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: 08-19-2022

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 BMS2300000007 1	**Procurement Folder:**	1091067
Document Name:	Mountain Health Trust-Project Management Procurement Assist	**Reason for Modification:**	
Document Description:	Mountain Health Trust-Project Management Procurement Assist		
Procurement Type:	Central Delivery Order		
Buyer Name:	Crystal G Hustead		
Telephone:	(304) 558-2402		
Email:	crystal.g.hustead@wv.gov		
Shipping Method:	Best Way	**Master Agreement Number:**	CMA 0511 HHR2100000003 1
Free on Board:	FOB Dest, Freight Prepaid		

VENDOR	DEPARTMENT CONTACT
Vendor Customer Code: 000000100150 BERRY DUNN MCNEIL & PARKER LLC 2211 CONGRESS ST PORTLAND ME 04102 US **Vendor Contact Phone:** 6813138905 **Extension:**	**Requestor Name:** James W Atkins **Requestor Phone:** (304) 352-4319 **Requestor Email:** james.w.atkins@wv.gov **23** **FILE LOCATION** _____

Discount Details:

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

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

Total Order Amount:	$707,355.00

ENTERED

Purchasing Division's File Copy

CJH 9/7/22

PURCHASING DIVISION AUTHORIZATION
DATE: Tara ... 9/4/2022
ELECTRONIC SIGNATURE ON FILE

ENCUMBRANCE CERTIFICATION
DATE: SEP 0 9 2022
ELECTRONIC SIGNATURE ON FILE

Extended Description:

Mountain Health Trust - Project Management and Procurement Assistant Project

Dates of Services 09/09/2022 - 06/21/2023

Total: $707,355.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
1	80101600	0.00000		$0.0000	$22,145.00
Service From	**Service To**	**Manufacturer**		**Model No**	**Delivery Date**
2022-09-09	2023-06-21				

Commodity Line Description: Lead Project Manager: Base Year One

Extended Description:
Lead Project Manager: Base Year One

Hourly Rate: $215.00

Ed Daranyi 103 Hours @ $215 = $22,145.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
2	80101600	0.00000		$0.0000	$27,810.00
Service From	**Service To**	**Manufacturer**		**Model No**	**Delivery Date**
2022-09-09	2023-06-21				

Commodity Line Description: Engagement Manager: Base Year One

Extended Description:
Engagement Manager: Base Year One

Hourly Rate: $270.00

Nicole Becnel   103 hours @ $270 = $27,810.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
3	80101600	0.00000		$0.0000	$564,200.00
Service From	**Service To**	**Manufacturer**		**Model No**	**Delivery Date**
2022-09-09	2023-06-21				

Commodity Line Description: General Project Manager: Base Year One

Extended Description:
General Project Manager: Base Year One

Hourly Rate: $175.00

Sarah Ratliff   425 Hours @ $175 = $74,375.00
Nicole Spears 755 Hours @ $175 = $132,125.00
Tonya Roloson 624 Hours @ $175 = $109,200.00
Liz Vose 620 Hours @ $175 = $108,500.00
Drew Thomas 340 Hours @ $175 = $59,500.00
Brody McClellan 460 Hours @ $175 = $80,500.00

Total: 3,224 Hours @ $175=$564,200.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
4	80101600	0.00000		$0.0000	$93,200.00
Service From	Service To	Manufacturer		Model No	Delivery Date
2022-09-09	2023-06-21				

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

Extended Description:
Project Management Support Staff: Base Year One

Hourly Rate: $80.00

Jon Watkins, AJ Mong 790 Hours @ $80 = $63,200.00
Jordan Ramsey, Molly Hawkinson, Jonathan Williams, Emily Hendrickson, Caitlin Cabral, Janine DiLorenzo 375 Hours @ $80 = $30,000.00

Total: 1,165 Hours @ $80=$93,200.00

b, BerryDunn

August 12, 2022

To Whom It May Concern:

BerryDunn submitted a Staffing Plan and Scope of Work (SOW) document to assist the Bureau for Medical Services (BMS) by providing support for the Mountain Health Trust (MHT) Procurement Project under our contract (CMA # HHR21*03). As stated in the SOW document, the duration of this work is estimated to be ten months. BerryDunn agrees to a SOW start date effective September 9, 2022.

Assuming a start date of September 9, 2022, the work would conclude on June 21, 2023.

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

We are pleased to have the opportunity 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 Mountain Health Trust
Project Management and Procurement Assistance Project
Prepared for CMA #HHR21*03

Submitted by:

Nicole Becnel, PMP®, Principal
Eduardo Daranyi, PMP®, Principal
Berry Dunn McNeil & Parker, LLC
300 Capitol Street
Charleston, WV 25301
Phone: 207-541-2244
nbecnel@berrydunn.com
edaranyi@berrydunn.com

Submitted on:

August 2, 2022

berrydunn.com

Staffing Plan and Scope of Work

**For the Mountain Health Trust Project Management
and Procurement Assistance Project**

This scope of work (SOW) describes the tasks BerryDunn will perform to assist the West Virginia (State) Department of Health and Human Resources (DHHR) and Bureau for Medical Services (BMS) in the re-procurement of the Mountain Health Trust (MHT) managed care program. This Mountain Health Trust Project Management and Procurement Assistance Project SOW is henceforth referred to as the MHT Procurement Project SOW. This work will be completed in accordance with the terms and conditions of the base contract between BerryDunn and the State.

1.0 Key Information

This document intends to help ensure a common understanding of expectations relating to the deliverables and services BerryDunn will provide for the MHT Procurement Project.

The objective of this project is to assist DHHR with MHT, including:

- Engagement Oversight

- Project Initiation and Project Management Support

- Procurement Assistance

- Implementation Support

- Operations Transition Support

This project will help identify opportunities for the State to pursue several of its identified Medicaid Information Technology Architecture (MITA)-specific goals, such as:

- Gen 2.0 – Minimize risk and maximize value from contracted services and products

- Gen 3.0 – Leverage technology to enhance performance and decision-making

- Gen 4.0 – Assess, implement, and monitor compliance with all relevant federal laws and regulations (e.g., Patient Protection and Affordable Care Act [PPACA], Health Insurance Portability and Accountability Act [HIPAA])

- Gen 5.0 – Ensure program quality

- OM 1.0 – Improve operational efficiency and reduce costs in the healthcare system

- ME 1.0 – Enhance the ