/2021)
  - o Technical Assistance and Program Support (TAPS): Phase 2 (11/2019 to 04/2021)
  - o Children with Serious Emotional Disorder Waiver (CSEDW) Initiative: Phase II (10/2019 to 05/2020)
  - o West Virginia Children's Health Insurance Program (WVCHIP) MCO Transition Planning (01/2019 to 07/2019)
  - o Substance Use Disorder (SUD) Waiver Initiative: Phase III (03/2019 to 03/2020)
  - o Medicaid Management Information System (MMIS) Payment Error Rate Measurement (PERM) Phase II (05/2020 to 05/2021)

- o Coordinated Care Management Transition Project Management and Procurement Assistance (02/2019 to 01/2020)
- o Medicaid Management Information System (MMIS) Fee Schedule and Edit Quality Review Phase II (01/2019 to 04/2020)
- o Enterprise Program Management Office (EPMO) (11/2018 to 10/2020)
- o Technical Assistance and Program Support (TAPS) (11/2018 to 10/2019)
- o Electronic Visit Verification Solution Implementation (06/2018 to 12/2019)
- o Provider Enrollment (PEA) Year 2 (05/2018 to 05/2019)
- o Contract Edit Fee Schedule Review (09/2017 to 09/2018)
- o Innovation Accelerator Program (IAP) Data Analytic Technical Support (09/2017 to 08/2018)
- o Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) Maintenance and Annual Update Assistance (09/2017 to 08/2018)
- o Data Visioning and Warehouse Request for Proposal (RFP) Development and Procurement Assistance (09/2017 to 08/2019)
- o Technical and Information Enterprise Project Management Services (TEPMS) (05/2017 to 07/2018)
- o Access to Care Project Monitoring Phase (03/2017 to 04/2021)
- o Provider Re-enrollment (PEA) (03/2017 to 02/2018)
- o R-MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 07/2017)
- o Gap Analysis and Project Management Services (GAPMS) (10/2016 to 06/2018)
- o Income Maintenance Manual (IMM) Update (09/2016 to 09/2017)
- o Access to Care Project (Access Monitoring Plan Phase) (04/2016 to 10/2016)
- o Updates to West Virginia Health Information Technology (HIT) Plans and HIT and Health Information Exchange (HIE) Advance Planning Document (APD) Assistance (03/2016 to 04/2017)
- o RAPIDS Transition Facilitation (02/2016 to 05/2016)
- o Medicaid Eligibility and Enrollment Request for Proposal (RFP) Development and Procurement Assistance (10/2015-12/2017)
- o ICD-10 Readiness Assessment, Implementation and Migration (09/2013 to 03/2016)
- o Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) Maintenance and Annual Update Assistance (08/2015 to 08/2017)
- o MMIS Design, Development, and Implementation (DDI) and Certification (07/2015 to 12/2016)
- o Medicaid Eligibility and Enrollment APD (06/2015 to 09/2015)
- o PPACA Workgroup Oversight (2012 to 2015)
- o 5010 System Refresh (2012 to 2015)
- o HIT Statewide Strategic Plan development (2012 to 2014)
- o Provider Enrollment (2012 to 2015)
- o MITA 3.0 Organizational Redesign (2013)
- o Policy Workflow Assessment (2013)

- **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 (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

Eduardo Daranyi, MEd, PMP®

Proposed Project Role:	Lead Project Manager
Role at BerryDunn:	Principal, employed with BerryDunn since September 2005
Years of Experience Relevant to Proposed Role:	20 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.

- **West Virginia Bureau for Medical Services (BMS) (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; 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. Since Ed joined the West Virginia project on a full time basis in 2012, he has held many roles including Engagement Manager, Lead Project Manager and General Project Manager. In 2012, took responsibility for stabilizing and growing the local Charleston office to now employ over 25 local staff. Ed has overseen over 100 projects for West Virginia. Several are described and listed below.

o *West Virginia Children's Health Insurance Program (WVCHIP) Operational Readiness Review (2019 to present).*
Ed is the Engagement Manager overseeing the State's transition of the WVCHIP program from fee for service to managed care to provide more seamless care between the two programs and offer greater efficiency and opportunities for innovation. The team performs desktop audits of policies and procedures and on-site systems demonstrations of three MCOs selected to provide services to WVCHIP members. The team developed a framework and approach to performing the review; developed a comprehensive readiness assessment tool; facilitated ORR entrance conferences with the MCOs; and performed an evaluation of more than 1,000 MCO policies and procedures to complete the desk-level assessment for the WVCHIP transition to managed care. The team developed unique and tailored findings reports for each of the MCOs and will prepare an Ongoing Performance Monitoring Transition Plan and facilitate a Virtual MCO Systems Review to assist WVCHIP in assessing MCO readiness.

o *WVCHIP MCO Transition Planning Project Phases I and II (03/2019 to present).*
Ed provides Engagement Management oversight to help the State transition members from an FFS model to managed care. BerryDunn provides project management and support services; systems transition and readiness planning; facilitation of MCO, MMIS, and Enrollment Broker (EB) file testing; facilitation of weekly Out-of-Pocket (OOP) Maximum workgroup discussions with the fiscal agent, MCOs, WVCHIP, and other key stakeholders and development of the WVCHIP managed care contract. BerryDunn supports technical implementation activities for WVCHIP in advance of the January 1, 2021, go-live date.

o *People's Access to Help (PATH) DDI Project Management (10/2017 to present).*
Ed, alongside other principals engaged in work for the State, provides strategic direction and oversight to the project team implementing the largest information technology transformation project that West Virginia has ever undertaken, the Medicaid enterprise IES, known as People's Access To Help (PATH). PATH supports the eligibility, enrollment, and administration of the DHHR's human services programs, including Medicaid, Children's Health Insurance Program (CHIP), Supplemental Nutrition Assistance Program (SNAP), and Temporary Assistance for Needy Families (TANF), Low Income Energy Assistance Program (LIEAP), Child Welfare, and Child Support. Ed provides executive leadership working with the internal team, the State, and all vendors, ensuring that all project deliverables are met and risks and issues are appropriately escalated and addressed.

o *Substance Use Disorder (SUD) Waiver Initiative Project (02/2016 to present).*
As Engagement Manager, Ed with the BerryDunn team of specialists, developed and successfully negotiated a Section 1115 Waiver Demonstration Project to undertake

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SUD delivery system transformation efforts in West Virginia. The SUD waiver strengthened the State's SUD delivery system to improve the care and health outcomes for State beneficiaries with SUD through expanded SUD service coverage and the introduction of new programs to improve the quality of care. The team provides annual and quarterly reporting to CMS and financial reporting requirements for budget-neutrality, future technology procurements to support the five-year demonstration, and MCO contract requirements specific to the SUD demonstration. Through this Section 1115 Waiver, West Virginia has the opportunity to test innovative policy and delivery approaches to reform systems of care for individuals with SUD.

o   *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (2012 to present).*

Ed has been the Engagement Manager overseeing several of the State's MITA State Self-Assessments (2.0 and 3.0) and road map over the past eight years. Ed helped the State develop their Medicaid modernization strategy and determine the path of their future system direction and investments. He worked to understand their priorities and help ensure prioritization and resources were aligned. The team is currently creating a roadmap and schedule to help the State assess areas for improvement and change specific to departmental and bureau(s) structure, operational improvements, talent development, and training. Organization development for the project will take the findings of the MITA SSA and focus on DHHR goals and objectives for its MMIS, the technical architecture assessment of the maturity levels of the State's Medicaid modules, and business area assessments of the State's Medicaid system modules. These activities clarify BMS' short-term and long-term strategic goals and help BMS request enhanced federal funding to achieve those goals.

o   *Data Visioning and Warehouse Development and Procurement Assistance (2012 to present).*

Over the past eight years Ed has served as the Engagement Manager, the State has engaged in two major data warehouse procurements and implementations. Ed has formed teams to assist with data visioning activities, facilitate the integration of data sources with the Data Warehouse/Decision Support System (DW/DSS), develop two Request for Proposals (RFP), and provide procurement support for a new DW/DSS. The team identified, consolidated, and subsequently retired duplicative DHHR databases and systems. In the current procurement effort, the team developed a charter and mission with the State, collaborating with stakeholders, developing standardized project artifacts, and developing an overlap map. After completing this Enterprise Data Integration and Consolidation Initiative, the team is now focused on assisting DHHR in the development of a Medicaid Enterprise DW RFP, as well as

the subsequent evaluation and award of a solution to support the data warehousing, analytics, and reporting needs of DHHR.

o *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.

- Additionally, Ed has overseen the following projects as the WV Engagement Manager under the current contract and past contracts:

  o *Payment Error Rate Measurement (PERM) Project: Phase II (05/2020 to 05/2021)*
  o *State Plan Review and Support (SPRS) Project (02/2020 to 05/2021)*
  o *Substance Use Disorder (SUD) Waiver Initiative Project (03/2019 to 05/2021)*
  o *Technical Assistance and Program Support (TAPS) Project (11/2018 to 04/2021)*
  o *Project Management and Support Services for the Access to Care Project Monitoring Phase (04/2016 to 10/2016; 03/2017 to 04/2021)*
  o *Managed Care Organization Transition: Phase II (03/2020 to 02/2021)*
  o *WVCHIP MCO Operational Readiness Review Assistance (09/2020 to 12/2020)*
  o *MMIS Fee Schedule and Edit Quality Review (09/2017 to 09/2018; 01/2019 to 04/2020; 06/2020 to 11/2020)*
  o *Enterprise Program Management Office (EPMO) (11/2018 to 10/2020)*
  o *Lead project manager until 6/30/2019; principal in charge as of 7/1/2019*
  o *Mountain Health Trust (MHT) MCO Procurement Assistance Project: Phase II (05/2020 to 09/2020)*
  o *Mountain Health Promise (MHP) Implementation Project Management Support (03/2020 to 06/2020)*
  o *Children with Serious Emotional Disorder 1915(c) HCBS Waiver (CSEDW): Phase II (10/2019 to 05/2020)*
  o *Coordinated Care Management Project Management and Procurement Assistance Project (02/2019 to 01/2020)*
  o *Electronic Visit Verification (EVV) Solution Implementation Project (06/2018 to 12/2019)*
  o *Lead project manager until 6/30/2019; principal in charge as of 7/1/2019*
  o *Medicaid Enterprise Integrated Eligibility (EIE) Solution (10/2017 to 09/2019)*
  o *Data Visioning and Warehouse Development and Procurement Assistance Project (09/2017 to 08/2019)*
  o *WVCHIP MCO Transition Planning Project (01/2019 to 07/2019)*
  o *Provider Enrollment (PEA) Project (2012 to 2015; 03/2017 to 02/2018; 05/2018 to 05/2019)*

- o WVCHIP Data Warehouse / Decision Support System (DW/DSS) Historical Data Testing and Implementation (2012 to 2015; 10/2017 to 04/2019)
- o Third Party Liability Options Analysis and Procurement Assistance Project (08/2018 to 11/2018)
- o Innovation Accelerator Program (IAP) Data Analytic Technical Support (09/2017 to 08/2018)
- o MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (08/2015 to 08/2018)
- o Technical and Information Enterprise Project Management Services (TEPMS) Project (05/2017 to 07/2018)
- o Gap Analysis and Project Management Services (GAPMS) (10/2016 to 06/2018)
- o Asset Verification System (AVS) Project Management Services and Procurement Assistance (04/2017 to 01/2018)
- o West Virginia/New Jersey MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 01/2018)
- o Eligibility and Enrollment RFP Development Assistance (10/2015 to 12/2017)
- o Income Maintenance Manual Update Project (09/2016 to 09/2017)
- o Updates to West Virginia Health IT (HIT) Plans and HIT and Health Information Exchange (HIE) APD Assistance (03/2016 to 04/2017)
- o Project Management of MMIS Procurement, DDI, and Certification (07/2015 to 12/2016)
- o Safe at Home Advance Planning Document (APD) Update (08/2015 to 11/2016)
- o RAPIDS (Eligibility System) Transition Facilitation Project (02/2016 to 05/2016)
- o ICD-10 Transition Planning and Implementation (09/2013 to 03/2016)
- o Eligibility and Enrollment APD (06/2015 to 09/2015)
- o PPACA Workgroup Oversight (2012 to 2015)
- o 5010 Refresh Project (2012 to 2015)
- o State Medicaid Health IT Planning and Health Care Reform Consulting (2012 to 2014)
- o Non-Emergency Medical Transportation (NEMT) RFP Development (2012 to 2013)
- o MITA 3.0 Organizational Redesign (2013)
- o Policy Workflow Assessment (2013)
- o Prior Authorization Forms Revisions (2013)
- o ePrescribing Helpdesk and Support (2012)

- **West Virginia 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 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 Families Accessing Services through Technologies (FAST), a program designed to improve the way North Carolina DHHS and county departments of social services do business.

Goold Health Systems (GHS) (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.

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- **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 Medicaid Enterprise Systems Conference (MESC) 2014, 8/19/2014

Alex Lyubarov

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Manager with BerryDunn since August 2021
Years of Experience Relevant to Proposed Role:	7 years
Certifications and Education:	Bachelor of Science in Computer Engineering, Dagestan State Technical University
	Master of Science in Computer Engineering, Dagestan State Technical University

Overview

Alex is a manager with more than 20 years of IT experience who has worked in various Healthcare, Government, Health and Human Services and Financial Management organizations. He has led various IT projects for project scope, requirements, budget, schedule, risk management plan, communication plan, Request for Proposal (RFP)/procurement development and other project management related tasks and has developed the ability to support clients during the Systems Development Life Cycle using Agile and Waterfall methodologies. He is adept at working in a fast-paced business environment possessing excellent communication, analytical, presentation, and leadership skills.

Experience

Technology Professionals Group Inc. (November 2019 to August 2021). Alex worked as a senior project manager and senior business-technical consultant to support enablement and expansion of the new and existing business initiatives. Assisted on supporting day to day program/project teams. He helped on RFP/ request for quotation (RFQ) proposal responses including all aspects of document development. He also assisted leadership by providing consulting expertise in State & Local Government and Healthcare industries. Alex supported all phases of New York State Medicaid Data Warehouse during the implementation cycle, developed customer deliverables in accordance with contract requirements and company documentation standards, and researched and provided recommendations to the client on critical business decisions. He also developed secure vitality for client relations amongst the business development teams, as they relate to a client's prerogatives to help create better alignment of communication for pipeline opportunity objectives.

KPMG (May 2014 to May 2019). Alex worked as a manager and PMO lead to manage a team of SMEs Healthcare Patient Access and Revenue Cycle assessment and implement projects for process improvements, enhance the patient experience, and reduce financial risks. He assisted the State of Connecticut Department of Social Services on their Integrated Eligibility Systems (IES), and Medicaid projects with Project Management and data analysis. Alex liaised between

the systems integrator and State stakeholders to ensure the Project Management Office functions and other related tasks were transparent and operational.

Albany Medical Center Hospital (September 2008 to May 2014). Alex worked as a senior systems analyst to implement vendor purchased solutions, analyze electronic health record (EHR)/electronic medical record (EMR) deployment, and assess needs of internal business units. He performed systems application support and provided on-site technical support for multiple environments.

Brandon Milton, MBA, PMP

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Principal with BerryDunn since July 2011
Years of Experience Relevant to Proposed Role:	7 years
Certifications and Education:	Master of Business Administration, University of New Hampshire Bachelor of Science, Business Administration and Political Science, University of Maine Certified Project Management Professional

Overview

Brandon is a principal in our Government Consulting Group with more than nine years of experience working with governments on business process improvement, including work as a consultant in support of state HHS initiatives and work with the U.S. Senate in support of U.S. Senator Susan Collins. He specializes in Medicaid Enterprise Systems and is a certified Project Management Professional® with a successful track record of managing large information technology projects on time and on budget.

Relevant Experience

BerryDunn (July 2011 to present). Brandon specializes in working with Medicaid agency clients. Notable project work includes:

- **Hawai'i Department of Human Services Med-QUEST Division (MQD) –** *Organizational and Business Process Redesign (July 2017 to present).*
  Brandon is currently serving in the role of project director / IT lead for a business process redesign effort for the customer-facing sections of Hawaii's MQD. His work includes identifying opportunities for the State to leverage its new Medicaid eligibility determination system to improve efficiency and the customer experience. Phase two of the project just completed, which culminated in a findings and recommendations report that included recommendations for organizational transformation of eligibility offices and call centers.

- **New Jersey Division of Medical Assistance and Health Services –** *MMIS Implementation and Certification Leverage and Reuse Project (January 2017 to September 2017).*
  Brandon served in the role of certification lead for the New Jersey MMIS replacement project. In this role, Brandon worked closely with the Implementation Team Office managers, the system vendor, and IV&V to plan for the certification of the replacement MMIS using the latest federal rules and regulations published by CMS. His work included leading a team of subject matter experts in the review of State policies and system requirements for alignment

with certification criteria as well as system documentation that provides evidence of compliance for each of the certification checklist items.

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

   o *Substance Use Disorder (SUD) Waiver Initiative Phase 1 Project (February 2016 to July 2017).*
   Brandon served in the role of project manager for the development of an 1115 Waiver to create a continuum of care for Medicaid beneficiaries with an SUD in West Virginia. He led a team of policy experts and actuarial analysts to develop the concept for the delivery system and determine the budget neutrality for the waiver services. His work also included the development of an implementation plan for the waiver. The waiver received CMS approval in fall of 2017.

   o *Project Management of MMIS Procurement, DDI, and Certification (July 2011 to October 2016).*
   Brandon served as the lead project manager for the DDI and certification for the West Virginia MMIS. His work on the project included managing a core team of 17 individuals and approximately 30 full-time equivalents. The project team had responsibility for:

   - Facilitation of requirements validation sessions
   - Facilitation of business process redesign sessions
   - Facilitation of system design sessions
   - Quality assurance reviews of the vendor deliverables, including:
      - Project Management Plans
      - Detailed system design documents
      - Business process mapping documents
      - Security, privacy and confidentiality plans
      - System integration test cases;
      - Provider documentation
      - Operational readiness plans
      - Training Plans
      - CMS Certification evidence
   - Planning and execution of user acceptance testing
   - Planning and quality assurance reviews of CMS certification evidence;
   - Planning and execution of operational readiness testing
   - Oversight of service level agreements and system performance in operations

   The West Virginia MMIS went live in January of 2016 and the State received their certification letter from CMS in October 2016.

   o *DW/DSS Project Management (February 2012 to December 2014).*
   Brandon provided project management and quality assurance services for the BMS'

DW/DSS implementation. As part of this effort, he facilitated business process redesign sessions with the Program Integrity staff to align their business processes with the new case management system. He also facilitated requirements validation sessions; worked with the State in identifying potential data suppliers; and worked with the selected suppliers to determine the data feeds they will provide the DW/DSS. He facilitated design sessions between the State, data suppliers, and vendor to determine the data elements that would make up each of the data feeds. In addition, he developed test cases for UAT to provide end users with assurance that the system processes information according to requirements.

- o *PEA Project.*
  Brandon provided project management support for the DDI of a provider enrollment application and business process redesign for the provider enrollment and validation processes. The provider enrollment application allowed for online processing of Medicaid provider applications. His role was that of project contributor and business analyst. He created status reporting deliverables and assisted the project manager in executing the project according to the project management plan.

- **Missouri Department of Social Services** – *Missouri Eligibility Determination and Enrollment System (MEDES) IV&V Services.*
  Brandon provided project management oversight and subject matter expertise for the development of evidence packets for CMS gate reviews of MEDES. This work included identification and validation of system evidence to align with the checklist criteria from the new Medicaid Eligibility and Enrollment Toolkit that CMS released in August of 2017.

Office of US Senator Susan M. Collins (2007 to 2010). As mail director for the Office of U.S. Senator Susan M. Collins, Brandon was responsible for designing, implementing, and managing process improvements to streamline paperless mail operation involving a staff of 75 across eight offices in Maine and Washington, D.C. He reduced response time to constituent inquiries from 30 days to as little as two days and downsized the mailroom staff from four to two employees. In addition, he supervised legislative correspondents and interns; screened and edited outgoing correspondence on behalf of Senator Collins; and created and managed an amendment tracking system for major legislation, including the FY2010 budget, the American Recovery and Reinvestment Act (ARRA) of 2009, and multiple appropriation bills.

Presentations

"West Virginia MMIS Certification Pilot," Presentation for MESC 2015, Co-presented with Edward Dolly (West Virginia Department of Health and Human Resources) and Chris Green (Molina Healthcare), 8/19/2015

Brody J. McClellan, MPA

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant with BerryDunn since September 2021
Years of Experience Relevant to Proposed Role:	14 years
Certifications and Education:	Bachelor of Arts in Political Science, Michigan State University
	Master of Public Administration, focus in Health & Human Services Administration, University of Arizona
	CPA Exam Prep, Accounting AB

Overview

Brody is an innovative consultant with 14 years of experience in Medicaid, including as a state administrator and program officer with Michigan's Medicaid Actuarial Division, Outreach and finance specialist at an academic medical center, and work as a consulting project lead for California's Medicaid Directed Payments. Subject matter expert in Medicaid finance with experience in program operations, Intergovernmental Transfers, Directed Payments, Pass-Through Payments, UPL programs, charity donation leveraging, Graduate Medical Education programs, and encounter data management. Collaborative communicator continually focused on building relationships and promoting synergy across business lines and global units to drive positive change, cohesive, comprehensive business approaches and enhanced profitability.

Experience

BerryDunn (09/2021 to present)

Brody is a senior consultant with BerryDunn's Medicaid practice group.

Mercer GHSC (October 2019 to July 2020). Brody worked as a senior consultant with roles as project manager and project leads for lead for two actuarial rates team for California Medicaid. He also served as Subject Matter Expert on various national Medicaid Financing advising projects. As project manager and lead, he improved business operations on actuarial rates teams focused on Directed Payments and Medicaid Eligibility. His work included managing credentialed actuaries throughout rate setting cycles to produce certified rates, formal project planning creations, analysis of project process, rate setting modeling process review, documentation process review, and process engineering analysis to correct problematic projects in line with management directives. Brody was also responsible for the creation of consulting communication training to assist staff and enhance effectiveness on external debriefing and client interaction and corporate intellectual capital including CMS pre-print responses and program design language, financial modeling templates and writing external articles. Brody was recognized as a technical and policy specialist for Medicaid Rates and

Managed Care structure; Medicaid Upper Payment Limit (UPL) rules, and methodologies such as hospital UPL and physician UPL programs

Independent Consultant (October 2019 to June 2020). Brody served as an independent consultant with broad subject matter specialty in Health Insurance and Public Safety Programs including Medicaid. He partnered with clients to establish, sustain, and fortify business relationships while leveraging business development opportunities. He offered expertise in program implementation and bridging communication between senior decision makers and technical stakeholders.

Sellers Dorsey & Associates, LLC (October 2017 to October 2019). Brody worked as a senior consultant with scopes of work experience in 16 states. He advised clients including hospital systems, physician practice groups, associations and state Medicaid agencies on a variety of Medicaid subject areas, focusing on Medicaid special financing programs. He also functioned as a Health Policy Specialist, General Medicaid financial and budget specialist, and General advisor on Medicaid Waiver programs (115 waivers). He created policy documents adopted and used by state governments and developed rate analytics accepted by federal government as methodologically sound.

Michigan State University (April 2015 to October 2017). Brody worked as the Medicaid Federal Leveraging Specialist & Access to Care Program Manager (Medicaid Special Financing Project) as well as Data Science & Analytics/Business Intelligence Cell lead for the University. He delivered high-level program financial management and control including invoicing, payments and encumbrances processing, intergovernmental transfer processing, and revenue control functions. He provided oversight of two subordinates responsible for program management and support and also directed cross-functional teams across the organization. He administered over 100 contracts, consulted with contracted affiliate Hospital and Provider Clinics regarding Medicaid compliance, program structure, and access to care issues and financial maximization strategies allowed within compliance standards, and liaised with the State of Michigan Medicaid Office.

State of Michigan (December 2007 to April 2015) Brody worked as a department specialist to extract and analyze data from diverse sources including the MSA data warehouse using all available software and tools. He created and managed—what was at the time—the largest Medicaid physician "special financing" program in the country, and designed and implemented ACA mandated primary care rate increase program. Brody served as senior analyst with program management functions for multiple special financing projects, assisted rate specialists, and executed quarterly database analysis and calculations needed to reprice public physician entity fee-for-service claims pursuant to the Physician Adjuster Payment policy. He also performed annual database analysis to determine the amount of SNAF load to include in the upcoming year's managed care capitation rates and executed reconciliations and other support procedures as needed to insure the proper flow of SNAF funds between MSA, the health plans and the public entities.

Buffy Cranford, EdD

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant with BerryDunn since December 2019
Years of Experience Relevant to Proposed Role:	8 years
Certifications and Education:	EdD, Educational Leadership and Administration, General, Doane University *(in progress)*
	Master's Degree, Management, Doane University
	Bachelor of the Arts, English, Theatre English, University of Nebraska
	Certified Project Management Professional *(in progress)*

Overview

Buffy brings more 20 years of experience in designing specifications, testing, and implementing software solutions on a variety of projects and platforms, including IBM Curám. She specializes in organizational change management, knowledge management, communications, training, and documentation design and implementation. Her experience includes serving in dual roles as the State of Nebraska, Department of Labor Employment Service Manager for the Virtual Service Unit, and as the Wagner-Peyser Program Coordinator. Previously, she has also served in private industries specializing in human resources, client services, technical documentation writing and editing, training, billing, and contracts. Competencies include Federal Medicaid and Labor programs, stakeholder assessment, quality assurance, project management, program management, RFP writing, communications, credibility building, and client management.

Relevant Experience

BerryDunn (December 2019 to present). As a senior consultant, Buffy serves as the OCM Lead on the West Virginia People's Access to Help (WV PATH) project. She manages the identification, development, and implementation of organizational change management and operational readiness activities. This includes updating and expanding the OCM Project Plan in alignment with the RFP, tracking and producing OCM deliverables, providing status reports for OCM and Training responsibilities and tasks, and working in collaboration with the state of West Virginia to streamline communications. She has also led the Coronavirus Disease 2019 (COVID-19) task tracking team and built strong relationships with State Bureaus by coordinating communications, escalating tasks, and monitoring the progress of tasks and adherence to Federal governance.

Cognosante (August 2018 to present). As a senior associate and organizational change manager, Buffy has served as the OCM Lead on numerous projects, primarily Medicaid and Economic Assistance eligibility and their associated programs, and the Arkansas Juvenile programs. She managed all aspects of Organizational Change Management for Medicaid

Eligibility, based on all requirements set forth in the RFP. This included collaborating with State and System Integrator teams in creating goals, timelines, deliverable expectation documents, and project status reports; serving as a track expert in design and joint application development/design (JAD) sessions of the new eligibility systems for Medicaid and Economic Assistance; and reviewing resolutions in finalizing OCM, training, communications, change impact, knowledge transfer, and roll-out plans.

State of Nebraska (April 2016 to August 2018). As the administrator of the Eligibility and Enrollment Solution project team, Buffy managed multiple projects including the new Medicaid eligibility system, asset verification system, procurements, and contract management. She led all facets of organizational change management, communication, training, and documentation design and implementation, which included the following responsibilities:

- Write and update Communications, Training, and OCM plans, and align with contractual requirements.

- Guide and manage creation and approval of Training approach, the design of process and training manuals, virtual training, and ongoing support materials.

- Analyze RFPs and contractual requirements to ensure vendors deliver accurate design and functionality.

- Develop detailed project plans for each component of organizational changes, training, documentation development and communication approaches, by identifying sequential activities.

She also served as the Information Systems and Technology Privacy Officer, overseeing security of Medicaid software and hardware. This included creating and updating the Privacy Office Policy and Program Manual to create a prescriptive set of processes and procedures aligning with Federal and State of Nebraska Information Technology security policy and standards.

ACCESS Nebraska Lincoln Customer Service Center (June 2013 to April 2016). Buffy oversaw the direction and organization of the Medicaid and Long-Term Care services. She performed organizational change management analysis, reorganized the Lincoln Customer Service Center, assigned workers into skill sets, minimized phone queues, and reduced call wait times from forty-five minutes to five minutes or under for over two years. She created and implemented yearly strategic plans for both Customer Service Centers by examining resources, goals and objectives of the agency; updated and monitored performance metrics and developed dashboard monitoring strategies to ensure clients received efficient and accurate customer service; collected and analyzed data and trends for the Medicaid and Long-Term Care call centers, and implemented strategies to increase service levels; directed multifunctional programs, improved efficiency, and increased the monthly quality assurance accuracy percentage with an average of 97.5 to 98%; and reviewed interactive voice response systems to

reduce phone queues and improve customer service, and served on a workgroup reviewing upgrades to the interactive voice response systems.

Nebraska Department of Labor (October 2011 to June 2013). Buffy designed and implemented the Virtual Services Unit call center for improving the federally funded labor exchange by retaining and marketing to new and existing employers and adding and attracting skilled labor to the NEworks system. She designed an intense training program, including quality assurance guidelines and scripts, for new Workforce Coordinators, and conducted follow-up training.

Buffy also served as the program coordinator for the Wagner-Peyser Act, assisted in creating and communicating policy initiatives, procedures, and goals for WagnerPeyser employees. She developed federal grant applications and corrective action plans; designed an online training program and conducted weekly trainings for the NEworks online labor exchange system to assist in learning new technology; and assisted in designing the yearly federal incentive for enhancing the administrative delivery of employment and training activities in the Nebraska career centers, Workforce Regions, and surrounding communities.

TerraScan Inc. (March 2007 to January 2011). Buffy managed the Human Resources department, including overseeing employment, job postings, resume review, interviewing, hiring, maintaining sensitive documentation, and training of new and existing staff on policies and procedures.

Computer Services Inc. (November 2001 to March 2007). As a technical writer and application product specialist, Buffy managed online and hardcopy documentation for product releases and enhancements. She supervised work teams responsible for designing enhancements, programming, and testing banking software across the nation; conducted comprehensive testing of banking software; and designed help files and created articles for company announcements.

MindVision Software (October 2000 to November 2001). Buffy answered software and eSellerate technical support questions daily by e-mail and phone. She edited the User's Guide for Installer VISE, conducted comprehensive testing of software and eSellerate web site, and performed on-site training of new software to Lincoln Stars administrators.

b, BerryDunn

Crystal Fox

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant with BerryDunn since 10/2019
Years of Experience Relevant to Proposed Role:	16 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 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 SME and business analyst on MMIS operations and implementation.

Relevant Experience

BerryDunn (10/2019 to present)

- **WVCHIP**
    - *Managed Care Organization (MCO) Transition Project (02/2021 to present).*
      Crystal serves as the project manager for the WVCHIP MCO Transition project where she assists the State team in the daily operations and oversight of the MCOs that are transition the WVCHIP fee-for-service population to an MCO-based population. In this role, Crystal communicates with the State and Vendor partners regularly, reviews deliverable documents, analyzes enrollment reports, and facilitates weekly meetings between the organizations. Crystal manages budgets, timelines, and project resources to ensure the project remains compliant with federal and state regulations.

- **West Virginia DHHR**
    - *WV 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 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 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 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 (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.

- **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 HealthPAS-Financial system; performed research and analysis on testing results to ensure accuracy; and resolved production support issues for the HealthPAS-Financials system as needed.

Dawn Webb, BSHL, CPC, COC

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

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, HIPAA policy, 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).**

  - *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, PERM, and Third-Party Liability Procurement projects.

- o *Third-Party Liability (TPL) Procurement (5/2019 to present).*
  Dawn serves as a program manager, overseeing the TPL Procurement project which involves RFP development and TPL vendor selection activities. Dawn collaborates with the client and BerryDunn team members to help ensure the project team meets the project objectives and the client expectations.
- o *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).
- o *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.
- o *MMIS Fee Schedule and Edit Quality Review (09/2017 to present).*
  Dawn serves first as project 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.
- **State of Alaska, Division of Legislative Audit (DLA)** – *NCCI Compliance Evaluation* (07/2019 to 09/2019)
  Dawn supported the DLA in the development of an NCCI questionnaire to help assess Alaska Medicaid's compliance with the NCCI technical guidelines. The results of the assessment provided the DLA with confidence the Alaska MMIS complies with the NCCI technical guidelines.

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.

WEST VIRGINIA
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**Health &
Human
Resources**
BUREAU FOR
MEDICAL SERVICES

b, BerryDunn

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

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:	Bachelor of Science in Health Science, focus in Community Health, Towson University
	Master of Science in Health Science, focus in Community Health, Towson University
	Technical Institute of America-Project Management Certification Training Course

Overview

Ebony is a highly qualified Healthcare Analyst and Program Administrator professional with 10 years of experience in Healthcare Policy, Medicaid-Children Health Insurance Program (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

BerryDunn (March 2022 to present). Ebony provides PERM and Medicaid policy expertise for BMS.

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 (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 Code of Federal Regulations (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 cooperative agreements for the Department of Health and Human Services, Center for Disease Control and Prevention (CDC) 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.

Emily E. McCoy, RN, BSN, PMP

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Manager with BerryDunn since 09/2017
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	BS, Nursing, Marshall University
	Registered Nurse
	Certified Project Management Professional

Overview

Emily is an experienced project manager and registered nurse with deep expertise in healthcare consulting including mental health, long-term care, and Medicaid / MMIS. Her clinical experience includes direct care nursing for individuals within an inpatient behavioral health environment (including substance use and eating disorders), neurology unit, and skilled nursing / long term care setting. Emily also has several years of program management, project management, and leadership for both hospitals and state health and human services agencies.

Relevant Experience

BerryDunn (09/2017 to present). Emily works in BerryDunn's Medicaid consulting practice, bringing her years of experience to state Medicaid agency clients, particularly in the area of certification.

- **West Virginia DHHR**

  - *Eligibility and Enrollment Implementation Assistance (01/2018 to present).* Emily is currently the deputy project manager within the State PMO, leading and providing oversight to various teams within the project, including Requirements and Design, Deliverables, Testing, Organizational Change Management, and Certification and Compliance. Emily is able to combine her experience and knowledge of State policy and system implementations with this unique opportunity to integrate three separate systems to improve service delivery to State citizens.
  - *Portfolio Coordination and Management (PCM) (11/2020 to 10/31/2021).* Emily currently serves as the project manager for the PCM project, leading a team providing project management and support services to assist with the continued establishment of PCM processes and templates to help DHHR align and manage its projects across the enterprise. Emily's State government employment experience, coupled with her knowledge of project and portfolio management, provides a valuable perspective and ability to help the State obtain its desired outcomes.
  - *EPMO Project (11/2019 to 10/2020).* Emily served as the project manager for the West Virginia DHHR EPMO project,

leading and providing oversight to a team of individuals assisting the State in the establishment of its own PMO. This project focused on leveraging and developing tools, templates, processes, and plans for the State to utilize as they begin to establish the PMO and focus on gaining adoption within the organization. Beginning in March 2020, the EPMO project began identifying projects across Wet Virginia DHHR that were impacted by the COVID-19 outbreak and started utilizing some of the project artifacts to navigate through project and program management during a public health emergency (PHE). This work included building upon existing vendor relationships with Optum and DXC to apply system modifications to accommodate necessary PHE actions.

- **New Jersey Division of Medical Assistance and Health Services** – *MMIS Implementation and Certification Leverage and Reuse Project (04/2017 to 01/2018).* Emily led the BerryDunn Medicaid testing team, in collaboration with the New Jersey ITO, for the Replacement MMIS (R-MMIS). She applied her West Virginia MMIS testing experience to the implementation of the New Jersey R-MMIS.

- **Henrico County, VA** – *Henrico Area Mental Health and Development Services EHR System Consulting (08/2016 to 04/2017).* Emily was a key resource on BerryDunn's team to provide Henrico with planning and procurement support for its EHR system, which incorporates behavioral and mental health, and substance abuse services. The work included requirements development, RFP development, and system selection.

West Virginia DHHR (11/2013 to 06/2016). Emily served as the Director of the MMIS for West Virginia with overall duties involving the oversight and management of the MMIS and the contracted Fiscal Agent. In this role, she was responsible for managing several projects that would be integrated into the MMIS. Specific duties as the Director of MMIS included:

- Interpreting regulatory policy to determine possible impacts to the MMIS and other systems
- Monitoring system performance against Medicaid policies and federal regulations for compliance and reimbursement
- Oversight and management of multiple federal regulations within the MMIS, such as 5010/D.0, ICD-10, MITA, and Transformed Medicaid Statistical Information System
- Participating in CMS Pilot Certification gate level reviews with CMS representatives, including presenting system evidence to meet MITA 3.0 requirements
- Participating in the development and review of the MMIS RFP
- Participating in the development and updates of various APDs, as well as seeing these documents through to approved status with CMS
- Oversight and Management of the Adult Medicaid Quality Grant
- Management of and participation in an MMIS implementation from RFP development through implementation, as well as post-implementation monitoring and defect resolution

West Virginia Bureau for Medical Services (BMS) (01/2003 to 10/2013). During her 10 years with BMS, Emily held several positions, as described below.

- **Program Manager I.** Emily served as the manager of operations with the MMIS for West Virginia with overall duties involving multiple areas of the system, including claims processing, member, and provider. She also acted as a SME in various areas of Medicaid systems, including long-term care and hospice services.

- **Program Manager II, Office of Behavioral and Alternative Health Care.** Emily served as the manager of the State Medicaid Long-Term Care Program with overall duties involving the development, implementation, and supervision of the following programs: nursing facilities, hospice, hospice in nursing facilities, home health, Pre-Admission Screening and Resident Review Level II, and Nurse Aide Training and Competency Evaluation. Specific duties involved with the above-mentioned programs included interpreting regulatory policy for reimbursement, monitoring provider compliance with Medicaid policies for reimbursement, and providing formal and informal education to providers regarding State Medicaid policies and reimbursement.

- **Health & Human Resource Specialist, Office of Behavioral and Alternative Health Care.** Emily served in the State Medicaid Long-Term Care Program with overall duties involving the supervision and oversight of claims processing for nursing facility reimbursement. Her duties included providing direct communication with the nursing facility provider network regarding reimbursement issues related to the Minimum Data Set (MDS), billing, and medical eligibility.

Charleston Area Medical Center (07/1995 to 12/2002).

- **Transitional Care Unit (05/1999 to 12/2002).** During her time on the Transitional Care Unit, Emily held several different positions.

  - *Clinical Management Coordinator.* Emily served in a hospital-based skilled nursing unit with overall duties involving the management of nursing and ancillary staff, as well as assisting in program administration to maintain compliance with federal long-term care regulations.
  - *MDS Coordinator.* Emily served in a hospital-based skilled nursing unit with overall duties involving the coordination of the federally-mandated Resident Assessment Instrument process.
  - *Clinical Nurse II.* Emily served on a 19-bed skilled nursing unit with overall duties involving the advocacy of residents while providing direct resident care. The focus was to provide quality, holistic skilled care to residents while complying with federal long-term care certification requirements.
- **Neuroscience Unit (01/1998 to 05/1999).** As a Clinical Nurse II, Emily served on a neuroscience unit with overall duties involving the advocacy of patients while providing direct patient to care to individuals with neurological conditions. Specific duties included:

- o Performing various nursing duties including, but not limited to, preventing and / or managing altered skin integrity with patients experiencing compromised mobility as well as providing tracheostomy, gastric tube, central line, and ventilator care
- o Performing duties of temporary charge nurse, including the supervision of staff providing direct patient care and monitoring staffing patterns based on the Medicus system recommendations
- o Serving as a representative on the Standards and Practice Council and Procedures sub-committee\
- o Providing formal and informal education as the unit CAD (Continuous Analgesia Device) Pump instructor and RN preceptor
- o Serving as the study coordinator for Nursing Process Quality Improvement with an additional focus placed on the study of pain management in neurological patients
- **Behavioral Health Unit (07/1996 to 01/1998).** Emily began her nursing career on the Behavioral Health Unit, with overall duties involving the advocacy of p

Ethan Wiley, MPPM, PMP, Prosci® CCP, LSSGB

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Manager with BerryDunn since 07/2014
Years of Experience Relevant to Proposed Role:	8 years
Certifications and Education:	Master of Public Policy and Management, University of Southern Maine Edmund S. Muskie School of Public Service, Concentration in Policy Analysis
	Certificates of Graduate Study: Applied Research and Evaluation Methods, Performance Management and Measurement, and Social Policy Analysis
	BA, Political Science and History, University of Maine at Farmington
	Certified Project Management Professional
	Prosci® Certified Change Practitioner
	Certified Lean Six Sigma Green Belt

Overview

Ethan is a manager for our Government Consulting Group with progressive healthcare system experience across the breadth of the Medicaid enterprise. His specialties include 1115 waivers, federal health programs and legislation, health policy and program development, strategic planning, analysis, remediation, and implementation. An experienced project manager in both Medicaid Health Information Technology (HIT) and policy projects, Ethan has engaged in leadership roles in projects designed to evaluate project, program, and provider performance. These efforts have been inclusive of providing support with determining the implications of, and advising on, federal regulation, design of waiver programs, data collection, managed care compliance, waiver evaluation design, and reporting requirements.

Relevant Experience

BerryDunn (07/2014 to present). Ethan has worked across practice areas for BerryDunn's Government Consulting group. Project highlights include the following.

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

  o *American Rescue Plan Act (ARPA) Section 9817: HCBS Implementation Project (5/2021 to present).*
    Serving as program manager and lead, Ethan oversees this project and provides subject matter expertise, and support for the design, development, and implementation of a Spending Plan and Narrative for the ARPA. The March 2021 ARPA allowed enhanced federal funding for state Medicaid spending on HCBS. The

increased FMAP allowable by the ARPA allows a wide array of allowable opportunities for HCBS improvements. Providing stakeholder management and technical expertise to the State, Ethan led the writing of the initial spending plan which unlocked an estimated $558 million in increased funds for West Virginia. The project continues in the implementation stage where Ethan leads workgroups, planning discussions and monitors controls execution of the implementation schedule

o *ARPA Section 9813: Mobile Crisis Grant Project (7/2021 to present).*
Serving as program manager, Ethan oversees this project and provides subject matter expertise and support for the design, development, and implementation of a State Plan Amendment to add a Mobile Crisis Program to the West Virginia Medicaid Program. As part of this, Ethan participated in writing and planning assistance for the ARPA State Option to Provide Qualifying Community-Based Mobile Crisis Intervention Services. In organizing the response, writing the application, and assisting BMS is communications to CMS, our team helped BMS in the successful award from CMS to the State of an $847,527 grant to implement qualifying community-based mobile crisis intervention services. Currently the work involves ongoing design and implementation activities.

o *State Plan Review and Support (SPRS) Project (03/2020 to present).*
In order to help the State achieve federal compliance, Ethan oversaw a BerryDunn team of eight that compiled over 2,000 existing Medicaid State Plan pages and documents. These documents were inclusive of the State Plan sections, attachments, supplements, and amendments from both digital (state and federal) as well as physical repositories. Ethan also provided subject matter knowledge on advanced workflow designs to assist BMS in remediating compliance issues in the State Plan; developing a process flow for State Plan development, approval, and maintenance; and training state stakeholders on the new process flow.

o *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (06/2019 to present).*
As program manager, Ethan oversees a team, which assists DHHR in meeting compliance with the requirements of the MITA 3.0 State Self-Assessment as prescribed by CMS. The objective of this project is to assist the DHHR with MITA lifecycle maintenance activities, including preparation of the MITA 3.0, SS-A Annual Update for Federal Fiscal Year 2018, enterprise-wide MITA support for ongoing system and business process improvement projects, and training efforts to support activities related to the annual update.

o *Children with Serious Emotional Disorder 1915(c) HCBS Waiver (CSEDW) (09/2018 to present).*
As project manager, Ethan plans and executes the design, negotiation and implementation of a Medicaid HCBS waiver program. The CSEDW provides services that are additions to Medicaid State Plan coverage for CSED who are enrolled in the

CSEDW program. The CSEDW permits WV to provide an array of services that enables children who would otherwise require institutionalization to remain in their homes and communities. In addition, it is anticipated that this waiver will reduce the number of children housed both in state and out-of-state in Psychiatric Residential Treatment Facilities (PRTFs) and shorten the lengths of stay for children who require acute care in PRTFs.

o *Technical Assistance and Program Support Project (11/2018 to present).*
Serving as the overall program manager and subject matter expert Ethan oversees a project as which provides project management, subject matter expertise, and support activities for the design, development, and implementation of multiple Medicaid business initiatives and activities that BMS may undertake. Ethan and his team perform services including, but not limited to, program research, financial analysis and modeling, waiver construction, regulatory analysis, federal and stakeholder negotiation, and program development.

o *SUD Waiver Initiative Project (02/2016 to present).*
Working as the lead policy analyst and subject matter expert for phase 1 of the SUD project, Ethan assisted in the development and successful negotiation of a Section 1115 Demonstration Project to undertake SUD delivery system transformation efforts in West Virginia. Through this Section 1115 Waiver, West Virginia has the opportunity to test innovative policy and delivery approaches to reform systems of care for individuals with SUD. Serving as the data management lead for phase 2 of the project, Ethan worked to design tools to assist in performance management and measurement, including executive dashboards and quality metrics. In addition, Ethan led reporting efforts and designed processes to conduct actuarial analysis of required budget neutrality components of West Virginia's program. Serving as program manager for phase 3 of the project, Ethan oversees the project manager and leads. In addition to ongoing implementation of managed care services, reporting requirements, and data analysis to support decision-making, Ethan oversees network adequacy assessments and other efforts to ensure quality program design.

o *Third Party Liability Options Analysis Project (07/2018 to 12/2018).*
As project manager, Ethan determined the research design and methodology to perform an analysis of TPL options. As part of this, the team Ethan led investigated both solution and financing alternatives for the State to conduct their Health Insurance Premium Payment program and Medicaid buy-in programs through new and innovative approaches.

o *Gap Analysis and Project Management Services (10/2016 to 06/2018).*
As project manager, Ethan planned and led the execution of a large-scale ACA compliance effort across West Virginia's Medicaid Enterprise. He provided stakeholders with detailed policy analysis and research deliverables as part of comprehensive support during the life of the project, and oversaw the design and inauguration of seven subprojects created under GAPMS.

- o *Adult Quality Measures Grant Project (06/2016 to 12/2016; 06/2017 to 12/2017).*
  As project manager, Ethan oversaw a team tasked with collecting and reporting the Medicaid Adult Core Set Measures as BMS transitioned from a grant-funded Quality Unit to a state-supported Quality Unit.
- o *ICD-10 Transition Planning and Implementation (07/2014 to 02/2016).*
  As policy analyst and project coordinator, Ethan analyzed and remediated 78 distinct policies and overhauled the Provider Manual and Medicaid policy for the agency. He oversaw testing design, system integration testing, and user acceptance testing, along with client acceptance. In addition, he designed, researched, and constructed ICD-10 training modules for BMS staff; designed and built training segments for Medicaid providers and assisted with outreach and engagement; and performed analysis of Medicaid claim data processed through the MMIS to determine financial health and parity in claim operations.
- o *Utilization Management and Prior Authorization Services RFP Development Project (09/2015 to 12/2015).*
  As business analyst, Ethan was brought in to organize and complete the final development of a state Medicaid agency project to develop a major RFP to select a utilization management vendor.

- **Puerto Rico Department of Health (12/2020 to present)** – *State Plan Support*
  In order to support the PRMP Ethan served as a Subject Matter Expert for BerryDunn's state plan work. In this role, Ethan researches and analyzes the Medicaid state plan, drafts amendments, and reviews state plan materials. Ethan's work includes analyzing state plan provisions related to Hospital Based Presumptive Eligibility, Modified Adjusted Gross Income, and other major eligibility provisions of the State Plan.

- **Nebraska Department of Motor Vehicles** – *Consulting Services to Assist in the Modernization of a Vehicle and Title Registration System (11/2015 to 02/2017).*
  As a business analyst, Ethan facilitated stakeholder outreach and engagement, conducted a current state assessment and gap analysis, led requirements definition and planning sessions, and designed, wrote, and revised an RFP for a new Vehicle Title and Registration System.

- **Michigan Department of Education** – *Early Childhood Data Governance Structure (03/2016 to 06/2016).*
  As a business analyst for the Department's data governance project, Ethan developed and drafted initial versions of key deliverables including the data governance manual and data governance policy. He mapped and developed workflows to outline the progression and flow of data throughout the agency, and outlined critical data questions and paths through which these could be resolved.

- **West Virginia Bureau for Children and Families** – *Project Management for Enterprise Content Management Project (08/2015 to 02/2016).*
  Ethan served as substitute project manager on a quality assurance project to oversee

the implementation of an enterprise content management solution. He participated in joint application design sessions, coordinated State IT vendors, served as a liaison with multiple state agencies, and facilitated a smooth implementation.

- **Colorado Department of Human Services (DHS)** – *Child Care Tracking System Needs Assessment and RFP Development (07/2014 to 10/2014).*
  Ethan supported BerryDunn's team in conducting a needs assessment and options analysis for a new childcare tracking system for the Colorado Department of Human Services. As part of this project, he researched and analyzed state policy and vendor solutions and supported analysis of future system costs and impacts.

Hilary Foster Moles, BSN

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant 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 MMIS claims processing. Hilary has supported projects in a range of roles such as 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)**

  - *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 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.
  - *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.

o *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 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.

Jason Hargrove, MBA, PMP

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Manager with BerryDunn since 02/2018
Years of Experience Relevant to Proposed Role:	19 years
Certifications and Education:	MBA, Business Administration, Grantham University
	BS, Marine Engineering Operations, Maine Maritime Academy
	Certified Project Management Professional
	MLC Certified Medicaid Professional (MCMP-II)

Overview

Jason is an experienced leader and implementation manager, delivering IT software solutions and services in healthcare and engineering for over 19 years. Jason brings a diverse range of skills and experience including business development, finance, budgeting, contract management, team development, recruiting, resource management, and project management. He leads by example, fostering communication at all levels of the organization and is familiar with complex and difficult situations.

Relevant Experience

BerryDunn (02/2018 to present). Jason serves BerryDunn's Medicaid consulting clients as a project manager.

- **Alaska Division of Health Care Services (DHCS)** – *MMIS Fiscal Agent Solicitation Consultant Services (09/2020 to present)*
  Jason is the project manager for BerryDunn's team assisting DHCS with visioning, researching, and developing an MMIS solicitation

- **West Virginia Bureau for Medical Services (BMS)** – *Electronic Visit Verification (EVV) Solution Implementation Project (06/2018 to present).*
  Jason is the project manager for BerryDunn's team assisting BMS with the implementation of their overall EVV solution, which includes support in several key areas:

  - Strategic planning
  - Organizational Change Management
  - Requirement development
  - RFP draft narratives and supporting documentation
  - Certification planning and assistance
  - APD development and updates
  - Evaluation and scoring support / facilitation
  - Vendor on-boarding
  - Vendor deliverable review

  o UAT planning and support

Northern New England Diagnostics 02/2017 to 08/2017). As chief of operations, Jason developed client implementation process/strategy, created detailed plans for new client on-boarding and key issues, and oversaw all operational staff, internal systems, and business processes. Jason was also responsible for performing staff and operational assessments regarding quality and production, developing staff training and mentoring plans for development and quality improvement, and ensuring services met quality and cost effectiveness standards. Jason created and maintained profit and loss (P&L) financials and associated data models to assist with client valuation and forecasting.

Change Healthcare (11/2005 to 02/2017). In his time at Goold Health Systems, Jason held several positions including:

- **Senior Director of Pharmacy Administration Services** – In this role, Jason continued to build relationships and further integration into the organization's centralized operations and processes. He worked closely with GM/VP on business and operational initiatives and was responsible for the oversight of 17 management and administrative positions (over 160 staff members).

- **Vice President of Administration** – Jason developed companywide initiatives to increase operational and deployment efficiencies and served as the account manager, project manager, implementation manager, or other lead roles in key projects as needed. He participated in contract negotiations, lease negotiations, and the establishment of remote offices as required. Jason also reviewed project plans and resources for companywide projects and ensured sufficient staffing levels and resources. In addition, Jason managed the business development function and staff, pursued strategic opportunities in collaboration with the CEO and business development team, and assisted with and oversaw the development of cost estimates, timelines, scope, project plans, and proposal responses.

- **Director of Administrative Services** – Jason planned, organized, assigned, directed, and evaluated the activities of the department. He also assisted the CEO in contract adherence, contract negotiations, lease negotiations, and hiring processes. He worked with the business development director in the development of cost estimates, timelines, scope, project plans, and proposal responses. Additional responsibilities included overseeing facility leases, maintenance, construction, and expansion as needed.

- **Strategic Project Manager** – In this role, Jason was responsible for the direction, coordination, and completion of assigned strategic projects. He also assisted with business development and RFP responses, developed and implemented project management tools and tracking methods, and managed administrative office and project staff members.

While at Change Healthcare, some of Jason's major projects included:

- **Ohio Medicaid PBM and Rebate Services (04/2016 to 02/2017).** Jason served in several capacities on the Ohio project including business development, project leadership

and tactical project management. He served as part of the proposal team to develop the project management approach, cost proposal and payment milestones. Working with senior leadership, Jason oversaw much of the project activities including the establishment of a remote office, developing project and operational teams and coordinating on-site staff. During the project, the named Implementation Manager left the organization and Jason stepped into the named implementation role to help successfully deliver the systems. As part of his role, Jason oversaw project deliverables, requirement management, collaboration between multiple internal and external teams, meeting facilitation and client relations.

- **Illinois Medicaid PBM and Rebate Services (03/2014 to 03/2016).** As the lead Implementation Manager, Jason oversaw all aspects of the project including proposal preparation, local facility planning, project team meetings, requirement management, joint application design sessions, meeting facilitation, coordination of multiple internal and external stakeholders including regular client meetings. He maintained the open action item logs, risk management, project plan updates and monitored progress daily.

- **Iowa Medicaid Enterprise PBM (04/2012 to 10/2013).** Jason led the reprocurement effort to plan and deploy updated software for this existing client. This included interacting at all levels internally and with the client to establish expectations, capture requirements in alignment to their CMS strategy, and develop key project deliverables. In addition, Jason coordinated the efforts of SME's in the development of artifacts, client reviews, meeting facilitation and regular updates with client and corporate management.

- **Utah CMS certification support (2012).** Following the successful deployment of software and services, Jason worked with the client to develop strategies for CMS certification, creation of CMS artifacts and guidance on approach. As this was software as a service, Jason provided support to the client through the CMS process and the client worked directly with CMS. The systems were successfully certified without any citing or revisions.

- **Utah Medicaid POS/DRMS (POS and Rebate) (03/2011 to 10/2011).** Jason served as the Implementation Project Manager for this multi-part project. In this role, Jason led a team of technical and business staff members to deliver a complex set of software and services. This included pricing and submission of cost proposals, client and payment strategy, project oversight and management, meeting facilitation, risk and issue management, report management and client engagement. This project also included more intensive training of state staff and product education, change request management and issue resolution.

- **Wyoming Medicaid Pharmacy Fiscal Agent and PBM Services (06/2008 to 05/2009).** As the Project Manager, Jason worked closely with internal business leads and the client to refine the proposed project plan and implementation strategy. He led requirement validation sessions with business leads, client stakeholders and the incumbent vendor. Typical project activities included meeting facilitation, requirement, risk and action item management. Jason also created a CMS certification and strategy document and subsequently worked with CMS, the client and business SMEs to successfully certify the system.

- **Maine Medicaid Mailroom and BPO Healthcare Finance Administration (HCFA), Uniform Billing (UB), American Dental Association (ADA) and Medical Prior Authorization.** Jason served as internal project executive to manage the conversion of an existing sole-source contract to a sub-contract and establish a new department within the company. In this role, Jason participated in negotiations with several potential prime vendor partners to develop pricing and a successful bid strategy. After source selection, he worked with a new partner to define operational processes, quality standards and technical integration. New office space and hiring was completed successfully. Jason served as the implementation lead and the business unit manager for the new and existing services as part of this project, including staff management, quality oversight, and vendor/client relations.

Ingersoll-Rand (03/1998 to 11/2005). As a mechanical engineer, Jason served as a team leader for Laboratory Operations & Reliability. In this role, he managed operations and reliability efforts through direct reports and matrixed team. He created project plans and provided daily management and guidance of both lab and engineering personnel to ensure timely completion of assigned tasks. Projects included directing company-wide reliability efforts to deal with issues relating to new product development, and working with engineering and Underwriter's Laboratory to successfully list IRs 70kW product.

Mara Cooper

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant with BerryDunn since April 2021
Years of Experience Relevant to Proposed Role:	15 years
Certifications and Education:	BS, Interdisciplinary Studies, Shorter University

Overview

Mara brings 15 years of experience with project management, vendor management, quality control, and budget planning. Her expertise includes medical billing, meeting facilitation, and forecasting. She comes most recently from working with the State of Florida to assist in the allocation of CARES Act funding.

Relevant Experience

BerryDunn (04/2021 to present).
North Highland Consulting (09/2020 to 04/2021). Mara helped to ensure that county agencies in Florida expensed or encumbered $8.3 billion allocated by the State of Florida in CARES funding during the covered period. She served as liaison between the State of Florida Division of Emergency Management, assigned counties, Home, and North Highland. She also provided guidance to the counties on how to best allocate Coronavirus Relief Funds; identified and reported any issues or deficiencies that may have affected the counties Phase 1 and 2 advanced funds as well as Phase 3 reimbursement funds; and helped ensure that counties met all deadlines as assigned by the State of Florida Division of Emergency Management.

Systems and Methods, Inc. (07/2016 to 02/2020).
- **State Disbursement Unit Child Support Program Director (06/2017 to 02/2020).** Mara monitored and controlled all activities related to child support disbursement operation, ensuring projects were completed on time and in budget. She served as liaison between FL Department of Revenue, Clerk Courts and Comptrollers, and SMI; utilized ITIL standard for Change Management practices; Analyzed and oversaw $10 million in annual revenue; contributed to the development and implementation of process improvements and best practices; and created project agendas and project team objectives, responsible for reporting KPIs to state partners.
- Deputy Project Director of Customer Service and Operations (02/2017 to 06/2017). Mara assisted the SDU Project Director with planning, leading, controlling, monitoring and executing all aspects of the Child Support SDU project. She oversaw and managed all activities related to FLSDU operation, helping to ensure projects were completed on time and in budget, responsible for reporting KPIs to state partners. She effectively led the Operations Department to process 100% electronic and paper collections daily with a

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99.98% accuracy rate. This included forecasting Operations and Customer Service production volume.

- **Operations Manager (07/2016 to 02/2017).** Mara oversaw and ensured compliance for the SOC audits and all aspects of balancing and preparing for bank deposits each business day. She streamlined operational processes to ensure all daily tasks were appropriately carried out; established operational objectives, work plans, assignment delegation to department supervisors, and forecasted staffing to ensure timely processing of child support payments; and analyzed multi-sourced data to decrease misapplies and increase productivity.

- **Xerox Federal Government Solutions/DOL Workers Compensation (12/2015 to 03/2016).** As a customer care supervisor, Mara was responsible for coordinating and leading a team of 66 call center agents, 2 customer service leads, and additional 30+ indirect reports to achieve maximum performance to ensure service level agreements were met in a high-volume call center medical billing environment. She established operational objectives, work plans, and delegated assignments to department leads; resolved escalated medical billing claims and customer service issues to reduce customer complaints; and forecasted call volume for Tier 1, Tier 2 and Tier 3 Customer Service Calls.

- **Xerox State Enterprise Solutions/State of Florida State Disbursement (01/2011 to 01/2015).** As an interdepartmental manager, Mara aligned with multiple department managers to ensure proper inter-department workflow, prepared flow charts and process maps to determine staff needs and SLA agreements. She troubleshot and supported Cherwell ticketing system, proactively managed changes/issues or enhancements to the system and monitored client change requests, and revitalized SDU call center operations within 1 month of taking over call center operations. In addition, she prepared efficiency reports for SLA, statistical data, and staffing analysis for State of Florida, forecasted call center and payment processing volume via historical data for service continuity, and collaborated with senior management to establish and carryout strategic plans and objectives.

- **Xerox Government Healthcare Solutions/Florida Healthy Kids (01/2010 to 01/2011).** Mara supervised an elite group of quality analysts, process auditors, and quality control specialists. She performed quality on enrollment applications and referrals to Medicaid based on expected sample size, troubleshot and supported Cherwell ticketing system, and performed internal and external calibrations once per week with State partners to ensure accuracy of eligibility by auditing one new application, redetermination and supporting document per session. Mara also developed, implemented, and led key process improvement efforts and influenced cross-functional efforts between members of ACHA and DCF.

- **Xerox Government Healthcare Solutions/Florida Healthy Kids CHIP (06/2008 to 01/2010).** Mara oversaw team of data entry operators to determine eligibility for all programs under the Kidcare umbrella (i.e.) Medi Kids, Healthy Kids, Children's Medical

Services (CMS) Title XXI services. She screened children for Medicaid eligibility and referred to DCF for further eligibility determination, managed special projects to ensure proper enrollment of customers, and resolved escalated enrollment issues as assigned by DCF, ACHA and Healthy Kids. She also performed Operational Readiness Testing/ User Acceptance Testing on ConneXion system and reported bugs and issues to the development team.

Affiliated Computer Systems (ACS) /Florida Healthy Kids CHIP (05/2006 to 06/2008).

As a data entry clerk and transaction processor, Mara determined eligibility for all programs under the Kidcare umbrella (i.e.) Medi Kids, Healthy Kids, Children's Medical Services (CMS) Title XXI services. She performed eligibility determinations for all children for which an application was received regardless of the Kidcare program component they would eventually be enrolled in, screened children for Medicaid eligibility and referred to DCF for further eligibility determination, and generated letters and made follow up calls requesting important documents used to determine eligibility. She also manually calculated eligibility based on the current Federal Poverty Level, household size, and assets to enroll children in a federally subsidized premium plans, and tracked the progress of program enrollment applications until approved status was achieved.

Marnie Hudson

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant with BerryDunn since November 2017
Years of Experience Relevant to Proposed Role:	15 years
Certifications and Education:	Bachelor of Science in Computer Information Systems, Strayer University
	Associate's Degree, Computer Science Information Systems, Delaware Community College
	MMIS Level II – Claims Certification
	Medicaid MMIS Level I Certification

Overview

Marnie is a technically sophisticated business and QA analyst 15 years of experience in taking on new projects and gaining expertise in every endeavor. Her background includes numerous on-site and offshore team leadership roles, including large-scale project management and small team system testing guidance. Her developer background maximizes her abilities to be successful with assignments.

Relevant Experience

BerryDunn (November 2017 to present). Marnie works with state Medicaid agencies. She began with BerryDunn as a subcontractor through 2017 before joining the firm full-time in August of 2018.

- **West Virginia DHHR** – *Eligibility and Enrollment Implementation Assistance (February 2018 to present).*
  Marnie is supporting the project activities related to the new West Virginia IES to consolidate and integrate DHHR program service systems into a single enterprise. She reviews and provides input into assigned project deliverables, assists with project activities associated with requirements, and leads the review and validation activities for the Document Inventory (forms, letters, notice) of all legacy systems.

- **New Jersey Division of Medical Assistance and Health Services** – *MMIS Implementation and Certification Leverage and Reuse Project (November 2017 to January 2018).*
  As a PMO and UAT SME, Marnie supported testing related activities as part of the West Virginia / New Jersey Leverage and Reuse Project and worked collaboratively with the New Jersey Replacement Medicaid Management Information System Implementation Team Office. She provided input into the preparation of UAT planning activities, provided

support with project activities associated with MMIS system interfaces, and conducted testing related research as needed to support project activities/testing efforts.

S2Tech/Conduent (July 2016 to May 2017). As a senior business analyst, Marnie drove the implementation of the New York Medicaid Management Information System (NYMMIS). This included mapping eMedNY legacy data for Financial and Claims appropriately to the database fields in new system, conducting table level analysis on both NYMMIS tables and legacy MMIS tables, and leading the data conversion component for the financial subsystem for the new NYMMIS.

S2Tech/Xerox (February 2013 to July 2016). During Marnie's time with S2Tech/Xerox, she worked on several projects.

- **Mississippi Modernized Medicaid Eligibility Determination System (March 2015 to July 2016).** Marnie tested interface components, trained and led team members to ensure the proper conduct of testing methodologies and procedures, ensured accurate creation and execution of ~300 complex test script scenarios, successfully led the testing team through execution of test scripts across 16 different interfaces/batch processes to support the eligibility determination requirements for approval or denial of Medicaid benefits, and documented and managed testing defects.

- **North Dakota Medicaid Management Information System (NDMMIS) (February 2013 to March2015).** Marnie acted as a SME for the implementation of the NDMMIS. She ensured all testing efforts were developed and conducted to satisfy the Service Authorization and Electronic Document Management System functional area requirements, ensured the successful execution of ~400 test script scenarios, conducted concept sessions to discuss system functionality, and managed testing defects.

Independence Blue Cross (June 2012 to January 2013). As a senior business analyst, Marnie maintained compliance with CMS mandates and initiatives through various programs in Medicare, including Medicare Part D and the summary of benefits for products. She compiled requirements for improved operational process of monitoring Medicare client's maximum out-of-pocket threshold via the creation of an Access database, and conducted concept sessions with product owners to capture business needs for improvements to Access databases.

Hewlett Packard Enterprise Services (January 2004 to June 2012). Marnie served as chief liaison as well as directed all operational and technical communication activities between HPES (internal and external), the Delaware Medical Assistance Program management team, CMS, and the Delaware Prescription Drug Plans. She also served as a functional developer lead of the MMIS. This included leading the design and development of Medicare Part D System changes using software development life cycle (SDLC) methodologies, serving as a SME in the Provider & Third Party Liability Sub-Systems, and implementing CMS annual Federal Regulations in the Delaware MMIS for the Reference Subsystem.

Meghan Luce

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant with BerryDunn since September 2021
Years of Experience Relevant to Proposed Role:	6 years
Certifications and Education:	Bachelor of Science in Public Health, State University of New York at Albany

Overview

Meghan is a dedicated health and human services professional, experienced in the assessment, evaluation, and implementation of health programs for individuals with physical and mental health diagnoses. She has focused experience with the development of service standards, regulations, and policies, and is highly skilled in data collection and analysis.

Experience

BerryDunn (September 2021 to present). Megan provides health and human services subject matter expertise to BMS projects.

New York State Technology Enterprise Corporation (October 2020 to September 2021). Meghan worked as a consultant and business analyst to collaborate with team members and conceptualize, deliver, and support clients through today's ever-changing healthcare landscape. She supported healthcare technology initiatives through applying strong business analysis, critical thinking and problem-solving skills. Her primary project was monitoring New York State's implementation of EVV to comply federally with the Cures Act and avoid FMAP reductions. The scope of work involved program and policy development, responding to internal and external stakeholder inquiries, compliance development and program monitoring. She reviewed Federal Regulations to ensure New York State complies and is aware of federal requirements. Meghan also researched other states to monitor how they are implementing EVV systems, developed training standards and training material for New York State (NYS) EVV program, and monitored NYS compliance with 21st Century Cures Act.

New York Department of Health (October 2018 to October 2020). Meghan worked as a senior healthcare program specialist responsible for the oversight and monitoring of contracted New York State Health Homes and designated Home and Community Based providers to ensure compliance with Federal and State regulations and guidelines. She provided oversight and guidance to 1915(c) waiver transition providers during the consolidation to the Children's Waiver, including the transition of enrolled waiver children. Identify and correct Restriction Exception codes for the Health Home Serving Children, Children's Waiver and members transitioning to the Office of People with Developmental Disabilities Comprehensive Waiver. She contributed to the development Health Home Serving Children and Home and Community Based Service policy, guidance and training material, reviewed policy and procedures

developed by Health Homes for compliance to New York State and Federal guidelines, and attended on site audits of Health Home across New York State.

Transitional Services Association, Inc. (February 2017 to October 2018). Meghan worked as a program supervisor with the Adult and Youth Care Management team of seventeen care managers. She represented the agency at meetings and events, coordinated activities and ensured compliance with the policies of three separate Health Homes under the New York State Department of Health, and verified all program referrals and Medicaid eligibility. She reviewed documentation for appropriateness to meet chronic condition or behavioral health criteria, and provided support for identified clients through the outreach process, assist Care Managers when needed regarding enrolled clients. Meghan performed ongoing, internal audits of Medicaid billing systems and program statistics, developed policy and procedure documents in cooperation with the quality assurance committee, and innovated training and in-services for newly hired staff and to improve service delivery. She also managed program budgets and client support funds. She redesigned program documentation for youth and adult non-Medicaid programs for a more uniform system and assisted with state and federal audits of Medicaid Health Home client charts. Additionally, she conducted intake appointments with new clients, review referrals, Medicaid eligibility, and complete appropriate assessments, including intake assessment, comprehensive, crisis plans, and CANS.

Joseph's House & Shelter (December 2015 to February 2017). Meghan worked as a supported housing advocate to assist individuals living with a disabling behavioral health diagnosis, cognitive disabilities, substance abuse disorders, or medical conditions. Coordinated with social and medical service providers to identify and ensure stable housing options. Provide on-call services every eight weeks to two supported housing programs with 60 residents. Meghan coordinated home and community-based services for Medicaid eligible individuals with disabilities and assisted individuals with the annual housing recertification process and obtain all necessary documents for HUD.

Meghann Slaven

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant (employed with BerryDunn since 10/2017)
Years of Experience Relevant to Proposed Role:	11 years
Certifications and Education:	BS, Journalism, Ohio University
	BFA, Performance & Choreography, Ohio University

Overview

Meghann is a senior consultant with BerryDunn's Medicaid consulting practice focused on helping state health and human services agencies achieve their project objectives. She brings value to every project and project team through her ability to provide effective procurement management, project management, project coordination, and database maintenance support. Meghann has worked on multiple projects supporting critical initiatives for the West Virginia Bureau for Medical Services (BMS).

Relevant Experience

BerryDunn (10/2017 to present)

- **West Virginia DHHR** – *Medicaid Enterprise Data Solution Implementation and CMS Certification Project (10/2019 to present).*
As a deputy project manager, Meghann assists the client with management and facilitation of pre- and post-procurement activities, including evaluation training, procurement schedule monitoring, and proposal evaluation processes. Meghann tracks the budget, project status, risks, and issues; she develops monthly status reports and mitigation strategies to keep the client informed and to help ensure the project meets its goals and objectives. Meghann drives milestone completion with consistent outreach to stakeholders and close monitoring of the project schedule and timeline. Meghann assisted the project team in developing a data governance roadmap.

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

  o *EPMO Project (07/2019 to present).*
  As a business analyst, Meghann assists West Virginia in developing and updating its HIT Plans, including the MITA HIT Companion and the annual HIT and HIE APD, to help the client gain over $9 million in federal funding for HIT activities and initiatives.

  o *Data Visioning and Warehouse Development and Procurement Assistance Project (10/2017 to 09/2019).*
  Meghann supported the Data Visioning and Warehouse Development and Procurement Assistance Project, a project focused on supplying project

management services to West Virginia in an effort to assist with the integration of data sources, systems, and databases within BMS. As a project coordinator, Meghann developed agendas, captured meeting notes, tracked action items, and supported the development of project deliverables. As project coordinator Meghann managed the development process and contributed to the following deliverables: monthly status reports; DW/DSS RFP; IAPD; Requirements Traceability Matrix (RTM); proposal evaluation packets; test scenarios; capstone data source integration roadmap; and project closeout. She was responsible for managing client repositories, including 200+ data dictionaries and 450+ data sharing agreements. Meghann also developed Visio process flows to document client data sharing practices.

o *Gap Analysis and Project Management Services (10/2017 to 06/2018).*
As a project coordinator, Meghann developed agendas, captured meeting notes, tracked action items, and supported the development of the capstone project deliverable. As part of a team analyzing over 2,600 impacts from ACA on West Virginia Medicaid's policy, systems, and business processes, Meghann assisted with research, writing, and assessment activities to support the development of a compliance gap analysis deliverable.

West Virginia School Service Personnel Association (11/2014 to 10/2017). As a public relations specialist, Meghann was responsible for developing advocacy campaigns, monthly newsletters, press releases, public service announcements and speeches. She was also responsible for social media management including Facebook, Twitter and LinkedIn; conference planning and logistics; media relationships; and lobbying for association and partner associations.

College Summit (04/2011 to 07/2014). Meghann served as the school partnership manager, providing consulting and management of College Summit program to partner schools in West Virginia. She trained and supported educators in delivery of College Summit curriculum and online tools; met with school counselors, educators and administrators on a bi-monthly basis to ensure school performance according to milestone achievement; guided students through processes to ensure postsecondary success; and facilitated meetings to track progress and share data measurement and analysis.

University of Charleston (10/2006 to 03/2011). During her time with the University, Meghann held the following positions:

• **Assistant Director of Admissions (08/2008 to 03/2011).** Meghann assisted the Admissions Director in development of enrollment plan, developed geographical recruitment plan for admissions representatives, and trained and managed admissions representatives.

• **Admissions Representative (10/2006 to 08/2008).** Meghann was responsible for recruitment in specified territory. She served as a University representative at recruitment events, as well as evaluated applicants, facilitated the admissions process, counseled students and families on financial aid, and assisted in implementing enrollment activities.

Clay Center for the Arts and Sciences (08/2005 to 09/2006). As a group reservations coordinator, Meghann scheduled group visits to Avampato Discovery Museum, Clay Center, and West Virginia Symphony Orchestra. She was responsible for maintaining and analyzing the database regarding group attendance, and assisted with museum programs and special events.

American Dance Festival (06/2004 to 07/2004). As a press and marketing intern, Meghann developed and distributed press releases and public service announcements, and coordinated visiting critic events.

Mo Maitland

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant with BerryDunn since 01/2018
Years of Experience Relevant to Proposed Role:	5 years
Certifications and Education:	BA, Political Science and International Affairs, Mary Baldwin University

Overview

Mo is a skilled project coordinator and strategic planner, with proven ability to create and manage a results-oriented team. She has experience in clear, effective business communications and capacity building, is well organized and thorough in research, and passionate about creating innovative solutions and effecting change in the community.

Relevant Experience
BerryDunn (01/2018 to present)

- **West Virginia Bureau for Medical Services (BMS) –** *SPRS Project (06/2020 to present).*

Mo drafted and delivered a project charter to the SPRS team to help guide internal team relations. Mo has collaborated with SPRS team to draft a new and improved State Plan process. As a business analyst, Mo supports deliverable development, conducts research on federal and state guidance, and performs compliance gap analysis across Medicaid policies. Mo helps to ensure BMS has a comprehensive collection of the West Virginia Medicaid State Plan and assists BMS in its transition to the Medicaid and CHIP Program (MACPRO) portal and other enhanced State Plan updates.

- **West Virginia DHHR –** *Eligibility and Enrollment Implementation Assistance (01/2018 to 05/2020).*

Mo supported project activities related to the new West Virginia IES, now the WV PATH, to consolidate and integrate DHHR program service systems into a single enterprise. As a project coordinator, Mo assisted the requirements, design (configuration), testing and the certification and compliance teams. Mo played an integral role in the process of updating and monitoring the action items from the configuration and design workshops. As business analyst, Mo supported the testing and the certification and compliance teams to write clear test scenarios to improve the UAT process. Mo also collaborated with the WV PATH Deputy Project Manager to help ensure the timely update and submission of the WV PATH Readiness Assessment report on a monthly basis. Mo supported the project team to improve and maintain efficient communication practices between the client, vendor and other key project stakeholders. Mo collaborated with the DHHR and Optum (a UnitedHealth Group company) to help drive a successful implementation of the IES system.

National Travel Services (09/2017 to 01/2018). As a travel specialist, Mo assisted government and corporate travelers with expert advice on their travel arrangements. She effectively consulted with clients and provided appropriate information regarding travel services, and managed effective communication methods with clients and kept all clients updated before and during travel.

New River Gorge National River, National Park Service (09/2016 to 01/2018). Mo worked with New River Gorge as part of AmeriCorps VISTA (Volunteer in Service to America), working to create sustainable organizational operations and assist in combating factors affiliated with poverty rates. She actively created opportunities for resource fundraising development to improve park facilities and strengthen organizational capacity of the Friends group, while improving community support and growing local support and appreciation for public land sites. In addition, she managed resource development strategies and project coordination of events and programs, and provided administrative support in nonprofit management as a project coordinator as well as a financial development and marketing specialist.

Volunteer Income Tax Assistance (12/2013 to 04/2017). As a volunteer certified tax assistant, Mo prepared taxes returns for low-income individuals and families and provided notable and valuable tax solution advice necessary for the upcoming tax year. Through this, she developed sound knowledge of financial tax-based procedures within the Internal Revenue Service, Department of the U.S. Treasury.

High Rocks Educational Corporation (06/2016 to 08/2016). As an AmeriCorps teaching and administrative intern, Mo supported staff with operational procedures to ensure the success of a series of summer programs. She worked as a teaching fellow intern to counsel and facilitate students/youth while teaching a rigorous summer educational curriculum on the theme "Educate, Empower, and Inspire," supporting team development, leadership activities, and program coordination of summer projects and events provided to youth and community.

Lynn for Virginia Delegate Campaign (05/2015 to 11/2015). Serving as a campaign intern, Mo trained and recruited other interns and volunteers for campaign projects on technological systems. She conducted virtual phone bank sessions and participated in community canvassing to raise awareness about a candidate running for district representative, and she coordinated several local events and programs for community outreach and community voter engagement.

Staunton Creative Community Fund (01/2016 to 05/2016). Mo served as a research refugee strategy intern to study issues related to refugee resettlement programs in the Central Shenandoah region. She created a comprehensive program to help promote economic growth and entrepreneurial development; analyzed relevant quantitative data, outcomes, and potential risks tied to refugee resettlement programs throughout the State of Virginia. She conducted strategic planning to establish a premier resettlement program to combat issues pertaining to refugee resettlement issues. Mo also worked with several refugee resettlement organizations to bring about awareness of refugee-related issues in the community.

Helfetz International Music Institute (05/2015 to 05/2016). Mo worked as the office assistant at Helfetz Institute, supporting staff and student relations, assisting in taking care of the day-to-day operation of Institute, organizing documents, and planning concerts, programs, and other events.

Student Government Association, Mary Baldwin College (now Mary Baldwin University) (09/2014 to 05/2015). As a Senate parliamentarian, Mo enforced the proper procedures for conducting meetings of deliberative student body assemblies. She also assisted the Student Senate organization in the drafting and interpretation of bylaws and rules of order, and advised the president of Student Senate body.

Noeman Ahmed

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant with BerryDunn since August 2020
Years of Experience Relevant to Proposed Role:	9 years
Certifications and Education:	BA, Psychology, Economics and Entrepreneur, Rutgers University Strategic Management certification, Harvard Extension School (*in progress*)

Overview

Noeman is an IT business leader with eight years of experience in identifying business needs and determining solutions to business problems for complex healthcare information technology projects. He brings a strong working knowledge of key healthcare business process areas such as member eligibility and enrollment, and member communication (notices), as well as CMS' MITA framework including business areas, business categories, and business processes. His skills include performing stakeholder's needs analysis, defining project scope, performing requirement analysis/gathering and translating them into business requirements, functional requirements, and designing of software in implementing health insurance exchange (HIX) for states.

Relevant Experience

BerryDunn (08/2020 to present).

Britstan Technology, Inc. (General Dynamics IT) (04/2015 to present). Noeman has been a business analyst, serving as a healthcare business SME and the primary liaison between NYS Department of Health, NYS Department of System and other external third party stakeholders/vendors and GDIT's development/quality assurance team throughout all phases of the SDLC. He leads his team in performing needs analysis, business process analysis, use case documentation JAD sessions and the documentation of user requirement and functional specification/system requirements into a Requirement Specification Documents for business acceptance.

Webtyte LLC (02/2012 to 04/2015). As an IT business analyst, Noeman organized and led requirements elicitation meetings and work sessions with business sponsors, users, and other stakeholders in close coordination with the project manager. He developed both high-level and detailed business, user, functional and non-functional requirements and related documents to support business needs; created test strategy, test plan, test input data for positive and negative testing, test matrix creation and defect analysis; and developed documentation for existing applications and peer-reviewed all documentation created by the team.

Choose NJ Inc. (04/2013 to 06/2013). For this state-led economic development agency for business attraction, assisting with corporate site selection and new net job growth, Noeman complied comprehensive HQ relocation strategies for corporate outreach initiatives; assisted in preparation of mission briefing books containing detailed company and perceptive bios along with meeting schedules; crafted lead generation reports from the trade mission to India and implemented initial outreach to businesses; communicated industry advantages and state incentives; and performed comparative economic development reports between international, national, or state differences.

Nicole Spears, MBA

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant with BerryDunn since July 2021
Years of Experience Relevant to Proposed Role:	13 years
Certifications and Education:	Bachelor of Science in Corrections, University of Indianapolis Master of Business Administration, focus in Healthcare Management, Western Governors University

Overview

Nicole is a senior consultant for BerryDunn's Medicaid Practice Group with deep expertise in healthcare consulting, including MMIS and managed care. With nearly 15 years' experience in change management, Nicole has comprehensive knowledge of MCO and vendor oversight, program development and implementation, and SDLC monitoring. She has a long history advising senior leadership on high-profile, complex implementations with large, cross-functional teams.

Experience

BerryDunn (July 2021 to present). Nicole works as a subject matter expert on West Virginia Bureau for Medical Services' Managed Care Encounter Data Quality Project, an assignment focused on supplying project management services to the state to assist with the transition of managed care encounter claims from a proprietary format to electronic data interchange (EDI). This project is also developing an SDLC Coordination Plan to operationalize updates based on state prioritization which will transition to state ownership. She also is currently serving as the SME for the West Virginia DHHR MES Modernization Strategy project, a project focused on the planning activities for an MES modernization strategy and procurement. The project will plan and estimate implementation costs for a modernized MES and also aid the State in meeting several of its identified MITA goals.

Gainwell Technologies (December 2017 to July 2021). Nicole worked as a senior business advisor for the Member Management Module Team as Kansas developed a new modular MMIS. The Member Management Module includes: Member Eligibility, Medicare Management, EVS, and Early and Periodic Screening, Diagnosis, and Treatment. Nicole also led the Business Analysts in the module and produced the end products User Interface design and security for all subsystems, as well as all system documentation for subsystems (Design Expectations Document, Detailed System Design, Business Design Documentation, etc.), subsystem certification through the Medicaid Enterprise Certification Toolkit and provided expertise for testing for all subsystems (i.e., test plan, results, and defect review).

SR Advise (January 2016 to December 2017). Nicole worked as the account manager for SR Advise with the goal of growing business in the public health arena. Nicole developed and implemented company policies and procedures to ensure alignment with client contracts and compliance with government and minority business entity regulations. She developed and managed a new internship program to grow a pipeline for future staffing and cultivated relationships with industry and client leadership to grow the business. Nicole also directed the business development strategy and led RFP responses. Her efforts resulted in adding several new clients and contracts valued at over $2 million in her short time with the company. She also served as a senior consultant on several projects providing comprehensive change management services to meet clients' individual business objectives.

SVC, Inc. (July 2012 to December 2015). Nicole worked as the operations and MCO SME for the company. Nicole managed high-profile, complex program and system implementations reporting to and advising senior leadership. She assisted in the development of Medicaid pilot programs by identifying potential operational and implementation impacts and proposing best practices. Nicole also identified areas of opportunity and recommended strategies for process improvement for clients' established programs through the consideration of potential impact(s) of policy and program changes on operations and vendors. She led multifaceted system and program changes in the Medicaid Managed Care arena based on these recommendations. Her experience includes RFP development and response, policy manual creation, MMIS DDI communications development, readiness review development, and administration.

State of Indiana. (July 2008 to April 2012). Nicole worked as the operations and MCO SME for State of Indiana. Nicole was hired to overhaul the business side SDLC processes for the unit. In this newly established role, she led multiple cross-functional teams while managing system changes impacting Indiana Medicaid, with a focus on vendor system integration. As the Managed Care technical SME with extensive knowledge of MMIS and vendor systems, Nicole helped establish and design the new change control team. This team oversaw scope, ensured requirements and design, served business needs, and provided the opportunity for system integration by giving vendors a voice at the table. This role also oversaw vendor compliance. Nicole directed her staff in executing audits and quality control on MMIS and vendor systems changes, as well as MCO performance reporting. This oversight formed recommendations to the compliance team on corrective actions and performance monitoring. Nicole also served as a policy analyst on the OMPP project to direct project implementation, policy development, and program management of Governor Daniel's 1115 waiver program HIP. She served as the technical resources liaison between vendors and program management with extensive knowledge of the state's Medicaid systems. In this role, she oversaw SDLC and policy impacts for all large initiatives impacting the Managed Care Unit. Nicole also oversaw seven vendors, which included the development of program manuals, dashboards and on-site review processes to ensure contractual and regulatory compliance of four MCOs.

b, **BerryDunn**

Nycole Washington

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant with BerryDunn since March 2022
Years of Experience Relevant to Proposed Role:	11 years
Certifications and Education:	Associates of Applied Science, Computer and Network Administration, Remington College

Overview

Nycole is a dedicated Claims Representative with 20 years of experience in the healthcare industry. Her background includes processing and auditing Medical (professional, hospital), Dental, Medicaid, Medicare claims for payments, adjustments, data entry, refunds and interpreting network pricing. She was responsible for performing quality assurance reviews in accordance to guidelines and has developed excellent analytical, organizational, and communication on skills.

Experience

TEKsystems (April 2022 to present). Nycole, as part of the BerryDunn team, provides PERM and Medicaid policy expertise for the WV Medicaid Program.

NCI Company (March 2017 to March 2022). Nycole worked as a Lead Medicaid Reviewer with CMS's Payment Error Rate Measurement project, where she developed performance standards for less experienced staff to meet CMS metrics/timeliness requirements, worked with Medicaid staff to set goals, develop processes, and set timeliness, and collaborated with IT staff to gain access and troubleshoot problems that prevent access and troubleshoot problems that prevented access to state MMIS for direct reports. She supported team members with review of exceptions and resolution of conflicting findings from lower level reviewers while also working one to one with less experienced reviewers to develop individualized standards involving claims processing, authorization, and payment. This required reviewing individual outcomes against these standards and collaboratively developing an individualized corrective plan. She researched complex review situations, analyzed multiple claim processing, eligibility enrollment, and provider enrollment systems, and made informed decisions to determine if the information in all systems resulted in an accurate payment determination. Nycole consulted with management and staff stakeholders the implication of how state and federal polices and regulations were applied in differing claims scenarios. In addition, she read, interpreted, and applied complex federal and state regulations and their impact to claim processing. She suggested revisions to any impacted work products or standard operating procedures as a result of changes in federal or state regulations impacting Medicaid claims payment accurately. Nycole conducted audits of claims processing systems across the country, worked closely with the state liaison to determine missing items to complete review, and analyzed Federal and State

regulations / policies for Medicaid and CHIP reimbursements. Nycole determined if monies paid by the states were made in accordance with Federal and State policies for Medicaid and CHIP. For each state, she performed audits accessing several systems and applications, such as MMIS, PECOS, Citrix, QNXT and Facets while maintaining the confidentiality of patient information in accordance with HIPAA regulations and participating in entrance and exit conferences with key personnel in state Medicaid agencies. She also participated in drafting and producing monthly and end-of-review period reports, and identified and reported potential fraud discovered during the audit process.

Star Administrators (November 2015 to March 2017). Nycole worked as a Claims Analyst to adjust and process claims (medical, Medicaid) as the main customer service contact to resolve issues and identify customer needs in a proactive manner. She reviewed and processed insurance to verify medical necessities and coverage under policy guidelines, utilized systems to track complaints and resolutions, and verified correct plan loading.

BroadPath Healthcare Solutions (July 2014 to November 2015). Nycole worked as a Claims Processor to manage UB and HCFA claims, check claims to make sure each claim processed correctly according to the benefits and plans, and maintain quality and production goals. She adjusted claims due to corrective billing or additional charges.

Dell Inc. (September 2013 to July 2014). Nycole worked as a Senior Claims Operations Associate to reprocess claims for United Health Care applying correct Medicaid rates. She assisted with training of staff on COB and Medicaid claims, and served as point of contact for questions from team members.

REDC Default Solutions LLC (January 2012 to September 2013). Nycole worked as an Operations Assistant to manage sensitive information utilizing appropriate macros. She captured credit scores to upload for reporting, uploaded documents to internal/external systems, verifying for accuracy, and tasked files in Equator system to appropriate status. She provided quality assurance reviews, created various reports that consisted of aged files, monitoring of files for compliance, and wrote Welcome/Decline/Solicitation Letters. She processed incoming daily mail and monitored fax boxes and emails from the Borrower and/or the Agent

BlueCross and BlueShield of Texas (May 2011 to August 2011). Nycole worked as a Claims Examiner to research claims for refund. She adjusted Medicare, Cob claims due to other insurance paid primary; adjusted claims paid due to billing errors; adjusted claims that were paid due to duplicate payments; and adjusted Workers Comp claims to apply due to reimbursement

Unicare Insurance (October 2000 to July 2010). Nycole worked as a Claims Representative to process UB and HCFA 1500 Claims, obtain the contracted allowed amount from Unicare's rental network partners, and monitor the timeliness of the claims for their networks. She worked with the network contacts on outstanding claims, providing claims payment status and check information, and responded to emails, faxes and correspondence to obtain the appropriate information, as well as the utilizing WGS and STAR systems to apply updates. She processed claims according to their benefit profile and Explanation of Benefits and adjusted claims while

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performing extensive data entry. She keyed in professional, hospital claims in WGS and STAR systems and also used Pinnacle, Citrix, and Hanstar.

Paul Cooper

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant with BerryDunn since June 2021
Years of Experience Relevant to Proposed Role:	26 years
Certifications and Education:	Bachelor of Arts, Sacramento City College Beginning dBASE Certification, BSCCO College

Overview

Paul Cooper provides over 29 years of professional healthcare experience identifying and documenting business and technical requirements, communicating effectively in a multi-disciplinary environment and conducting organizational change management. He has 20 years of experience with Medicaid, including experience in leadership, quality management, project management, analysis, design, development, implementation, testing, and claims processing. He also has extensive public healthcare experience with local, state and federal health care plans and systems such as HIPAA, MITA and ACA requirements and their impact on healthcare systems.

Experience

TEK Systems (06/2021 to present)

- **BerryDunn (06/2021 to present).**

  o **West Virginia DHHR – *WV PATH DDI Project Management (06/2021 to present)*.**
  Paul works with the IE Team to update the SMT (requirement repository) with the requirement of each chapter, to review requirements and determine if the requirements listed in each FDS chapter are met, unmet, partially met, out of scope, invalid, duplicates or related to an Optum defect, and to participate in reviewing the FDS design documentation and validate all screens and tables, correspondences, and reports against the FDS and TDD to ensure that they are correct or represented in the design. He opens tickets for any screens and tables, correspondences, and reports that don't meet the design specifications', and interacts with the customer during weekly meetings to ensure he understands any concerns that the state may have about the FDS design.

Fei Systems (01/2020 to 06/2021). Paul works as a senior business analyst to deliver functional specifications, including functional hierarchy, workflow, business rules, Electronic Health Record (EHR) interface design and definitions, outstanding issues, data analysis, and data mapping to clients and development staff. He is responsible for direct interaction with clients including, but not limited to, eliciting comprehensive User Stories and recommending

appropriate solutions. He built and documented specifications for development as well as updated and maintained the requirements traceability matrix. He conducted gap analysis between application and stated customer requirements and collaborated with architects and developers to estimate the project impact. Paul works with many teams to communicate, verify, and test the desired functionality changes, and with the clients to demonstrate changes to the system to ensure all relevant business needs are being addressed.

Blue Shield of California (01/2008 to 05/2008; 07/2009 to 07/2010; 06/2019 to 01/2020). Paul was contracted multiple times as a senior business analyst to work on various projects to identify user requirements and coordinate the requirements of multiple departments. He applied extensive knowledge of the client's business and industry to develop requirements specifications and documented those requirements for translation into proper system requirements specifications using high-maturity methods, processes and tools. He amended and created policies and procedures to adhere to project needs. Paul performed business process analyses, developed business process documentation, and provided training on new/updated processes. He also provided coaching and mentoring for business analysts as needed.

Evolent Health (September 2018 to June 2019). Paul was contracted as a senior business analyst to analyze, define, and implement Medicaid based claims workflow processes for clients. He researched, interpreted, and summarized new state, federal and client rules regarding department functions and altered/created policies and procedures to adhere to those rules. Paul researched state websites to provide details of the Medicaid programs and different MCO rules and offerings. He made recommendations to improve the benefits and claims workflow processes, alongside analyzing and identifying opportunities to automate those processes.

DXC – Denti-Cal (May 2017 to September 2018). Paul worked as senior business analyst to formulate and define system scope and objectives based on user needs and industry requirements. He executed and coordinated requirements and change managements processes. He applied extensive knowledge of client's business and industry to develop visualization, user experience and configuration elements of solution design.

DXC – Plant IT (03/2016 to 09/2016). Paul worked as operations manager to work directly with the manage care plan to ensure compliance with contract requirements.

Maximus Medi-Cal (March 2016 to September 2016). Paul worked as senior business analyst in health care options to serve as a primary point of contact with project staff/clients to define the business and technical requirements of assigned projects.

CNSI (December 2015 to February 2016). Paul was contracted as claims business lead to provide business expertise and direction for the claims processing and reference functional teams. He managed assigned MITA business area scope and

risks and was accountable for change control management. He participated in collaborative sessions to document Medicaid business processes, and he reported and directed assigned MITA Business Area customer and executive deliverable/schedule status, risks, actions items and decisions.

Department of Health Care Services (June 2014 to December 2015). Paul was a senior business analyst and project leader for the Committee on Operating Rules for Information Exchange (CORE) Phase I Operating Rules related to HIPAA Eligibility Transactions 270 and 271, CORE Phase II Operating Rules related to HIPAA Claim Status Transactions 276 and 277, CORE Phase III EFT and Remittance Advice Transactions and Operating Rule Set, and Health Plan Certification. He was responsible for overseeing these projects and provided HIPAA expertise to the Medi-Cal FI, Dental FI and Mental Health and Substance Abuse Programs. He performed business processes analysis and provided training and coaching on new or updated processes.

Office of System Integration (March 2013 to June 2014). Paul was a senior business analyst who mapped Eligibility Benefit Inquiry and Response (270/271) HIPAA Transactions from 4010 to 5010 format to ensure the Case Management Information and. Payrolling System II (CMIPS II) system complied with HIPAA requirements. He managed the development and maintenance of the business content, process workflows, business scenarios, and business rules for the system and organizational change management activities. Paul participated in the on-site implementation and system roll-out of the new CMIPS II system.

Department of Defense (December 2012 to March 2013). Paul worked as project manager to ensure that all pertinent documentation to the system change was updated and accurate. He performed business process analysis, developed business process documentation and providing training on new or updated processes. As project manager on a project that influenced multiple federal agencies, Paul directed project teams of developers, analysts and documentation specialists and provided coaching and mentoring for other team members as required.

Apple Computers Contractor (December 2011 to August 2012). Paul worked as project manager to lead project teams in implementing software changes, new and revised, related to backend data storage. He performed business process analysis, developed business process documentation and providing training on new or updated processes. Paul worked with IBM and Oracle vendors and ensured system documentation was updated and current.

California Department of Health Care Service (July 2010 to November 2011). Paul worked as a senior business analyst responsible for assisting DHCS with their transition from the incumbent contractor to the successor contractor. He acted as the Domain Lead for the Quality Management Organization for turnover and takeover and

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as project manager for the Contingency Payment and Payment Methodology and Centers for Medicare and Medicaid Services 64 (CMS 64) Subsystem takeover projects. He ensured all edits and audits were in place, oversaw the development of replacement systems, and developed test cases to ensure system clinical edits were working as designed.

Affiliated Computer Services (June 2008 to June 2009). Paul worked as a senior business analyst to review system documentation for correctness. He wrote test scripts and tested reference, benefits and claims sub-systems to ensure they were working as designed and met the CMS/HIPAA system requirements.

Sacramento County DHHS (December 2006 to December 2007). Paul worked as a senior business analyst to update HIPAA companion guides and develop mappings/requirements documents for Primary Health, NCPDP, Medicare and CMISP inbound 837I and 837P claims. He was responsible for working with the EDI team, division business analysts, and business owners to get new and updated HIPAA transactions into production. He designed and tested the HBAR Repository, Mental Health Claims Void, Correction and Replacement system, and Mental Health Reports Projects.

Electronic Data Systems (November 1989 to December 2006). Paul worked as relations manager to manage and oversee all research and resolution business, including all supervisors, insurance analysts, specialist, customer services reps and clerks. He worked directly with the department of health services to ensure compliance with contract requirements. He attended meetings with DHCS, management team, supervisors, and employees as required. Paul was responsible for the development of a $2.5 Million budget and accountable for any variances.

California State Department of Health Services (September 1995 to October 1999). Paul worked in multiple roles, including project manager, to liaise with the department regarding Medi-Cal operations and the functionality of the California Medicaid Management Information System (CA-MMIS). He was the primary customer liaison to DHS' Payment Systems Division and assisted with DHS-initiated projects in preliminary stages, requirements determination, system development, and defining program changes. He evaluated changes to Medi-Cal policy (including clinical edits) and ensured proper application of policy by all departments within the Medi-Cal program. Paul also led and participated in organizational change management activities for Medi-Cal internal departments. He monitored the SDN process to ensure timely implementation and adherence to CA-MMIS standards

California State Department of Health Services (September 1994 to September 1995). Paul worked as a data and business analyst to configure the system that controlled the application of Medi-Cal policy. He coordinated provider bulletins and manual revisions and revised edit criteria sheets related to clinical edits. Paul also led

and participated in organizational change management activities for Medi-Cal internal departments.

California State Department of Health Services (April 1992 to September 1998).
Paul worked as a correspondence specialist to analyze written communication from providers to determine the cause of their claim denial problems and took appropriate steps to resolve the problems. He resolved written inquiries by following established guidelines/policies of the Medi-Cal program and interacted with the State Legislature staff, DHS, providers and other internal departments to resolution.

California State Department of Health Services (November 1989 to April 1992).
Paul worked as a claims examiner and processed medical claims for the Medi-Cal policy and guidelines. He trained all new and existing examiners and acted as the contact for other departments and units in resolution of claims-processing issues.

Peter Alfrey, PMP, Prosci® CCP, LSSGB

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Manager with BerryDunn since 03/2014
Years of Experience Relevant to Proposed Role:	12 years
Certifications and Education:	MA, History, Providence College
	BA, Journalism and Communication, Spanish Minor, University of Oregon
	Certified Project Management Professional
	LEAN Six Sigma Green Belt Certification
	Prosci® Certified Change Practitioner

Overview

Peter is an experienced project manager and healthcare operations professional with an extensive record of leading successful projects, providing program management oversight, and managing healthcare operations and process improvement initiatives. From his work establishing a data governance council at the Vermont Green Mountain Board in 2014 to leading various projects for the West Virginia Department of Health and Human Resources and Bureau for Medical Services, Peter brings comprehensive knowledge about health plan operations, process improvement, procurements and vendor management, and best practices that support Medicaid and health and human services client initiatives. He has a proven record of leading and collaborating with large, cross-functional teams to support system implementations, data management initiatives and policy initiatives.

Relevant Experience

BerryDunn (03/2014 to present).

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

    o *EPMO (09/2018 to present).*
    Peter provides strategic direction for BerryDunn's EPMO team and for specific DHHR/BMS projects in the areas of project management best practices; process improvement; project staffing and recruiting; project funding and advance planning document (APD) development; and research and tracking of industry trends to support current and future EPMO projects. In addition, he is the program manager for the EPMO's MCO and data/analytics programs providing program oversight. EPMO projects and programs include:

        ▪ *MCO Encounter Data Quality (06/2020 to present).*
        Peter provided project oversight and serves as a business analyst supporting State initiatives to optimize MCO encounter data processes for the State's

risk-based managed care programs. The State seeks to retire a historical file submission process from the MCOs to their MMIS fiscal agent, in coordination with the MCOs and the State's DW/DSS vendor, IBM® Watson Health.

- *Data Improvement Project (09/2019 to present).*
Peter provides program oversight for the project that assists the State in understanding and addressing data quality and usability issues affecting its Medicaid program. BerryDunn helps BMS assess and address data quality and usability issues within the State's MMIS environment and other systems across the State's Medicaid enterprise.

- *Mountain Health Trust (MHT) MCO Procurement Assistance Project Phases I and II (06/2019 to present).*
Peter provides project oversight and procurement assistance support for the procurement and implementation by July 1, 2020, of the three MCOs that comprise the current MHT program.

- *Contact Tracing (04/2020 to 09/2020).*
Peter provided project management support to DHHR for the implementation of the State's COVID-19 contact tracing platform in August 2020, helping the State coordinate its contact tracing initiatives and use of the contact tracing platform across a workforce of DHHR volunteers, the National Guard, West Virginia University staff, and State local health departments. He also supported the procurement and implementation of the contract tracing platform in less than three months, helped developed project communications and training tools, and developed 12 staff hiring requirements and job descriptions to support contact tracing and future Bureau for Public Health disease investigation efforts.

- *Coordinated Care Management Project Management and Procurement Assistance / MHP Implementation Project Management Support and Operational Readiness Review (02/2019 to 06/2020).*
Peter provided program management oversight for the desktop review of documentation for the MHP MCOs to help ensure the MCO met the operational standards of the MHP, a specialized managed care program to serve children in foster care and adoption assistance in the State. In addition, Peter provided project oversight and procurement assistance for the project, and developed policies and procedures for the procurement and implementation of the MCO for the MHP program that began operations on March 1, 2020. In addition, Peter provided project oversight for the MHP program as it transitioned to operations in March 2020 with the MCO, Aetna Better Health® of West Virginia.

o *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (09/2020 to present).*

Peter serves as the organization development lead for the project leading the development of the organization development plan, roadmap, and schedule to help the State assess areas for improvement and change specific to departmental and bureau(s) structure, operational improvements, talent development, and training. Organization development for the project will take the findings of the MITA State Self-Assessment (SS-A) and focus on DHHR goals and objectives for its MMIS, the technical architecture assessment of the maturity levels of the State's Medicaid modules, and business area assessments of the State's Medicaid system modules.

o   *SUD Waiver Initiative Project (07/2017 to 03/2019).*

Peter was the project manager for the SUD waiver initiative leading the implementation of the "Creating a Continuum of Care for Medicaid Enrollees with Substance Use Disorders" Section 1115 waiver demonstration effective January 1, 2018, to December 31, 2022, which allows the State to strengthen its SUD delivery system to improve the care and health outcomes for State beneficiaries with SUD through expanded SUD service coverage and the introduction of new programs to improve the quality of care. He managed a large, cross-functional team focused on areas such as annual and quarterly reporting to CMS and financial reporting requirements for budget-neutrality, future technology procurements to support the five-year demonstration, and MCO contract requirements specific to the SUD demonstration.

o   *Asset Verification System (AVS) Project Management Services and Procurement Assistance (04/2017 to 02/2018).*

Peter served as project manager for the AVS project that supported the State's objective of procuring AVS-related services for the State's Medicaid program. Under Peter's leadership and coordinating with the State, the project team developed and facilitated the RFQ process that supported the procurement and development of the RFQ, evaluation of three vendor proposals, and implementation of the winning vendor in 2018.

o   *Project Management of MMIS Procurement, DDI, and Certification (10/2014 to 12/2016).*

Peter served as a business analyst for the project, providing project management support and SIT and UAT support prior to the go-live implementation of the system. He also led efforts for the reviews of MMIS and provider deliverables across a team of BerryDunn professionals coordinating updates to the deliverables prior to the go-live date. Peter served as the MCO and DW/DSS lead overseeing the transfer of historical data from the four State MCOs to the new MMIS that went live in January 2015; providing project management support for testing of historical encounter data before and after the implementation coordinating efforts of the four MCOs and the fiscal agent; and overseeing testing efforts for transferring data from the MMIS to the State's DW/DSS in 2015 as the project transitioned from DDI to operations.

*   **WVCHIP**

- o *Operational Readiness Review (09/2020 to present).*
  Peter provides program management oversight for the desktop review of documentation for three MCOs to help ensure standards of the MHT and WVCHIP are met by the MCOs for the WVCHIP carve-in into the MHT by January 1, 2021.
- o *MCO Transition Planning Project Phases I and II (03/2019 to present).*
  Peter provides project oversight to help the State integrate the WVCHIP member population with the State's Medicaid population to the MHT managed care program by January 1, 2021.

- **West Virginia DHHR**

  - o *Medicaid Enterprise Data Solution (EDS) Implementation and CMS Certification Project (09/2019 to present).*
    Peter provides program oversight of the project that provides project management services, procurement assistance, and facilitation of the integration of data sources to the EDS and Centers for Medicare & Medicaid Services (CMS) certification support for the EDS Project.
  - o *IES/WV PATH DDI Project Management (08/2018 to 11/2019).*
    Peter served as the OCM lead for the IES, providing strategic direction and oversight to the project team. Peter built a joint team of individuals from the IES vendor, Optum, and BerryDunn to launch the OCM program and supporting communications campaign. During that time, OCM became a core component of the IES / WV PATH project. Through Peter's leadership, the OCM team created an OCM plan to launch OCM efforts for the project; created a communications toolkit and communications materials; and conducted over 50 interviews with individuals across DHHR for an OCM readiness assessment to support the IES/WV PATH project.

- **New Jersey Division of Medical Assistance and Health Services** – *MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 08/2017).*
  Peter supported testing efforts for New Jersey MMIS implementation in areas such as SIT test case and results review, SIT test case analysis, UAT support, and UAT defect management. Such testing support leveraged and reused best practices and documentation from the West Virginia MMIS procurement in 2015.

- **Vermont Green Mountain Care Board (GMCB)** – *Vermont Health Care Uniform Reporting and Evaluation System Independent Review, Procurement Assistance, and Project Management (05/2014 to 09/2014).*
  Peter led the efforts to help the GMCB build a data governance council in less than four months, helping develop the data governance council charter and structure as well as policies and procedures, and facilitating the data governance council's first public-facing meetings. He also supported the review and refinement of the existing business case, oversight of business requirements development, and identification of optimal collaboration points between the selected implementation vendors.

- **Maryland Health Benefit Exchange (HBE)** – *IV&V for Maryland's HBE Implementation (03/2014 to 04/2014).*
As a business analyst, Peter worked with Maryland's Project Management Office and its strategic partners to coordinate projects. He monitored risks and issues across key assessment areas—such as project management; operations and maintenance; training; quality management and testing; requirements management; architecture; software development tools and release management; software product development, operations, and maintenance; and security.

Martin's Point Health Care (12/2008 to 02/2014). As the operations manager, Peter provided performance monitoring, process improvement, project management, data management, and operational efficiency and effectiveness for Martin's Point's Medical Management group. He managed cross-functional teams to implement complex projects; managed vendor relationships and contract negotiations; and served as client contact for external care management vendors.

Health Dialog (07/2006 to 11/2008). As Implementation Project Manager, Peter oversaw operational planning, execution, and reporting of multi-faceted projects for new and existing clients (health plans, large employers, and government care management programs), including BlueCross BlueShield (various regions), Capital Health Plan, and CMS. He also managed cross-functional implementation teams, maintained communications with clients, set expectations regarding scope, and managed implementation schedules while managing multiple, concurrent implementations. He also served as Project Management Office lead for company's smoking cessation nicotine replacement solution and initiative overseeing product development work and collaboration with third-party vendor.

Presentations

The 2020 Final Rule—Understanding new flexibilities to control costs and deliver care, a BerryDunn blog, 11/2020

COVID-19 and Opportunities to Reboot Managed Care, a BerryDunn blog, 09/2020

The Case for Data Governance in the Modular Medicaid Enterprise, a BerryDunn blog, MESC, 09/2016

Session abstract *"State Roundtable on Section 1115: SUD Demonstrations; Updates from states who are implementing Section 1115 Waivers to combat the opioid crisis. Focus on opportunities and challenges in each state, opportunities for partnership and collaboration, leverage and reuse"* selected by MESC organizers for a conference in Portland, Oregon, featuring representatives from West Virginia, Virginia, and Massachusetts, 09/2016

Innovation in a Digital Era: Using Data to Pivot to "the New" presentation for MESC 2016, co-presented with a BerryDunn colleague and professionals from Accenture PLC (Accenture), 09/2016

Piyush Dubey, ITIL

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant to BerryDunn since 10/2012
Years of Experience Relevant to Proposed Role:	12 years
Certifications and Education:	Bachelor of Engineering, PES Institute of Technology ITIL V3 Certified Certified Test Manager (ASTQB)

Overview

Piyush is a software engineering professional with more than 10 years of IT experience. He is an expert in requirements gathering and analysis, a certified test manager from ASTQB, and Certified in ITIL V3 (Foundation Level). Piyush has been providing key levels of support in his areas of expertise on several large Medicaid SDLC implementations.

Relevant Experience

BerryDunn (2012 to present)

- **Massachusetts HIX/IES Entities – *IV&V Services (10/2012 to 09/2019).***
  Piyush served as the IV&V QA manager for the BerryDunn IV&V team on the MA HIX/IES implementation project. In this role, Piyush provided a range of services to the project such as assessing business requirements gathering and management processes including change management, test planning, test execution and test reporting, and developing DEDs for formal deliverables to improve the quality of deliverables and ensure that documents are produced in a manner consistent with industry standards. In addition, Piyush helped the Commonwealth create and follow an effective deliverable review process, monitored Joint Application Design sessions and walkthroughs for effectiveness, provided recommendations on documentation including the Business Requirements Document, Functional Specification Document, Release Plan, and Test Plan, and worked with Commonwealth teams on defect analysis, tracking, and resolution.

US Department of Agriculture (09/2011 to 09/2012). Piyush served as a consultant to Panum, providing IT Operational Activity and Planning Support for Food Safety and Inspection Service (FSIS) projects. This involved an assessment of the current enterprise IT processes and building a five-year roadmap for enterprise maturity. He developed an Enterprise QA Plan for the FSIS Office of the Chief Information Officer (OCIO) that included a five-year roadmap to build enterprise maturity, which was developed with the focus of building a culture of quality and continuous improvement across the FSIS OCIO. In addition, Piyush developed a Project Monitoring Plan aligned with the FSIS Standardized Framework for IT projects used by the QA team to determine project health; provided OCIO with results of independent QA monitoring of

the progress of projects, reporting of non-compliance issues, and recommendations to resolve discovered problems; and performed QA assessment of software testing process and recommended process improvements for a more efficient and effective testing process.

State of South Dakota (05/2010 to 09/2010). Piyush served as a requirements lead and test lead for Client Network Services, Inc. during the South Dakota Web-Enabled MMIS project. In this role, he developed ETL specifications and other technical documentation, implemented the test strategy, performed QA and design review, prepared the Test Analysis document, managed the test team, proactively analyzed and prevented problems, and assisted testers with performing system and acceptance testing.

Department of Labor (05/2007 to 05/2010). Piyush served as a requirements lead and test lead for Client Network Services, Inc. during the Department of Labor MSHA Standardized Information System project. His responsibilities included delivering Business Requirement documentation and analyzing business processes to determine appropriate technology solutions.

Rachel L. Moss Capper, LCSW, MSW

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant with BerryDunn since 12/2018
Years of Experience Relevant to Proposed Role:	14 years
Certifications and Education:	MSW, Social Work, West Virginia University
	BA, Psychology (minor in Communications), West Virginia University
	Licensed Certified Social Worker, West Virginia Board of Social Work Examiners
	Licensed Graduate Social Worker, West Virginia Board of Social Work Examiners

Overview

Rachel is an experienced grant writer and trainer, with experience securing millions of dollars from various local, state, and federal funding opportunities. She is an MINT-trained Motivational Interviewing Trainer, a Central East Regional Trainer for the National Rural and Frontier Addiction Technology Transfer Center, and a former WV's Women's Service Network and Youth Coordinator representative for the National Association of State Alcohol and Drug Abuse Directors (NASADAD). She completed the National Council for Behavioral Health's yearlong Value-based Initiatives Academy for integrated healthcare organizations, and was a nominated member of the following organizational oversight committees (Prestera Center): Health & Safety Compliance, CARF Compliance, Consumer Grievances, and Electronic Health Record Beta Tester and Implementation Lead.

Relevant Experience

BerryDunn (12/2018 to present)

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

  - *WVCHIP ORR (09/2020 to 10/2020)*
    Rachel was part of the team completing the desktop review of documentation for three MCOs to help ensure standards of the MHT and WVCHIP were met by the MCOs for the inclusion of WVCHIP carve-in into the MHT by January 1, 2021.
  - *MHP and MHT Mental Health Parity Compliance Plan Development (04/2020 to 08/2020)*
    Rachel served as the project manager for the compliance plan development. She managed a cross-functional team focused on the current managed care contract's adherence to federal mental health parity mandates between its physical and behavioral health care services. She facilitated information gathering sessions with

various BMS subject matter experts and managed care vendors. The State was successful in submitting the Compliance Plan to the CMS and receiving approval. Under Rachel's leadership, this project was completed on time and under budget.

o   *State Plan Review and Support (03/2020 to present)*
Rachel serves as a business analyst on the SPRS project. She has focused on collection, verification, indexing, and development of extensive gap analysis reports between the existing and newest Medicaid state plan formats, as well as drafting a roadmap for transitioning all the eligibility content to MACPro.

o   *MHT Managed Care Procurement (07/2019 to 09/2020)*
Rachel developed policies and procedures for the procurement and implementation of the three MCOs for the MHT program that began operations on July 1, 2020.

o   *MHP ORR (12/2019 to 03/2020)*
Rachel was part of the BerryDunn team engaged to assist the State with the initial ORR for the new managed care program. She assisted with the desk level review assessment for the MHP MCO, developing findings reports for the MCO systems review demonstrations. These findings were used to develop a corrective action plan to assist the MHP vendor in meeting contract requirements in advance of providing services to clients.

o   *BMS/Bureau for Children and Families National Electronic Interstate Compact Enterprise Grant Development (06/2019)*
Rachel led the grant development and execution, as lead writer and project manager to the BerryDunn and stakeholder contributors. The efforts resulted in a successful proposal with the State securing the funding opportunity.

o   *1915(c) Children with Serious Emotional Disturbance Waiver Development Project (12/2018 to present).*
Rachel supports the 1915(c) Waiver project with business analysis and management tasks.

o   *SUD Waiver Initiative Project (12/2018 to present).*
West Virginia requested BerryDunn's assistance with development of an 1115 Medicaid waiver to develop a comprehensive continuum of substance abuse treatment services, including a naloxone initiative, statewide screening, methadone treatment and support services, peer recovery services and Medicaid coverage for all American Society of Addiction Medicine residential treatment levels, including withdrawal management. Rachel serves as a subject matter expert for the project. She facilitated the 'go-live' for the waiver's managed care implementation, leading BMS' managed care workgroups with vendors to help ensure a smooth transition from fee-for-service to managed care. Rachel was also central to West Virginia's procurement of a SUD-specific EHR, development of a process for residential bed management, and a bio-psychosocial assessment platform for use statewide.

Independent Consultant, Trainer, and Grant Writer (06/2018 to present). Rachel facilitates an array of business development opportunities for healthcare provider organizations in the Greater Kanawha Valley and Tri-State regions of West Virginia, Ohio, and Kentucky.

WestCare Foundation, Inc. (2016 to 06/2018). As a program administrator for HealthCare System Services, Rachel conducted funding diversification research and development for a nationwide network of behavioral health and integrated care programs. This work included federal and local grant writing, training, and consultation.

West Virginia Bureau for Behavioral Health (2012 to 2016). Rachel served as the program manager for the Division for Alcoholism and Drug Abuse, where she oversaw substance use treatment and recovery programming for the Single State Authority (WVDHHR-BBHHF); an excess of $50 million in federal and state funds.

Prestera Center for Mental Health Services, Inc. (2005 to 2012). Rachel held several positions with the Prestera Center, including the director of the Crisis Stabilization Unit, a supervisor of the Children's Department of Community Based Services, a supervisor of the Assisted Living Facility and Forensic Residential Project, and a housing specialist for Care Coordination.

Rakesh Kuttoppillil

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant with BerryDunn since October 2018
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	MS, University of Illinois at Chicago BS, Engineering, M.S. Ramaiah Institute of Technology

Overview

Rakesh is an experienced business analyst with 10 years of experience in the health and human services, healthcare, retail, and manufacturing industries. This experience includes detailed projects with the ACA, integrated eligibility systems, MMIS, claims processing, HIPAA, electronic data interchange, and ICD-10. He brings an excellent understanding of large-scale full lifecycle implementation, SDLC methodologies, business process reengineering, business requirements elicitation, and testing processes.

Relevant Experience

Gantec Corporation (09/2012 to present)

- **BerryDunn (10/2018 to present)**

  o **West Virginia DHHR – *WV PATH DDI Project Management (10/2018 to present)***
  As WV PATH Testing Manager, Rakesh manages testing efforts by developing and implementing practices and procedures for UAT (User Acceptance Testing), providing leadership and support to WV PATH testing activities, and reviewing vendor deliverables (such as system integration testing [SIT] test cases/results and test plans). He also creates project deliverables and provide dashboard level reporting on testing progress.

Illinois Department of Healthcare and Family Services (IHFS) (02/2011 to 09/2012). Rakesh has served on multiple projects for IHFS.

- **IES PMO (09/2012 to 09/2012).** As a business analyst through the Gantec Corporation, Rakesh provides overall guidance and direction to meet ACA requirements. This includes helping to ensure that system requires are met as defined by IES business users, coordinating the resolution of implementation issues between the vendor and the State, facilitating design sessions between the vendor and the State, leading deliverable reviews, and tracking key metrics. Rakesh has also planned and validated UAT plans, scenarios, and test cases for the project. He works with the State to improve business processes, as well as to review and evaluate the vendor's implementation milestones for the project.

- **HIPAA 5010 Upgrade Project (02/2011 to 09/2012).** Rakesh served as a business analyst through Reliance IT, Inc., working from the project initiative phase through the post-implementation phase. As part of this role, he conducted and documented gap and impact analyses to meet the new standard, documented business requirements and functional specifications, analyzed existing workflows to identify improvements, assisted in the development of project initiation requests to document new features that were required to meet the standards, worked on various X12 transaction sets, and assisted in all aspects of testing.

Ecalix, Inc. (08/2010 to 01/2011). Rakesh served as a business analyst with Ecalix's Walmart contract, working with business owners to document requirements for various technical solutions. This included gathering business requirements by interacting with the merchandising technology SMEs and project managers to get a better understanding of the business processes, creating As-Is and To-Be process models, participating in JAD sessions and working with the development team to determine the technical solution, and conducting requirements review meetings to identify missing or incomplete requirements. Throughout this work, he helped to ensure that requirements are complete, traceable, feasible, unambiguous, and verifiable.

Trustek, Inc. (04/2008 to 07/2009). Rakesh was involved in the customization and configuration of SAP Procure-to-Pay process. As a business analyst, he conducted workshop and discussions with users and business process owners in understanding current business processes and documenting those business processes. He also conducted a gap analysis to determine any extended functionality that needed to be defined before realization phase, and prepared business process blue prints for procurement, inventory management, and invoice verification.

Broadwind Energy, Inc. (10/2007 to 03/2008). Rakesh served as engineer for Broadwind. He analyzed costs, processes, planning and functional controls to ensure continuous improvement to cost, quality, and delivery. He also developed, implemented, and improved processes for manufacturing gear related products, and developed and reviewed the precision and accuracy of manufacturing documentation and procedures.

University of Illinois at Chicago (04/2006 to 08/2007). As an IT graduate assistant, Rakesh managed the department database and participated in student appointment processes. He also provided network administration, technical and end-user support, and report production using MS Access.

ETA Technology Pvt. Ltd. (09/2004 to 02/2005). Rakesh developed and reviewed conceptual designs to assure these met plant, corporate, and project specifications. He also created manufacturing documentation such as BOMs, change orders, and manufacturing test specifications.

Ruth Ferris, PMP

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant with BerryDunn since 10/2014
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Bachelor of Arts, University of Western Ontario Certified Project Management Professional

Overview

Ruth Ferris is a Medicaid Business Consultant with 20 years of experience supporting the build-out of MMIS and other government healthcare systems and operations. Her expertise includes project team management, business and systems requirements analysis, MITA standards and guidelines, proposal development, systems integration testing, and fiscal agent account management.

Relevant Experience

West Virginia BMS (10/2014 to Present). Ruth is serving as part of BerryDunn's project management team for the implementation of West Virginia's Molina HealthPAS MMIS, providing specialized knowledge and expertise on a range of development aspects and supporting the on-time completion of project milestones. Her work entails reviewing Molina deliverables, including business/technical design documents and system specifications, for quality, compliance with contractual requirements, and alignment with industry standards and best practices; identifying issues and providing recommendations for remediation; supporting UAT; and providing task, work plan, and schedule inputs in support of the State's preparation of the CMS Medicaid Enterprise Certification Checklist Review and compliance with federal mandates.

Electronic Health Resources LLC, MITA Solution Architect (05/2014 to 09/2014). As a MITA Solution Architect on a MITA alignment project for a state Medicaid enterprise, Ruth aligned the vendor's system and operations solution with CMS' MITA architecture using EHR's ReadyCert software.

Computer Science Corporation (CSC) (05/2011 to 12/2013). On the MMIS Development Project for the State of North Carolina, Ruth held the following positions:

- *Claims Subject Matter Expert (05/2012 to 12/2013):* Ruth led a team of six business analysts who developed claim edit criteria documentation and executed functional tests; developed schedule and resource breakdown, and sequenced and assigned tasks to ensure on-time completion; delivered table data for 600+ edits and ancillary documentation for an additional 4,500 audits, all of which met client approval; reported progress to technical leads, implementation managers, and the PMO; optimized performance by identifying key functional user interface design changes from test results and fit/gap analysis; and

developed a claims procedures manual that met all milestones and earned client approval upon first submission.

- *Claims Development String – Test Lead / SIT Analyst (05/2011 to 05/2012):* Ruth created and implemented methods, strategy, and work plans to string-test claims processing software code. She documented defects and collaborated with developers to manage defect resolution; assigned work to analysts and developers; reported progress to project managers, development leads, and system architects; mobilized the team to develop and execute 212 string-test scenarios spanning edits for all business process areas; validated results to >90% accuracy (the delivered code reduced subsequent SIT failure rate and test time); and developed metrics and reports to measure, monitor and control work for Claims SIT Team.

MMIS Vendor Proposal Development Support (10/2008 to 06/2009; 12/2009 to 12/2010; 01/2011 to 04/2011). Ruth supported MMIS vendors ACS (A Xerox Company) and CSC, with the development of proposals to state agencies. She analyzed RFP requirements and MITA SS-As against business and functional areas of the proposed solution in order to present an effective technology-operations solution based on the requirements set forth in the RFP. In addition, she researched and analyzed systems and operational requirements, designed source documents to ensure accurate responses to evaluation criteria, and incorporated MITA maturity model concepts.

First Health Services Corp (Fiscal Agent Division), a subsidiary of Coventry Health Care (08/1994 to 01/2001; 11/2005 to 09/2008). As the Director of Account Management for the New York City Department of Health and Mental Hygiene Early Intervention Program, Ruth directed all aspects of fiscal agent contract specific to healthcare claims processing and reimbursement operations. She hired, trained, and managed an operations manager, administrative manager, and a team responsible for provider relations, data entry, technical support, third-party liability, document control, finance, and accounting; provided subject matter expertise to off-site software developers in order to implement modifications and enhancements to existing claims applications; ensured federal HIPPA, NPI, and EIP Program compliance; and achieved 100% staff retention through team building and leadership. As Project Director, she directed a fiscal agent contract, including 17 staff, in healthcare claims processing and reimbursement operations in support of a $10M five-year contract and achieved a 400% increase in lines processed, grew electronic submittals to 90% of claims received, and achieved zero performance penalties/liquidated damage assessments.

CSC (02/2001 to 07/2005). Ruth held the following positions on the New York MMIS project:

- *SIT Analyst, MMIS Claims & Encounters (11/2004 to 07/2005):* Ruth collaborated with web developers, project managers, test team, and clients to verify intended functionality of web pages, and provided fiscal agent and client training and support.

- *Lead Web Test Analyst, MMIS Claims & Encounters (01/2003 to 10/2004):* Ruth led a team of 10 test and business analysts to analyze requirements, design, business

processes, and performance standards impacting the functionality of all MMIS subsystem display groups.

- *Business/SIT Analyst, MMIS Pharmacy, Claims & Encounters (02/2001 to 12/2002):* Ruth performed SIT for the eMedNY POS System, an online, real-time pharmacy claims adjudication system.

Sarah Colburn

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant with BerryDunn since July 2019
Years of Experience Relevant to Proposed Role:	21 years
Certifications and Education:	Graduate studies, Human Development Counseling, University of Illinois Springfield
	BA, Developmental Psychology, University of Illinois Springfield
	MLC Certified Medicaid Professional (MCMP-II)

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 (July 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 (February 2020 to present).*
Sarah serves as the 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 Management Support (PMS) Project (September 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.
- *COVID-19 Emergency Services Sub-Project (March 2020 to present).*
Sarah supports the project with research of specific states and how they deal with document that is presented to WV BMS on a bi-weekly basis. The current PHE. Sarah also assists in completion of the COVID News Roundup which is presented to BMS staff on a bi-weekly basis.
- *PERM Project (April 2019 to present).*
Sarah is serving as a project SME for the PERM project. She focuses on validating

medical record errors, researching error remedies and providing recommendations for resolution of PERM errors cited for West Virginia. Sarah also supports the MEQC sub-project.

Illinois Department of Healthcare and Family Services (September 2018 to July 2019). Sarah served as a business analyst for the Medicaid state entity. She assisted 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 CMS PERM and state audit completion. She also worked investigating and documenting PERM audit findings to assist the State in resolution of seemingly inappropriately paid Medicaid claiming.

Illinois Department of Human Services (October 2010 to September 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 IHFS financial auditing for several Federal budget periods.

CQuest America (March 2001 to May 2009)

- **Manager, Systems Integration and Project Management (April 2008 to May 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 the meet the contractual requirements of the Illinois Early Intervention Program.

- **Manager, Central Billing Office (September 2006 to April 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 (July 2005 to September 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 (March 2001 to July 2005).** Sarah's duties included payroll functions, preparation, and distribution of yearly evaluations, hiring, and preparing

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reports. She also assisted in the development and implementation of insurance billing policies for the Early Intervention Program.

Sarah Ratliff, MBA, Prosci®

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Manager with BerryDunn since 06/2015
Years of Experience Relevant to Proposed Role:	7 years
Certifications and Education:	MLC Certified Medicaid Professional (MCMP-II)
	MBA, University of Charleston
	BA, Psychology and Criminology/Investigations, West Virginia University

Overview

Sarah is a highly motivated professional with several years of organizational skills. Her experience includes project management, with analytical and team-oriented skills.

Relevant Experience

BerryDunn (05/2015 to present). Sarah works in BerryDunn's Charleston, West Virginia office, assisting with Medicaid agency clients.

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

  o *Provider Program Management (06/2019 to present).*
  Sarah serves as the program manager for the provider projects under the enterprise portfolio management structure. Sarah provides oversight to the project managers of the projects within the Provider Program including: Provider Management Services (PMS), EVV, Access to Care, and the Electronic Health Record (EHR) Promoting Interoperability Audit. Sarah works with each of the project teams to help ensure adequate staffing is available throughout the project, project milestones are met, and solutions are reasonable and viable options for the client. Additionally, she provides executive-level communications regarding project progress, risks, issues, and key decisions

  o *WVCHIP MCO Transition Project (01/2021 to present).*
  Sarah serves as the project manager for the WVCHIP MCO Transition project where she assists the State team in the daily operations and oversight of the MCOs that are transition the WVCHIP fee-for-service population to an MCO-based population. In this role, Sarah communicates with the State and Vendor partners regularly, reviews deliverable documents, analyzes enrollment reports, and facilitates weekly meetings between the organizations. Sarah manages budgets, timelines, and project resources to ensure the project remains compliant with federal and state regulations.

- o *EVV Solution Implementation Project (10/2020 to present).*
  Sarah is the project manager for the EVV Solution Implementation project where she manages project documentation including budgets and timelines, and works closely with the client to help ensure project tasks remain on track and in compliance with federal guidelines. Sarah assists the client with outlining new and existing federal regulations that are required to be met through this process. She has led the team through the RFP development process, successfully evaluated bids, and supported the client as the new vendor, HHAeXchange, was on-boarded. Sarah effectively communicates with the federal partner, CMS, on a regular basis to help ensure the client is remaining compliant with new and existing federal guidance.
- o *TPL Procurement Assistance Project (10/2020 to 02/2021).*
  Sarah serves as the interim project manager for the TPL Procurement Assistance project where she assists the client with RFP activities, including coordination of the vendor question and answer process; preparations for the proposal evaluation process, including development of the scoring documentation; and preparations for onboarding the new TPL vendor. Sarah monitors project documentation including budgets, timelines, and deliverable activities, as well as provides the client guidance regarding communications to and from CMS.
- o *EPMO Project (11/2018 to present).* Sarah assists with project management tasks and coordination of the overall engagement. Sarah works closely with the client on staffing and project approvals, and assists with managing the tracking of all projects within the engagement.
- o *EVV Solution Implementation Project (06/2018 to 06/2019).*
  Sarah is currently serving as the organizational change management lead for the EVV implementation project. Sarah works closely with the client to plan, coordinate, and facilitate bi-monthly stakeholder meetings. Sarah assists with all stakeholder correspondence and communicates with all interested parties on a regular basis.
- o *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (07/2017 to 08/2018).*
  Sarah served as the project manager for the MITA maintenance and annual update project, managing budgets and project deliverables, and working closely with the client to ensure requirements and expectations are fully met.
- o *PEA Project (01/2017 to 05/2019).*
  Sarah is currently serving as the project manager for the PEA project, managing budgets and project deliverables, and working closely with the client to ensure requirements and expectations are fully met.
- o *Project Management of MMIS Procurement, DDI, and Certification (05/2015 to 10/2016).*
  Sarah served first as a project coordinator and then as the change management lead for BMS' MMIS implementation. She worked closely with the client and vendor to ensure all processes were followed correctly and completely when requests were

made. Sarah created flow charts, checklists, and other helpful documents to assist the State in adhering to and simplifying the complex processes that were to be followed.

Scott Young

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant with BerryDunn since September 2020
Years of Experience Relevant to Proposed Role:	22 years
Certifications and Education:	BS, Computer Science, *cum laude*, University of Massachusetts Microsoft / Boston University Technology Curriculum (each item requiring 40 hours of classroom training): • Advanced Programming with Active Server Pages (ASP) and VB Script • JavaScript Fundamentals • Administering Microsoft WinNT 4.0 Server • Systems Administration for Microsoft SQL Server 6.5 • Supporting Microsoft WinNT 4.0 Core Technologies • Mastering Visual Basic 6 Development • Mastering Web Application Development Using Visual InterDev 6.0 • Mastering Microsoft Access 97 Development • Advanced Microsoft Programming with ADO.NET

Overview

Scott is an innovative and energetic leader with a record of achievement at building and managing solutions to support corporate growth, including development of 24x7x365 customer-facing products and maintenance of internal infrastructure with high availability requirements. He brings expertise in all areas of IT, including integrated enterprise applications, web and database driven portals, servers, network architecture, and help desk support. His experience includes a history of positions with increased responsibility throughout career, culminating in Director of Application and Database Development for a global consulting firm, heading up both U.S. and offshore activities including strategy development, budgeting, and the creation and communication of a technology roadmap to realize corporate vision.

Relevant Experience

BerryDunn (09/2020 to present)

- **WV PATH (09/2020 to present).** Scott began work on the WV PATH project in March 2020, and serves in the role of Deputy Project Manager. In this capacity, Scott's focus has been within Maintenance and Operations (M&O), and on many of the Technical areas of WV PATH. His efforts have involved project management, strategic analysis, and issue/risk remediation across; Iterative M&O formal deliverable improvements, Data Migration, Data

Conversion, MDM, Interfaces/Batches, Large Scale (Multi-Terabyte) Production Database Data Extraction and Transfers, System Security Assessments, and Plan of Action and Milestones mitigation strategies.

Technology Results, LLC (2010 to present). Scott has built this depth of technical subject matter expertise in these enterprise areas through leadership participation in the approach, pre- and post-implementation, and IV&V of detailed solution architecture, and implementation strategies for State Governments that include MA, LA, AR, FL, TX, IN, IA, PA, NJ, WV, and MO.

Recent hands-on project roles include (see bullets below for details); WV PATH Deputy Project Manager, MA HIX/IES Director of Operations and Maintenance, IV&V Technical Lead and System Architect.

These roles involved; implementation readiness, CMS Technical reusability assessments, interface and partner readiness assessments, technical detailed design and interface control documents, service oriented architecture and Agile SDLC assessments, unit testing, SIT, UAT, and the creation and client-facing delivery of a variety of project plans, project schedules, and risk and issue assessments.

Projects over the last 10 years involved deep dive articulation of the implementation approaches used to ensure Federal Gate Review standards are met and to define the detailed methodology used to meet the Centers for Medicare and Medicaid (CMS) Seven Standards and Conditions for obtaining enhanced federal funding for eligibility systems development and ongoing operations and maintenance.

Specific focus was placed on how the HIX/IES architecture, methodology, and implementation strategies would be established in a capacity which proactively identifies and mitigates risk.

Health Information Technology Project Management Work Experience (2010 to 2020).

- **Massachusetts HIX / IES Program (2010 to 2013; 2016 to 2020).** Serving in the capacity of MA HIX/IES Director of Operations and Maintenance, Scott was a key member of the MA HIX/IES Executive Leadership Team and participant in the weekly Executive Steering Committee Program Meetings. He evaluates all activities related to Application & DB releases, middleware changes, and advise leadership on issues/risks and path forward options. He helps ensure that non-functional requirements are appropriately defined, and that the application architecture supports these requirements, as well as compliance with Enterprise Architecture, Technology Standards, and Disaster Recovery/Business Continuity Planning. Other roles that Scott has held with the Massachusetts HIX/IES project include technical lead from 2017 to 2018, senior enterprise systems architect from 2016 to 2017, and IV&V technical lead from 2010 to 2013.
- **West Virginia MMIS Project (2014 to 2016).** As the IV&V testing manager, Scott was responsible for operations issue/defect management and post go-live system stabilization activities. He identified the structure and activities related to the IV&V of defect/issue

resolution and reporting (i.e., number of issues/defects identified per day, number of issues/defects resolved per day, validating corrections, average rate of closure, burndown, and validating adherence to the issue/defect Lifecycle through UNIT/SIT/UAT/PROD). He also participated in the creation of the DHHR Bureau for Medical Services (BMS) Access-to-Care reports, and the MMIS Certification System Review Packet creation and review for evidence-delivery to CMS. He created the UAT test plan, managed client-facing inspection, and participated in technical reviews of Unit, SIT, Regression, Parallel, and End-to-End Testing, and the complex client-facing selection/creation/planning/operationalizing activities associated with the Test Case bed used by the client during UAT.

- **West Virginia DW/DSS Project (2014).** Scott served as the IV&V reporting manager, bring experience in start-up, design, development, launch, and ongoing maintenance/operations of complex web-portal architecture and integrated data warehouse systems (including hands-on expertise with Oracle PL-SQL and MS T-SQL). He also completed the Operational Readiness Assessment for this DW/DSS project. Additional projects he worked on during time included the Provider Re-Enrollment and ICD-10 projects.
- **MEDES Project (2013).** Scott performed an IV&V Agile Assessment. Participated in the Technical Architecture Assessment, Federal Data Services Hub Attestation Testing, and the Project Management Organization (PMO) Council Meetings.
- **West Virginia E&E Project (2013).** As the IV&V technical lead, Scott assisted with efforts on the 55 County Site Infrastructure Upgrade assessment, Advanced Planning Document (APD & APD-U) creation and finalization, SIT, UAT assessment and participation, System Security Plan (SSP) Workbook, and Safeguard Procedures Report creation/reviews. In parallel, he was also involved in the Patient Protection and Affordable Care Act project engaged in the weekly executive-level ACA Implementation Project Management Team meetings.

PRTM Management Consultants, Inc. (2004 to 2010). Prior to acquisition by PwC, PRTM was a global $300 MM operational strategy consulting firm with 750 employees. Scott served as the Director of Application and Database Development, where he was invited to lead the global application and database development across PRTM and its subsidiary, The Performance Measurement Group (PMG). This included accountability for the 24-7 availability of the full suite of internal staff- and external client-facing enterprise integrated applications, managing a $2 MM P&L, and leading a 30-person team consisting of 10 internal staff and 20 contractor/offshore team members.

PMG (A PRTM company) (2000 to 2004). As the IT Director, Scott's responsibilities included the start-up, design, launch, and ongoing development of PMG's award-winning "My Scorecard" Supply Chain Benchmarking web-portal. This innovative secure portal held key performance data from more than 750 companies across 1,000+ Supply Chains and enables PMG clients to log-in, enter data in secure questionnaires, and view dynamic BI Scorecard reports to assess their Supply Chain and Product Development performance against similar industry peers.

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Technology stack included .NET, ADO, AJAX, XML, Win2K3, and SQL2K5 64-bit virtualized n-tier environments.

Pegasus Communications, Inc. (01/1998 to 06/2000)

- **Director of Information Systems (1999 to 2000).** In this role, Scott established technical architecture, managed IT hiring and staff training as well as the $250,000 IS budget, integrated VB and T-SQL customizations into Solomon financial/order-processing ERP product, created ASP shopping cart implementation, developed CRM/ERP financial database integration process, and negotiated and approved all IT vendor hiring and staff training.
- **Information Systems Manager (1998 to 1999).** In this role, Scott project managed the implementation of a $400,000 integrated financial/order-processing MS SQL 6.5 database, successfully negotiated a $50,000 settlement for unrealized software functionality from a software vendor, designed Access and Crystal reports reflecting real-time sales, marketing, and customer relations results, managed SMPT mail server reliability and functionality as well as T1 PBX, and established SQL data exchange, security, remote access, Internet access, backup, and LAN archiving.

Sudha Ganapathy, PMP®, Prosci® ITIL (F), LSSGB, MCMP-II

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant with BerryDunn since July 2015
Years of Experience Relevant to Proposed Role:	25 years
Certifications and Education:	BA, Computer Science, Rutgers University
	SDNBV College, TamilNadu, India – Major: Chemistry, Minor: Mathematics and Physics
	Information Technology Infrastructure Library (ITIL) Foundation Certification
	Certified Lean Six Sigma Green Belt
	Prosci® Certified Change Practitioner
	Certified Project Management Professional®, Project Management Institute®
	Medicaid Learning Center – MCMP-II certification

Overview

Sudha is a project manager with more than 25 years of extensive experience in the IT areas of development, system analysis, and quality assurance. She has led project teams to help clients achieve their quality assurance objectives on multi-stakeholder and multi-agency projects. She brings a proven track record in successfully implementing and maintaining software programs using PL/I, Cobol, DB2, IMS, various IBM utility programs, Easytrieve, and SQL, creating test cases for unit and integration testing and production support. Sudha prides herself on her ability to collaboratively work with clients (internal and external) to help them better utilize analytical tools and techniques to support project objectives, enhance and/or create new processes to help with testing, and realize opportunities for improvement in their existing processes.

Relevant Experience

BerryDunn (07/2015 to present).

- **West Virginia DHHR**

  o *WV PATH DDI Project Management (10/2019 to present)*
    Sudha is supporting the project activities related to the new West Virginia IES to consolidate and integrate DHHR program service systems into a single enterprise. As a PMO and SIT lead, Sudha creates, reviews and provides input into project testing deliverables, coordinates project activities, and assigns and oversees team assignments for 8-10 consultants. In addition, Sudha is helping this project achieve its objectives by

collaborating with the vendor, Optum, and DHHR to assist with UAT test scenario development and testing related activities.

Sudha is currently the lead for the Child Support release in addition to supporting the multiple User Interface maintenance release(s). As a lead, she collaborates with Optum on the requirements coverage, release schedule and deliverable activities related to testing. Sudha assigns and oversees team activities such as test scenario/test case/test results reviews, communicates with Optum on the findings, and approves the responses from Optum.

- o *RAPIDS (Eligibility System) Transition Facilitation Project (02/2016 to 05/2016).*
  Sudha assisted with the RAPIDS transition facilitation project and identified and documented risks/issues prior to the transition of RAPIDS from Deloitte to Optum. She also assisted with tracking Project Change Requests and creating reports to capture the aging of the defects, reviewed and provided feedback on process documents such as the Incident Management Report and Problem Management Report.

- **Massachusetts HIX/IES Entities** – *IV&V Services (07/2016 to 09/2019).*
  Sudha served as the BerryDunn IV&V testing lead for nine end-to-end project release cycles. In this role, Sudha interfaced with the State and vendor (Optum) counterparts to provide deliverable quality oversight, process improvement guidance, and enforced program and project best practices in Project Communication, Integration, Quality Management and Risk Management per the Project Management Body of Knowledge (PMBOK®).

For ongoing releases, she assessed the test coverage and execution against plan and the PMBOK® best practice, as well as monitored defect management practices against plan and the best practice generally accepted by similar industries, and monitored planned versus delivered requirements by release. In case of discrepancies, the findings were reported via the monthly IV&V assessment report and logged as issues and risks in JIRA® if the discrepancies warranted further and immediate remediation efforts.

For an alternate project for the same client, Sudha also played a key role in developing a new JIRA® Implementation and Requirements Management Plan. She worked with the MassIT analysts to analyze existing ALM/JIRA® data elements and define them in the new JIRA® instance.

- **West Virginia Bureau for Medical Services (BMS)** – *Project Management of MMIS Procurement, DDI, and Certification (07/2015 to 08/2016).*
  Sudha assisted with UAT for BMS' MMIS re-procurement in the MITA business area of Provider Management. She reviewed and assisted with modifying the Doc Matrix, which was the primary document that drove the Provider Enrollment web portal options based on provider types.

XEROX – Government Health Solutions/Cognizant Technology Solutions (2012 to 2015).
As a functional lead for Montana MMIS, Sudha collaborated with the Montana DHS business

analysts to define and enhance the online Provider Enrollment portal. As a team lead for the Architecture and Letter related functional areas, Sudha defined QA Strategy, estimates, and roadmaps with on-site and offshore working models. Additionally, she created and executed test cases, analyzed and reviewed written test cases, and created and conducted various knowledge transfer sessions as needed. She conducted triage meetings as necessary with the functional team, development team, and Quality Assurance team to identify and rectify defects and complete testing activities as per schedule.

ACS (2007 to 2012). Sudha worked as a systems consultant senior analyst and provider team sub-system lead, which involved analyzing business use cases, user interface specifications, and user requirement specification documents to create effective test scenarios and test cases. Additionally, she conducted online training to team members and provided statistics and reports to management as required; and created and executed quality test plans, test cases, and test scripts to comprehensively validate the functionality components of the Provider/Security Subsystems using Rational tools.

UNISYS (2000 to 2006). Sudha supported the Louisiana MMIS, converting several Easytrieve programs to COBOL and successfully promoting them to production. She was a member of the Medicaid Eligibility Determination System enhancement team, responsible for the modification and testing of several Management and Administrative Reporting Subsystem (MARS) programs to accommodate new recipient processing files. She conducted testing and provided Quality Assurance support to the testing team within critical staffing and time constraints. She partnered with team members in formulating their test cases to ensure testing was conducted and completed on time. In addition, she led Acceptance Testing for McKesson HBOC ClaimCheck project in the project leader's absence, ensuring required tests were completed successfully a timely manner.

Susan Chugha

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant with BerryDunn since 10/2015
Years of Experience Relevant to Proposed Role:	14 years
Certifications and Education:	BA, Business Management, Belmont Abbey College

Overview

Susan has over 10 years of administrative management experience, as well as five years' experience in consulting work. She has excellent organizational skills, experience with research and project coordination, and experience with various scheduling programs.

Relevant Experience

BerryDunn (10/2015 to present). Susan works with state Medicaid agencies, focusing on project coordination and support. She began with BerryDunn as a subcontractor through TEKsystems in 2015 before joining the firm full-time in October of 2016.

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

    o *SUD Waiver Initiative Project (10/2016 to present).*
    As project manager for phase 3 of the SUD waiver initiative, Susan is responsible for providing oversight to the project team. She is responsible for the day-to-day activities, meeting facilitation, monitoring progress against the agreed-upon project summary and schedule, as well as deliverable review. She performs research on SUD services, CMS requirements, and State policies and procedures to support the waiver activities. Before becoming the project manager, Susan was project coordinator for phases 1 and 2. As project coordinator, Susan was responsible for project coordination which included client outreach, scheduling, notetaking, research, and business analysis. During phase 2 she managed the development of a peer recovery support specialist webinar and has been involved in policy development.
    o *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (10/2016 to present).*
    Susan moved into the project manager role in November 2019 for the MITA 3.0 2018 SS-A maintenance and annual update project. She is responsible for providing oversight to the project team, managing budgets and project deliverables, as well as working closely with the client to ensure requirements and expectations are fully met. Prior to this role, Susan was the lead project coordinator for daily project activities, responsible for project communication, quality checks on files and templates, and meeting management. She also assisted with the maintenance and management of the MMP site which included uploading files, updating relevant information as

needed, ensuring that the appropriate individuals are granted access, and contributing to the design of dashboards and all other aspects.

o *SPRS Project (03/2020 to 11/2020).*

As an analyst for the SPRS project, Susan reviewed an end-to-end version of the State Plan and documented missing or inconsistent details to help the State have more confidence in the Plan. She also reviewed and analyzed sections of the State Plan to help ensure that the pages are in compliance, compared service descriptions to federal and state guidance, and analyzed pages for overall accuracy.

o *CSEDW (09/2018 to 12/2018).*

As the project coordinator, Susan was responsible for project coordination, which included client outreach, scheduling, notetaking, document review, research, and business analysis. Susan also coordinated and executed multiple public forum events throughout the State of West Virginia.

o *PEA Project (02/2017 to 11/2017).*

Susan provided project coordination assistance by maintaining all of the meeting management duties, which included scheduling meetings, creating agendas, capturing meeting notes, and tracking action items, risks, and decisions. Susan developed project timelines, managed the document repository, conducted research, and updated necessary documents that were critical to the success of the project, which was to enhance the current WV provider enrollment application process.

o *ICD-10 Transition Planning and Implementation (10/2015 to 02/2016).*

Susan was responsible for meeting management, as well as maintenance of the document repository for the project. In addition, she attended policy review and workgroup meetings.

Independent Consultant (08/2010 to 10/2014). Susan currently works with her clients to help with event planning, maintaining calendars and contact lists, managing correspondence as well as service provider relationships, scheduling of both professional and personal appointments, and making travel arrangements.

Columbia Management (09/2012 to 10/2013). As a scheduling coordinator and administrative assistant, Susan partnered with five regional wholesalers within the US to manage territory rotation for external wholesalers, schedule daily financial advisor meetings and handle reschedules, coordinate local client events, process monthly expense and activity reports, and complete as-needed ad hoc assignments.

Evergreen Investments (06/2004 to 05/2009). Susan served in multiple roles for Evergreen Investments:

- **Project Specialist – Assistant Vice President**
  - o Lead Project Specialist for semi-annual Global Distribution Summits.
  - o Coordinated all logistics for Asset Management Distribution Group to participate in the Wachovia Championship.

o   Lead Project Specialist for annual client event that hosted over 1600 industry leaders and their families. We had ~$1.5 trillion dollars in assets under management represented in our client base at this event.

o   Partnered with Training & Development team to coordinate internal training programs (on-boarding, sales training, negotiation skills, product training) all around the US and assisted with follow-up after each program to track our successes and determine where improvement was needed.

o   Managed the relationship between the portfolio managers/specialists and wholesalers to coordinate communication inquiries and field travel opportunities.

o   Partnered with Broker-Dealer National Sales Managers to coordinate divisional meetings and drive sales efforts.

o   Managed special projects and events assigned by the President of Evergreen Investments Services Inc. and other members of the executive leadership team.

- **Communications Coordinator/Project Manager – Officer**

o   Created quarterly newsletters and other publications that were distributed internally.

o   Coordinated the Mutual Funds, Sales and Operations program for wholesalers.

o   Managed the valued-add and continuing education curriculums that were available to field wholesalers.

o   Partnered with Learning and Development Managers to assist in coordination of training programs and on-boarding for new internal and external Wholesalers.

Bank of America Capital Management (formerly Nations Funds) (04/2001 to 05/2004). Susan served as an executive administrative assistance and office manager, supporting both the Managing Director of Global Distribution and the Director of Internal Sales. Her administrative duties included answering phone calls, scheduling meetings, book travel arrangements, process expense reports, minute taking & distribution, coordination of meetings and conferences for office professionals. In addition, she created PowerPoint presentations, monthly reports, territory maps, emergency contact lists, etc.; organized and scheduled internal trainings and maintained relationships with business partners; and maintained office and office equipment that supported over 50 associates.

Charles T. (Tom) Hunter, ITIL

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant with BerryDunn since 07/2011
Years of Experience Relevant to Proposed Role:	30+ years
Certifications and Education:	ITIL Foundation Certification
	Microsoft SharePoint 2010
	Tom has attended Morris Harvey College and West Virginia University, earning 80 credit hours in Pascal programming language, C++ programming language, and accounting. In addition, he has taken various IBM classes on telecommunications, programming, and NT administration and taken technical classes through Computer Associates and New Horizons Computer Learning Center.
	PMI-PMP-Project Management Professional Online Course

Overview

Tom is a senior consultant in BerryDunn's Government Consulting Group. He has 30+ years of experience as a DBA, system designer, computer programmer, analyst, project manager, and trainer in the healthcare and natural gas industries. Tom has strong analytical skills combined with experience in object-oriented programming techniques, database design, and legacy programming languages. He is a team leader competent in complete project cycles, testing, final implementation, and documentation with excellent communication skills.

Relevant Experience

BerryDunn (07/2011 to present). Tom serves as a consultant as part of BerryDunn's Medicaid consulting practice area.

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

    o *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (06/2016 to present).*
    Tom joined the MITA project in June 2016 as a business analyst providing database experience and expertise to complete an ACCESS database to store and report business process capability maturity levels for the 2016 SS-A. The project involved restructuring and importing several Excel spreadsheets from the 2014 assessment into the database along with validating the results of the imports. "Scorecard" reports to submit the data to CMS were designed and created along with data entry forms to also record the information through a graphical user interface.

    o *Project Management of MMIS Procurement, DDI, and Certification (05/2014 to 05/2016).*

Tom joined the MMIS project in May 2014 as a subject matter expert for the provider enrollment sub-system leading the deliverable review effort of several provider documents for the new system. He also was the lead UAT tester of the Provider's On-line Portal for Provider Enrollment, providing valuable input to the vendor for defect resolution and enhancements.

o *PEA Project (08/2013 to 05/2014).*

Tom was the lead project manager for this project assisting BMS with weekly status meeting facilitation and reporting. He was the lead UAT tester for BerryDunn, coordinating BMS resources to provide accurate and prompt testing results on the PEA project. In addition, Tom has critiqued several desk level procedures from BMS' fiscal agent and offered many updates resulting in improvements to their documentation.

o *5010 Refresh Project (10/2011 to 08/2013).*

Tom participated on the Medicaid 5010 Refresh Project as a lead tester and support analyst assisting BMS in several ways. He wrote user documentation for the BMS testers, created Excel spreadsheets and SharePoint lists to facilitate defect reporting, and managed the day-to-day UAT efforts at the fiscal agent's office for BMS. He participated in daily triage meetings during UAT and provided valuable assistance with his background in medical claims billing and processing.

o *DW/DSS Project Management (07/2011 to 10/2011).*

Tom worked on the DW/DSS project after joining BerryDunn in July 2011. His initial duties were meeting facilitation and deliverable reviews. His background provided much-needed expertise with the numerous technical documents that were presented as part of the early stages of the project.

R.L. Laughlin & Co., Inc. (12/2002 to 07/2011). As an IT DBA, analyst, and programmer for this West Virginia-based natural gas measurement and field services company, Tom provided programming, database design/administration, and system design functions on a variety of platforms and programming languages. He administered MS SQL databases, including transactional replication of production database to offsite backup server; wrote, tested, and debugged ad hoc queries, user-defined functions, and stored procedures; created and maintained tables, including indexes and triggers; developed program specifications and documentation; developed and maintained operational procedures. He has written programs to provide custom file formats and reports; migrated software to a client-server platform; provided new software development and support; and managed teams of software development subcontractors.

Charleston Area Medical Center (CAMC) (09/1992 to 12/2002). As director of IT from 1992 to 2002, Tom managed the 200+ server data center at CAMC, which had 15 staff and operated 24/7. He also managed the Network and PBX departments (staff of 25) and help desk (staff of 12) during various periods. He participated in IT project management at the department level, attended Six Sigma training sessions, and facilitated management development classes. He was a member of a focus group comprised of hospital managers/employees, physicians, and

community members tasked with creating an HMO chartered by CAMC, which became Carelink.

Strategic Ventures, Inc. (SVI) (08/1987 to 09/1992). As Director of Information Technology, Tom planned and implemented the consolidation of the SVI data center into the CAMC's data center; managed a medical billing department of 15 employees and an IT staff of four, providing IT services to seven corporate entities. In addition, he migrated an IBM System 36 computer to an IBM AS/400 system; wrote and maintained RPG programs on AS/400; and planned and implemented the installation of an HP computer to provide computer services to Carelink HMO.

Tonya Roloson

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant with BerryDunn since November 2021
Years of Experience Relevant to Proposed Role:	17 years
Certifications and Education:	Associate of Science in Business Administration, State University of New York Delhi
	Bachelor of Science in Wellness Management,
	State University of New York Oswego
	Youth Police Initiative Certified trainer
	Youth Mental Health First Aid Certified Trainer
	Cornell TCI Certified Trainer

Overview

Tonya is a consultant with experience working on Medicaid initiatives for various agencies and populations. She has more than 17 years' experience working with youth in residential programs as well as more than 5 years of experience as a Medicaid program manager. She is well-versed in claims, eligibility, stakeholder compliance, and federal and state regulations.

Experience

BerryDunn (November 2021 to present). Tonya provides Medicaid program expertise for BMS.

PCG-SSO, New York Department of Health (November 2016 to November 2021). Tonya worked as the Medicaid program manager to collaborate with inter-agency State teams creating policy and implementation strategies for Children's Behavioral Health in NYS. She developed multiple Medicaid waivers and State Plan Amendments, including: 1115 demonstration waiver, 1915(c), 1915b.4, acted as a subject matter expert on program pieces relating to internal RFPs. Tonya ensured RFPs were written directly to CMS standards, created work plans, and monitored timelines, working cross functionally with state agencies including: Office of Mental Health, Office of People With Developmental Disabilities, Office of Children and Family Services, Office of Addiction Services and Supports, New York state office of Temporary and Disability assistance, and Dept. of Health. She also reviews fee-for-service and Medicaid managed care claims, denial reports and utilization to develop reports for stakeholders and compliance. She engaged CMS directly, developed Medicaid policy, and reviewed financial/implementation reports for grant funded projects. Tonya also reviewed Medicaid Managed Care Plan readiness as related to model contract and Children's Behavioral/Physical Health Standards and reviewed policy according to department and program needs. She performed readiness and compliance reviews, liaised with stakeholders, and monitored and

implemented policy for Medicaid billing and enrollment. She worked with stakeholders to develop or update state regulations and/or Public Health Law.

St. Catherine's Center for Children (May 2014 to November 2016). Tonya worked as the director of training and staff development to maintain electronic records of staff performance son training compliance, facilitate agency training for employees (including medication management, documentation, crisis intervention, safety in the workplace, motivational interviewing, youth police initiative and youth mental health first aid), and reviewed policy, procedure, and compliance records across all agency programs. She maintained and created platforms for staff to attend and receive training while maintaining training documents and materials. Tonya monitored Medicaid and HIPAA compliance and reviewed policies as needed. She collaborated with the QA Team to ensure quality metrics were met and regularly attended Medicaid trainings to keep the teams and strategies were up to date. She reviewed case file notes, Medicaid eligibility, and monitored Medication Management compliance.

RTF Parsons child and Family Center (August 2010 to November 2016). Tonya worked as a relief residential counselor in charge of caring directly for youth 12-18 in an OMH Residential treatment facility. She ensured accuracy on performance delivery within the program and that documentation standards were met. She also worked as a crisis prevention specialist to create individual crisis plans and practices while ensuring agency policies are maintained. In this role she maintained progress reports around goals and compliance measures and prepared monthly reports of data to show that standards were being met. Her initial positions as assistant residential supervisor and residential counselor had her oversee program operations, perform administrative duties, and maintain accurate documentation.

"Choices Enhanced" Catholic Charities (August 2008 to September 2010). Tonya worked as the project director partnered with Syracuse University to create new policy, review policy of each contract partner and ensure all policy is consistent with program deliverables. She ensured program fidelity, quality assurance, and data collection procedures were strictly adhered to and wrote the RFP that was approved by health and human services, to address teen pregnancy. She developed program plan and implementation of new program under scientific design (control and treatment groups in a community setting) while maintaining budget and supervising staff and payroll.

Toomey Residential Program (April 2004 to August 2009). Tonya worked as a recreation specialist in direct care of youth 6-15 years old in an OMH Children's residential program. She supervised daily program activities and ensured accurate documentation and regulatory standards were met

Vera McEwen, MA, MDiv

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant with BerryDunn since July 2021
Years of Experience Relevant to Proposed Role:	23 years
Certifications and Education:	Bachelor of Science, Organizational Communication/Mathematics, Eastern Michigan University
	Master of Arts, Organizational Communication/Business, Eastern Michigan University
	Master of Divinity, Mission Development, Luther Seminary

Overview

Vera McEwen is a results-oriented project manager with over 25 years' experience in managing cross-functional application development, network, infrastructure, and construction projects on time and within budget. Using her combined leadership and systems engineering knowledge she creates an exemplary project management, user, client, and customer experience. Vera successfully implements small and large projects including but not limited to systems, network / infrastructure upgrades, multimillion-dollar software implementations and construction projects

Experience

BerryDunn (July 2021 to present). Vera applies her Medicaid project management expertise to WV Medicaid projects.

Michigan State University (2016 to May 2020). Vera worked as a project manager on the IT Project Team to report project statuses, issues and risks, and escalation to the CIO, COO, and other VPs. She collaborated with vendors, security teams, IT teams, business teams, senior management, and executive leadership to ensure the success of the implementations. She generated, updated, and maintained the budget for the portfolio of projects by tracking burn rate and conducting budget review meetings. Vera collaborated with procurement to negotiate better pricing for software, hardware, and services. She managed these project and programs from initiation through closed and used applicable project management skills, knowledge, and tools from PMBOK, AGILE, SCRUM, and SDLC. Some of her projects included:

- *HIPAA Compliance Implementation* – Vera managed the initial assessment of HIPAA compliance for the university (hospital and clinics), identified areas of improvement, prioritized improvement activities, and managed completion of those activities.
- *Network / Infrastructure and Data Center Migration*
- *Payment Card Industry (PCI) Compliance Implementation*
- *SSO (Okta) Implementation*
- *Identity Governance (SailPoint) Implementation –*

- *Science Technology Engineering and Mathematics New Build Network / Infrastructure Implementation*
- *Student Financial Upgrade System (Sigma) Implementation*
- *Power Plant Compliance Implementation*

Creative Breakthroughs Incorporation (2013 to 2016). Vera worked as an IT Project Manager to lead the team using PMBOK, AGILE, SCRUM AND SLC to ensure the successful opening of the office site, including all facets of the project management lifecycle to successfully forecast and determine next steps. She generated, updated, and maintained project schedules and the budgets while working with team to remain within or below budget through conducting budget review meetings. Vera generated, updated, and maintain RASIC, risk, decision, action, issues etc. using MS Word / Excel / Visio. She managed the telecommunications project documentation and liaised with telecommunications team to ensure successful implementation.

EDS-Medicaid (2001 to 2006) Vera worked as an IT Project Manager for EDS Medicaid Solutions to implement the Project Management Institutes (PMI)/ PMBOK philosophies. She led the work on software solutions in several states, as well as with global teams from 50 to over 80 employees. She managed large and small scale IT projects across multiple functional areas from start-up through close-down and conducted all project management tasks to ensure schedule, cost, and quality goals. Vera maintained project schedules, developed project plans, and provided project status, progress on deliverables, and risks/issues to stakeholders, clients, and leadership, including senior leaders. She also collaborated with cross-functional teams including leaders, account managers, clients, business analysts, systems engineers, developers, and technical leads to ensure timely delivery of project and identified and resolved issues/conflicts within the project team in a timely and most effective manner.

EDS – General Motors (1998 to 2000). Vera worked as project lead and customer trainer for EDS General Motors Powertrain using PMI philosophies. She interacted with supplier community and procured necessary infrastructure and tools in a timely manner, while also ensuring adherence to GM's system delivery process guidelines and provided early feedback to project teams to take proactive measures to resolve the issues. She also worked as a project planning specialist to create, maintain, and support projects/programs for General Motors using Primavera and Microsoft Project. As interim program lead, she taught and implemented General Motors 4 Phase Program Management process and the Readiness process. She generated program timing across functional areas, vehicle platforms, and for multiple countries. She managed primary program deliverables including communication plans, lessons learned, and implementation plans.

Ana Petrillo

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant with BerryDunn since November 2021
Years of Experience Relevant to Proposed Role:	9 years
Certifications and Education:	Bachelor of Arts in Psychology, Connecticut University

Overview

Ana is highly motivated results-driven data analyst with nine years' experience roles requiring knowledge of Federal and State welfare policies such as Supplemental Nutrition Assistance Program, Medicare, Medicaid, TFA and Child Support programs, as well as experience in project development and implementation initiatives. She has developed strong knowledge base in programming logic, validation testing, script writing and troubleshooting software as well as a knowledge of and ability to interpret and apply relevant government policies and procedures.

Experience

BerryDunn (November 2021 to present). Ana provides Medicaid program expertise across several WV Medicaid projects.

Department of Social Services (January 2012 to November 2021). Ana worked as a business analyst to improve improving the service delivery of various federal programs such as Medicaid for Elderly and Disabled, Medicaid for Children and Families, Medicaid Waiver Programs, Long Term Services and Support, SNAP, and State programs such as Family Cash Assistance and Cash Assistance for Elderly and Disabled. She led the team in incident investigation and mitigation, project planning, and status updates, and also assisted test team activities such as developing test plans, validating test results, tracking defects and implementing correction plans. She developed, maintained and completed RTM and guided the integration of technical and business requirements by interpreting business requirements to various business partners and IT contractors, ensuring they were completed and validated against the Business System Design. Ana also assisted with the identification and execution of training related to Enterprise Recourse Planning system including development of functional procedures and training presentations.

She previously worked as an eligibility services worker and user acceptance tester and subject matter expert to perform testing and troubleshooting of data to ensure integrity of system execution and results against business needs. She made recommendations regarding changes to current business process documentation and assessed the impact of change implementations to current operations. Ana developed, wrote, and executed scenarios for User Testing; provided customer support to users within assigned benefit module(s); ran troubleshoots and resolved routine problems and system issues. She served as a technical

expert for federal programs such as Medicaid for Elderly and Disabled, Medicaid for Children and Families, Medicaid Waiver Programs, Long Term Services and Support, SNAP, and State programs such as Family Cash Assistance and Cash Assistance for Elderly and Disabled, and performed other related duties to support internal and external customers as required.

Bethany Pike

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Project Coordinator with BerryDunn since July 2012
Years of Experience Relevant to Proposed Role:	17 years
Education and Certification	Southern Maine Community College

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 (July 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 (July 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 (July 2016 to June 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 (April 2013 to July 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 (July 2012 to April 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 (February 2011 to May 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 (February 2006 to February 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 (February 1998 to January 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.

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Editor 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

BerryDunn (September 2021 to present). Caitlin provides project management support to Medicaid projects.

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.

Carole Ann Guay

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Project Coordinator with BerryDunn since October 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 (October 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** – *Integrated IT Service Management (March 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 (September 2017 to present).*
Carole Ann coordinates document request items, status reports, meeting requests, and data management.

- **New Mexico Corrections Department** – *COTS Offender Management System Replacement (November 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 (May 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 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 (January 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 (October 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 (August 2016 to December 2017).*
Carole Ann provided documentation support and deliverable assistance for SMUD's Information Security Audit.

- **West Virginia DHHR** – *Eligibility and Enrollment Independent Security and Privacy Controls Assessment (January 2017 to July 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 (April 2017 to June 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 (November 2014 to June 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.

Emily Hendrickson

Proposed Project Role:	Project Management Support Services
Role at BerryDunn:	Paraprofessional 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.

Janine DiLorenzo

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Editor with BerryDunn since January 2022
Years of Experience Relevant to Proposed Role:	12 years
Certifications and Education:	Bachelor of Arts in Early Childhood Education, Stonehill College

Overview

Janine has more than 10 years' experience writing reports, grants, and outreach materials; designing graphics and publications; and creating communication/organizational systems in education and non-profit organizations. She has worked with educational institutes to develop skills in project management, communication, and planning.

Experience

BerryDunn (January 2022 to present). Janine supports BerryDunn consultants with proofreading, editing, and other quality assurance tasks on written material, including client deliverables.

Breakwater School (August 2019 to August 2021). Janine worked as a Preschool Teacher to collaborate with co-teachers to write and implement culturally-responsive and developmentally-appropriate curriculum and assessments, emergent to children's individual interests, strengths, and needs. She wrote weekly curricular updates and quarterly developmental reports to relay children's growth and learning, and to foster home-school connections. Janine also led teaching team in developing centralized communication channels and organizational systems for unit explorations, documentation of learning, and family communications.

Community Connections of Brockton (June 2011 to June 2018).

- *Program Coordinator (June 2014 to June 2018)*
  Janine worked to organize the Clemente Course in the Humanities and a cohort of College Unbound—alternative higher-education opportunities for economically disadvantaged adults—in partnership with local colleges, non-profits, and public/private funding sources. She taught writing and portfolio development to diverse groups of adult students matriculating into undergraduate programs. She worked on editing with students, designed outreach materials, set up databases, and reported on program outcomes. Janine led internal and external communications, and managed all program operations while also writing successful grant applications and sponsorship appeals to secure public and private funding.
- *AmeriCorps*VISTA, Brockton's Promise Coordinator (August 2012 to August 2013)*
  Janine coordinated communications and logistics among five committees in a crosssector, citywide coalition that addresses youth education, health, safety, and civic engagement. She

led strategic planning process to heighten coalition's impact, calling for comprehensive, coordinated service delivery. She rewrote the mission, vision, and goals to better reflect coalition's purpose. She published a research-based series of indicators for Brockton's Promise to measure the well-being of the city's youth and assess collective impact and also wrote copy for website and social media outreach channels.

- *AmeriCorps*VISTA, Brockton Parents Magazine (June 2011 to August 2011)*
Janine led all aspects of production for the inaugural issues of Brockton Parents Magazine, In partnership with parent volunteer editorial team. She assigned, wrote, and edited articles; solicited and created advertisements, laid out 32-page full color spreads in InDesign; and completed pre-press packaging procedures for printing. Janine grew a 10,000 copy distribution via businesses, schools, municipal buildings, and social service agencies.

Stonehill College (August 2010 to May 2011). Janine worked as the Student Co-Director of Volunteerism to maintain relationships with over 30 community partners & 600 student volunteers. She designed and led trainings and reflections for the Student Service Leadership team, recruited volunteers, met community partner service needs, arranged logistics, and organized events to promote awareness of local justice issues and service opportunities. Additionally, she tracked volunteerism data for college and national Carnegie reporting.

b, BerryDunn

Jonathan Williams

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Editor with BerryDunn since 02/2019
Years of Experience Relevant to Proposed Role:	15 years
Certifications and Education:	BA, English, Bowling Green State University Member of Golden Key National Honor Society Member of Alpha Lambda Delta Honors Society

Overview

Jon is an experienced writer and editor, bringing 15 years of experience in proofreading and copyediting professional writing across several industries. He works with BerryDunn's consulting teams to review and revise written documentation before being submitted to clients.

Relevant Experience

BerryDunn (02/2019 to present). Jon 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.

Freelance Proofreader and Copy Editor (11/2010 to present). Jon has worked with Ertel Publishing to proofread various niche magazines, as well as with Gypsy Publications to copy edit children's books, novels, and various other local publications.

Midwest Tape (11/2004 to present). Jon proofreads monthly catalogs and weekly newsletters, as well as various other printed and digital documents. He writes copy for advertisements, service brochures, the company blog (www.mwtnewsandviews.com), social media, and other projects.

Mitchell Equipment Corporation (02/2002 to 11/2004). First as a visual software operator and later as a purchasing manager, Jon was responsible for contacting vendors to purchase items needed for manufacturing jobs, for stock, or for general shop or office use. He worked with Engineering and Sales to determine needs and order accordingly, met with current and potential vendors. Schedule service or maintenance for equipment, operated manufacturing software, and served as office/shop liaison.

Spring Hill Nurseries (02/2001 to 06/2001). Jon proofread catalogs and mailing pieces for this direct-mail horticulture group. He checked facts, layout, grammar, and spell, as well as wrote copy for planning guides included with shipments.

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.

Jordan Ramsey

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Editor 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 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.

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Joseph T. Smith, MBA

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant with BerryDunn since June 2021
Years of Experience Relevant to Proposed Role:	3 years
Certifications and Education:	Regent Bachelor of Arts, Marshall University
	Master of Business Administration, concentration in Finance, Marshall University

Overview

Joseph is consultant with BerryDunn with history in working in a team to aggregate business information to target diverse markets effectively. During his studies, he worked with the develop Case Analyses that effectively change corporate structure and provide better development strategies. His consistent and dependable skillset in strategic planning, IT support, and account management have allowed him to succeed in detail-oriented roles in a variety of office settings.

Experience

BerryDunn (June 2021 to present). Joseph supports Medicaid consultants on several WV Medicaid projects.

Cabell-Wayne Association of the Blind (June 2019 to June 2021). Joseph worked as a website developed to develop backend and front-end for consumers and employees. He provided hands-on support for consumer events.

Frank Rivas MD (August 2018 to July 2019). Joseph worked as IT support technician to troubleshoot and fix computer errors, tech computer skills to new employees, and manage the point-of-sale system.

Cabell County Public Library (August 2017 to March 2019). Joseph worked as reference assistant to provide technological support for patrons and employees. He helped patrons with locating books and retrieving requested information from internal and external resources.

Marshall Recreation Center (May 2015 to November 2016). Joseph worked as facility manager to open facility and manage appearance standards. He supervised staff and monitored facility equipment.

Karla Fossett, MFA, Prosci® CCP

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Content Administrator with BerryDunn since November 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 Consulting Group (November 2012 to Present). Karla serves in multiple roles for BerryDunn's 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 (March 2012 to November 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.

EZAuctioNet (September 2010 to February 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.

MaryLou Banker, CAPM, LSSGB

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant with BerryDunn since 03/2013
Years of Experience Relevant to Proposed Role:	9 years
Certifications and Education:	Certified Associate in Project Management, Project Management Institute
	Certificate in Computer Operations, Computer Learning Center of Boston
	Certified in American Sign Language, Northeastern University
	Certificate In Six Sigma Green Belt
	MLC Certified Medicaid Professional (MCMP-II)

Overview

MaryLou Is an IV&V analyst, project coordinator, and consultant In BerryDunn's Government Consulting group, with 20+ years of experience in IT, project coordination and management, and IV&V. She brings diverse experience working with agencies in states such as Massachusetts, West Virginia, and Puerto Rico, as well as federal partners such as Health and Human Services (HHS), Centers for Medicare & Medicaid Services, and Federal Emergency Management Agency (FEMA).

Relevant Experience

BerryDunn (03/2013 to present). MaryLou works with BerryDunn's Medicaid Government consulting group, and has experience with the following projects:

- **West Virginia DHHR** – *WV PATH DDI Project Management (07/2020 to present)*. As a project coordinator and business analyst, MaryLou facilitates weekly meetings with project leads to discuss the Child Welfare configuration action items. MaryLou is responsible for maintaining the action item tracker within the ALM system and provides a weekly project status report to both BerryDunn and West Virginia stakeholders that addresses key project health items, such as progress of configuration and requirement design action items.
- **PRMP** – *Puerto Rico Eligibility and Enrollment EOMC Services (01/2020 to present)*. As a business analyst and project coordinator, Marylou reviews the evaluation criteria for the Outcomes-Based Certification effort of the new E&E system. She assisted In mapping the criterion to system requirements and test cases In preparation for preparing required system demonstrations as criterion evidence set forth by the Centers for Medicare & Medicaid Services (CMS). MaryLou is also developing a reusable checklist to help other states prepare for ORR and the final certification review (CR) based upon CMS regulations and guidelines as they apply to certification requirements for an E&E system.

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To help promote project success, MaryLou created and organized a comprehensive project documentation repository to help maintain over 1,000 documents. In her role on this project, she also prepares and oversees the development of the monthly status report deliverable and participates in weekly project status meetings.

- **West Virginia Bureau for Medical Services (BMS)** – *MHT MCO Procurement Assistance Project (09/2019 to 9/2020)*.

As a project coordinator and business analyst, MaryLou effectively summarized the client's needs and issues in meeting notes. MaryLou also contributed and brainstormed with the BerryDunn team regarding project research assignments.

- **Massachusetts HIX/IES Entities** – *IV&V Services (03/2013 to 09/2019)*.

As an IV&V analyst and project coordinator, MaryLou provided critical supporting data for findings and recommendations in the IV&V Monthly Assessment report. She developed and maintained dashboards and report templates for tracking planned requirements vs. requirements delivered. In addition, she monitored and reported on risks and issues, including analysis of the stability of the HIX/IES production system, review and tracking of planned system integrator contractual system requirements vs actual requirements delivered, and analysis of active workarounds needed to operate the solution. She supported the BerryDunn contractual deliverable review and submission process, as well as the IV&V deliverable review and comment management effort for all of the IV&V resources. She participated in weekly meetings related to CMS Blueprint testing, test case verification for CMS scenario results, and submission of testing results to CMS for approval. She has experience with IBM Rational Quality Manager, IBM Rational Requirements Composer, and ALM automated testing tools (e.g., Selenium). In addition, she has coordinated and conducted User Acceptance Testing, recorded test results, provided testing metrics, and requirement traceability reports.

Town of North Reading (04/2011 to 05/2013). MaryLou worked for the Town as a Board of Selectmen transcriptionist. She attended board meetings, for which she documented meeting minutes.

Homeland Security FEMA (02/2011 to 11/2011). MaryLou held multiple positions with FEMA, including working as a logistics supply chain management system specialist. In this position, she was responsible for Total- Asset- Visibility (tracking temporary housing units shipped to and from staging areas), ensuring proper time arrival of commodities, providing reports as needed to upper management, ensuring all Employees received the accounts required to complete their mission (email, network, database), ensuring mission information and tools were provided to all, providing accountably report daily to management, ordering office and field supplies as needed, receiving temporary housing units for flood applicants, inspecting two to three bedroom housing units to ensure FEMA standards and specifications were met, ensuring all forms were filled out before releasing housing units to applicants, and supporting JFO Staff procuring materials needed to support applicant process in a timely manner.

Espresso Plus Inc. (02/2003 to 04/2009). As a service manager for the Repair and Installation of Restaurant Beverage Equipment, MaryLou oversaw daily operations of Service Department. This included providing daily support to Director of Operations and Sales Department, ensuring positive Customer relations to all aspects of the Company, providing input and coordinated process for implementing the Mass90 service module, and documenting and training all service technicians on new process and procedures.

GENUITY (Formerly GTE Internetworking, Formerly BBN) (1988 to 2002). MaryLou held multiple positions with GENUITY.

- **Supervisor, Desktop Services.** International Company of 5,000 Employees. MaryLou managed operational teams responsible for implementation and support services, implemented Service Level Agreements for all Desktop Services, led teams in rolling out sales force automation tool (Siebel), selected to review Siebel project for upper management and saved the company $2,000,000.00, managed rollout of CCM (Comprehensive Client Management) to all employee desktops/laptops, and implemented Fast-Start program for Account Creation team to enable new employees to be up and running with needed access the day of employment.
- **Supervisor, IT Helpdesk.** As a supervisor, MaryLou managed Helpdesk Staff responsible for daily operations of customer call center, worked as a major contributor to implementation of Vantive ticketing system, and ensured all processes and procedures were documented.
- **IT Helpdesk Analyst.** MaryLou provided services to a 1,500-employee company base and was a major contributor to implementation of HD ticketing system.

![West Virginia Department of Health & Human Resources Bureau for Medical Services logo] **b, BerryDunn**

Meghan Crown

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant with BerryDunn since 10/2019
Years of Experience Relevant to Proposed Role:	3 years
Certifications and Education:	BS, Business Administration, West Virginia University College of Business & Economics

Overview

Meghan is an accomplished business analyst, with experience including data analysis and presentation. She is a skilled project coordinator, proficient in organization and interpersonal communication. She is a disciplined and driven team leader, with experience in management and marketing.

Relevant Experience

BerryDunn (10/2019 to present).

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

  o *Data Improvement Project (10//2019 to present)*
  Meghan provides project coordination and monitors project risks and issues to help address overall data quality and usability issues impacting the West Virginia Medicaid Program. Meghan is helping BMS enhance multiple types of data being utilized by BMS such as the quality of their data from MCO data, BMS and fee-for-service claim data, member eligibility data, and provider identification data. Meghan is helping produce key findings within the Medicaid enterprise as a result of audit work along with a cross-functional team of policy and analytics SMEs.

  o *MCO Encounter Data Quality (EDQ) Project (07/2020 to present)*
  Meghan is a business analysis supporting the development of 12 client deliverables; multiple are conducted on a recurring basis. Meghan creates key communications for the project's data system vendors, fiscal agent, MCOs, and state partners, which promote the benefits of MCO EDQ and the overall objective of the project—to assist the State in optimizing MCO encounter data processes for the State's risk-based managed care programs and to retire a historical file submission processes from the MCOs to the State's MMIS. Meghan also provides project coordination, deliverable review and creation, and monitors project risks and issues along with a cross-functional team of policy and analytics SMEs.

  o *SPRS Project (03/2020 to present)*
  Meghan supports deliverable development, conducts research on federal and state guidance, and performs compliance analysis across policies in the United States. Meghan also provides meeting management, coordination, and project tracking.

Meghan's work will aid in helping to ensure BMS has a comprehensive collection of the West Virginia Medicaid State Plans and will assist BMS in transitioning to MACPRO and other enhanced procedural and State Plan updates.

o *Third Party Liability Procurement Project (10/2019 to present)*
Meghan provides project coordination, presentation creation, deliverable review, and monitors project risks and issues. Meghan also assisted with requirement building, creating, and updating the RTM with the TPL project team. Meghan's work will help to ensure the State has a comprehensive RFP and a successful procurement for TPL services, along with onboarding support for the chosen vendor.

o *MHP Implementation Project Management Support (01/2020 to 06/2020)*
Meghan provided project coordination, deliverable review and creation, and monitored project risks and issues during the four month implementation of a new specialized managed care plan with a diverse stakeholder group across multiple bureaus. Meghan assisted with audit work throughout the course of an Operational Readiness Review for the State.

o *Provider Management Support (PMS) for COVID-19 (03/2020 to 05/2020)*
Meghan conducted research and review of policies for Medicaid programs, healthcare programs, and waiver programs across the country to help inform BMS of the nationwide response to the COVID-19 outbreak. The information gathered assisted with developing West Virginia's COVID-19 strategy.

- **WVCHIP** – *Eligibility Transition Project.*
Meghan provided project coordination, assisted with deliverable review, and monitored project risks and issues. Meghan's work with the State will aid in assisting the implementation of its eligibility transition

- **West Virginia DHHR** – *WV PATH DDI Project Management*
Meghan provided project coordination, tracked action items, and monitored project risks and issues. Meghan assisted the cross-functional team with requirements and design, testing, certification, and compliance throughout the implementation of the Integrated Eligibility System.

Marriott International (2017 to 2019). With Marriott, Meghan worked in both operations management and sales and marketing. She participated in industry analysis, event organization, data analytics for revenue management, and relationship management between departments and clients.

Hospitality Innovation Technology Lab (2018 to 2019). As a research assistant, Meghan was responsible for demonstrating and selling technologies to industry and academic professionals. She participated in collecting and analyzing research for clients, and helped to recruit new students and investors into our program and products.

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Fresh Hospitality (2018). While part of the Food and Beverage Management Program, Meghan helped to plan and host events, marketed events, designed an eco-initiative for West Virginia University's enrollees, and completed the ServSafe Managerial certification test.

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Molly Hawkinson

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Writer/Editor 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.

Morgan Krieger

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant with BerryDunn since September 2021
Years of Experience Relevant to Proposed Role:	5 years
Certifications and Education:	Bachelor of Science in Journalism, West Virginia University

Overview

Morgan is an experienced marketing director with strong experience in private and non-profit organizations. She is highly skilled in writing, administrative, and organizational work, and brings over 5 years' experience applying these skills to project teams.

Experience

BerryDunn (September 2021 to present). Morgan provides project coordination support across several WV Medicaid projects.

Shuman McCuskey Slicer (November 2019 to September 2021). Morgan works as a marketing coordinator to develop and maintain the firm's internet presence through rebranding, web redevelopment, social media, and biographical enhancements on third-party websites. Her role requires meticulous documentation, coordination and scheduling, and she is charge of all firm public relations, including announcements, advertisements, community involvement, charitable contributions, and sponsorship on behalf of the firm and members. She identifies and arranges speaking engagements, seminars, conferences, and continuing legal education classes to help attorneys market their area of expertise and prepared visual and handout materials for these events. Morgan also conducts professional development opportunities for attorneys and develops, manages, and distributes targeted emails, quarterly electronic newsletters, client surveys, and other promotional activities for current, former, and potential clients.

Capitol Market (July 2019 to November 2019). Morgan worked as a marketing manager and project coordinator to plan and manage content, graphics, and production of marketing, fundraising, and campaign materials. She wrote and edited compelling communication materials, including internal communications with the board of directors, and external marketing documents, website, and social media, aimed at donors, volunteers, and other external audiences, which entailed heavy documentation. Morgan coordinated the annual signature event that raised $75,000 and attracted 150 attendees, helped create, expand and/or coordinate approximately 15 events for donors and/or the general public, and managed day to day operations.

I Love Nice People, Inc. (August 2016 to January 2020). Morgan was the Co-Founder of a 501(c)3 non-profit social awareness clothing brand. She handled all documentation /

coordination needs and designed a line of ethically-made trademarked apparel and accessories. She directed activities of business pertaining to production, pricing, marketing, sales, and distribution of products while also developing and maintaining an internet presence through social media and an ecommerce shop

Charleston Area Alliance (May 2017 to January 2018). Morgan worked as a marketing and communications assistant to write and edit brochures, postcards, profiles, newsletter content, and email campaigns. She managed social networking accounts and worked with designers, printers, and other vendors to carry jobs from design to completion. Morgan also assisted with research, analysis, and planning that helped the organization to better communicate with its demographic.

Dorie Simmonds Literary Agency (January 2016 to May 2016). Morgan worked as a literary intern that communicated findings of unpublished works and authors with agents. She evaluated writer's work to determine its value for representation and insightfully selected manuscripts from unknown authors with trending concepts, popular topics, and quality writing.

Sarah Vintorini

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant with BerryDunn since 10/2019
Years of Experience Relevant to Proposed Role:	7 years
Certifications and Education:	Degree in Business Administration/Marketing, West Virginia State University

Overview

Sarah brings extensive experience in project coordination and support, including scheduling, decision making, attention to detail, and meeting minute creation and transcription.

Relevant Experience

BerryDunn (11/2019 to present).

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

  o *EVV (11/2019 to present).*
  Sarah provides project coordination, deliverable review and creation, and monitors project risks and issues. Sarah helped BMS with the release of their EVV RFP, coordinated proposal evaluation and oral presentations, and assisted with the implementation phase of West Virginia's EVV solution.

  o *Provider Management Support (PMS) (11/2019 to present).*
  Sarah provides project coordination, deliverable development and review, and monitors risks and issues related to all sub-projects within PMS. Sarah is involved in the facilitation of the Multistate Collaborative Forum to discuss current and future business needs for the purpose of knowledge sharing, lessons learned, and leverage and reuse. She assisted in developing a comprehensive outreach plan to educate and engage direct care workers and enroll each worker in the State's MMIS.

  o *Mental Health (MH) Parity Compliance Report (04/2020 to 08/2020).*
  Sarah provided project coordination, monitored project risks and issues, and assisted with deliverable development of West Virginia's MH Parity Compliance Report. She coordinated meetings with MCOs, and helped to gather documentation for accuracy related to Fee-for-Service (FFS) and pharmacy claims.

  o *MHP Implementation Project Management Support (01/2020 to 06/2020).*
  Sarah provided project coordination, deliverable review and creation, and monitored project risks and issues during the implementation of a new specialized managed care plan with a diverse stakeholder group across multiple bureaus.

- **Alaska DHCS – *MMIS Solicitation Consultant Services (09/2020 to present).***
  Sarah helped develop and distribute a fact-finding survey to gain input from stakeholders and analyzed the results to help develop a presentation of recommendations for discussion

and consideration. Sarah assists with the development of deliverables, project presentations, and monitors project action items.

- **West Virginia DHHR** – *WV PATH DDI Project Management (12/2019 to present).* Sarah provides project coordination, tracks action items, and monitors project risks and issues. Sarah assisted the cross-functional team including requirements and design, testing, certification, and compliance throughout the implementation of the Integrated Eligibility System.

West Virginia Governor's Highway Safety Program (2013 to present). Sarah currently serves as a corporate event planner for the West Virginia Governor, focusing on developing, organizing, and planning the annual Highway2Enforcement Conference from inception to execution. Her responsibilities have included securing over $150,000 annual sponsorships, a tradeshow of over 30 vendors from across the country, securing nationally acclaimed speakers, recruiting and registering law enforcement, prosecutors and administrators from across the state all while maintaining the vision of the organization and event. Responsibilities prior to the event include facilitating statewide planning meetings, capturing minutes from each meeting, and distributing minutes in a timely manner, along with carrying out and/or overseeing each action item from the meetings. She has utilized various web-based software systems to handle registration, automatic emails, bulk text messaging, social media, etc.

KISRA (2012 to 2018). Sarah oversaw all marketing, communications, and special events for one of the state's largest non-profit organizations. Her responsibilities included internal and external communications, sponsor requests, reports to funders, and meetings with funders and stakeholders. In addition, facilitated various program level strategic planning sessions and carried out the implementation of each plan, creative implementation of grant funds, and more. She held numerous committee and program meetings that required planning, organizing, capturing meeting minutes, and timely follow-up after each.

Terrell Ellis & Associates (2003 to 2007; 2009 to 2012). As a senior program manager, Sarah managed a variety of nonprofit and governmental accounts providing services including but not limited to fundraising, marketing and outreach activities, meeting facilitation, grant writing and special events. She was responsible for seeking out and securing new clients, client relations, sales, fundraising, strategic planning, meeting facilitation, grant writing, and special events.

The Salvation Army (2001 to 2003). Sarah served as the director of all communications for one of the state's largest social service agencies. Her responsibilities included securing earned media from print, television, and radio, developing all marketing and outreach materials, implementing a successful Christmas Bell Ringing Campaign, a Capitol Campaign, donor and stakeholder relations, community outreach, and more.

Shelly Schram

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant with BerryDunn since 01/2019
Years of Experience Relevant to Proposed Role:	11 years
Certifications and Education:	BBA, Computer Technology, University of Nebraska at Omaha

Overview

Shelly is a consultant in BerryDunn's Medicaid Practice Area with excellent organizational, problem-solving, and analytical skills. She brings over 10 years of working in the non-profit field providing project, analytical, and administrative skills.

Relevant Experience

BerryDunn (01/2019 to present). Shelly serves as part of BerryDunn's Medicaid Practice Area, working with the West Virginia Bureau for Medical Services on project management initiatives.

- **West Virginia Bureau for Medical Services (BMS).**
  - *EPMO (01/2019 to present).*
  Shelly supports the WV EPMO project with business analysis, project coordination, and management tasks. She worked with the State to maximize productivity and developed State-approved templates used across the engagement. Shelly also works as SME for Advance Planning Document (APD) in development and updates to project narratives and timelines.
  - *Third Party Liability Options Analysis and Procurement Assistance Project (04/2019 to present).*
  Shelly serves as the project SME for the TPL project. She focuses on business analysis, project coordination, and management tasks. As a SME, Shelly supports deliverable development, requirements definition, conducts research on federal and state guidance, and performs gap analysis between the RFP and State identified requirements.
  - *PERM Project Phase II (11/2019 to present).*
  Shelly supports the PERM project with project coordination, reporting, and project analysis. She tracks and reports on the Additional Document requests (ADRs), identified errors, corrective actions, and Corrective Action Plans.
- *WV PATH (6/2020 to present).*
  Shelly supports the project activities related to the new West Virginia IES to consolidate and integrate DHHR program service systems into a single enterprise.

CHI Health Foundation (08/2018 to 01/2019). As the foundation coordinator, Shelly led the coordination and management of projects, campaigns, and events from inception to successful completion. She analyzed gifts to determine appropriate campaigns, funds, and appeals for

each processed gift, as well as processed daily gift batches and produced gift receipts and acknowledgement letters. Additional responsibilities included working with the National Office to research local high-profile donors who align with the Foundation's core values, and directing aspects of the fund development database (Raiser's Edge).

Father Flanagan's Boys Home (04/2008 to 08/2018).

- *Development Project Specialist (01/2016 to 08/2018).* In this role, Shelly developed, maintained, and monitored detailed project schedules, including timelines, workflow, budgets, personnel, and resources. She researched high-profile donors via online data sources for the executive director and SVP of Development, and coordinated events hosted by National Development. During this time, Shelly also began integration of the Blackbaud Luminate Online system. For this project, she coordinated and took lead on ensuring timely completion. In addition to integration, she began the process of building online campaigns with matching appeals.

- *Training and Evaluation Data Specialist (05/2013 to 01/2016).* Shelly managed data files to help ensure accuracy and security. She summarized the results of training and evaluation activities; organized and prepared high-quality reports, graphs, and charts of departmental activities; and constructed and maintained staff evaluation and program fidelity instruments.

- *Project Support Specialist (12/2011 to 05/2013).* Shelly assisted with the migration of three databases into one newly created CRM, assisting with accurately mapping data fields and migrating 7.3 million donor records. She researched foundations, organizations, and individuals using several online databases to compile into a constituent report.

- *Data Analyst (04/2008 to 12/2011).* Shelly evaluated data collected through research, task analysis, business processes, surveys, and workshops. She updated and maintained consumer contact and other data through web-based portals and other databases; updated and maintained lists of materials, contracts, and departmental data in a central location; and utilized online systems to send and track marketing campaigns.

Appendix B: Deliverable Dictionary

Table 4: Deliverable Dictionary

Deliverable #	Deliverable Name	Deliverable Description
01	Commissioner Briefing	Monthly status update
02	Monthly Status Report	Monthly status update
03	Project Governance Approach	The project governance approach document provides direction and defines decision-making procedures and metrics for validating impacts to the project.
04	UAT Plan	The UAT plan outlines the strategy that will be used to verify and ensure an application meets its business requirements.
05	UAT Scenario	The UAT scenario document is a data and information collection tool that allows testers to accumulate feedback so they can improve the end product.
06	UAT Execution	The UAT execution document will provide the testing technique performed to determine whether or not the software system has met the requirement specifications.
07	IAPD	The APD will be developed in compliance with requirements, including, but not limited to, 45 CFR 95.610. An implementation project management approach will also be submitted with this deliverable.
08	Project Closeout Summary	The Project Closeout Summary will include an inventory of all project documentation and deliverables being transferred to BMS at the project close. The Summary will also document the disposition or reassignment of all action items, issues, and risks that remain open to an agreed upon State operations team member.

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Appendix C: Acronyms/Abbreviations

Table 5: Acronyms/Abbreviations

Acronym/ Abbreviation	Definition
ACA	Affordable Care Act
ACS	Affiliated Computer Systems
ADA	American Dental Association
ALM	Application Lifecycle Management
APD	Advanced Planning Document
ARPA	American Rescue Plan Act
ASC	Accredited Standards Committee
ASP	Active Server Pages
ASPR	Assistant Secretary for financial Resources
AVS	Asset Verification System
BMS	Bureau for Medical Services
CAMC	Charleston Area Medical Center
CA-MMIS	California Medicaid Management Information System
CARES	Coronavirus Aid, Relief, and Economic Security
CDC	Center for Disease Control and Prevention
CFR	Code of Federal Regulations
CHIP	Children's Health Insurance Program
CL	Commodity Lines
CMA	Central Master Agreement
CMS	Centers for Medicare & Medicaid Services
COMAR	Code of Maryland Regulations
CORE	Committee on Operating Rules for Information Exchange
COVID-19	Coronavirus disease 2019
CSC	Computer Science Corporation
CSEDW	Children with Serious Emotional Disorder 1915(c) HCBS Waiver
DDI	Design, Development and Implementation

Acronym/Abbreviation	Definition
DHCS	Division of Health Care Services
DHHR	Department of Health and Human Resources
DHMH	Maryland Department of Health and Mental Hygiene
DHS	Department of Human Services
DLA	Division of Legislative Audit
DP	Data Processing
DW/DSS	Data Warehouse / Decision Support System
E&E	Eligibility & Enrollment
EDI	Electronic Data Interchange
EDQ	Encounter Data Quality
EDS	Enterprise Data Solution
EM	Engagement Manager
EMR	Electronic Medical Record
EOMC	Enterprise Objective Monitoring and Control
EPMO	Enterprise Project Management Office
EVV	Electronic Visit Verification
FAST	Families Accessing Services through Technologies
FEMA	Federal Emergency Management Agency
FFP	Federal Financial Participation
FSIS	Food Safety and Inspection Service
GHS	Goold Health Systems
GMCB	Green Mountain Care Board
GPM	General Project Manager
HBE	Health Benefit Exchange
HCFA	Healthcare Finance Administration
HealthPAS	Healthcare Administrative Payer Solution
EHR	Electronic Health Record
HIPAA	Health Insurance Portability and Accountability Act
HIT	Health Information Technology

Acronym/ Abbreviation	Definition
HIX	Health Insurance Exchange
IAPD	Implementation Advance Planning Document
ICD-10	International Classification of Diseases, Tenth Edition
IES	Integrated Eligibility Systems
IHFS	Illinois Department of Healthcare and Family Services
ITO	Implementation Team Organization
IV&V	Independent Verification and Validation
JAD	Joint Application Development/Design
LPM	Lead Project Manager
MACPRO	Medicaid and CHIP Program
MARS	Management and Administrative Reporting Subsystem
MCO	Managed Care Organization
MDS	Minimum Data Set
MEDES	Missouri Eligibility Determination and Enrollment System
MEQC	Medicaid Eligibility Quality Control
MESC	Medicaid Enterprise Systems Community
MHP	Mountain Health Promise
MITA	Medicaid Information Technology Architecture
MMIS	Medicaid Management Information System
MNsure	Minnesota Health Benefit Exchange
MPMQA	Medicaid Performance Management & Quality Assurance
MQD	Med-QUEST Division
NCCI	National Correct Coding Initiative
NCPDP	National Council for Prescription Drug Programs
NDMMIS	North Dakota Medicaid Management Information System
NPI	National Provider Identifier
NYMMIS	New York Medicaid Management Information System
NYS	New York State
OCIO	Office of the Chief Information Officer

Acronym/ Abbreviation	Definition
OCM	Organizational Change Management
ORR	Operational Readiness Review
ORT	Operational Readiness Testing
P&L	Profit and Loss
PCI	Payment Card Industry
PCM	Portfolio Coordination and Management
PEA	Provider Enrollment Application
PERM	Payment Error Rate Measurement
PHE	Public Health Emergency
PMBOK®	Project Management Body of Knowledge
PMG	Performance Measurement Group
PMI	Project Management Institutes
PMS	Provider Management Support
POS	Point of Sale
PRMP	Puerto Rico Medicaid Program
PRTF	Psychiatric Residential Treatment Facility
QA	Quality Assurance
RFQ	Request for Quotation
R-MMIS	Replacement MMIS
RTM	Requirements Traceability Matrix
RTP	Requirements Traceability Matrix
SAO	State Auditor's Office
SDLC	Software Development Life Cycle
SIT	System Integration Testing
SMERF	State Medicaid Error Rate Findings
SMUD	Sacramento Municipal Utility District
SOW	Scope of Work
SPRS	State Plan Review and Support
SS	Support Staff

Acronym/ Abbreviation	Definition
State	West Virginia
SUD	Substance Use Disorder
SVI	Strategic Ventures, Inc.
TPL	Third-Party Liability
UAT	User Acceptance Testing
UB	Uniform Billing
WV PATH	West Virginia People's Access to Help
WVCHIP	West Virginia Children's Health Insurance Program
WVU	West Virginia University

DEPARTMENT OF HEALTH AND HUMAN RESOURCES
BUREAU FOR MEDICAL SERVICES
Procurement Services

Bill J. Crouch
Cabinet Secretary

350 Capitol Street, Room 251
Charleston, West Virginia 25301-3712
Telephone: (304) 558-1700 Fax: (304) 558-4398

Cynthia E. Beane
Commissioner

TO: Robert L. Price, CPPB, CPPO, NIGP-CPP
Administrative Services Manager II

FROM: James Atkins II *JAII*
BMS Procurement Services

DATE: April 28, 2022

RE: PF1036865, CDO BMS22*33

The West Virginia Bureau for Medical Services (BMS) respectfully requests approval of the above-referenced CDO for services performed by Berry, Dunn, McNeil & Parker, LLC under PF1034207, CMA HHR21*03.

The purpose of this delivery order is for the vendor to assist BMS by providing support for the Medicaid Performance Management & Quality Assurance (MPMQA) Phase II project. The total not-to-exceed cost is $4,700,000.00 The service period of this project is 05/16/2022-04/30/2023.

Thank you for your time and consideration in this matter. If you have questions or need additional information, please feel free to contact me at 304-352-4319 or James.w.Atkins@wv.gov

Robert Price
Agree

STATE OF WEST VIRGINIA
DEPARTMENT OF HEALTH AND HUMAN RESOURCES
BUREAU FOR MEDICAL SERVICES
Office of Procurement Services

Bill J. Crouch
Cabinet Secretary

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Cynthia E. Beane
Commissioner

DATE: April 27, 2022

TO: DHHR Finance

FROM: James Atkins II *JAII*
BMS Procurement Services

RE: Funding Memo for PF1036865 CDO BMS 22*33

The Bureau for Medical Services (BMS) is submitting this funding memo related to the above-referenced Delivery Order.

BMS anticipates making payments for months 1-12 in SFY23 Contract service period: 05/16/22-04/30/23. Funding allocation table below:

CDO BMS22*33
MPMQA Phase II

	5/16/22-4/30/23 12 Months PR07 SFY23 5/16/22-4/30/23	Total:
EM	105 Hours @ $270=$28,350	$28,350.00
LPM	105 Hours @ $215=$22,575	$22,575.00
GPM	22,925 Hours @ $175=$4,011,875	$4,011,875.00
SS	7,965 Hours @ $80=$637,200	$637,200.00
	4,700,000.00	4,700,000.00

Thank you for your consideration. If you have any questions or need additional information, please do not hesitate to contact me at 304-352-4319 or at James.W.Atkins@wv.gov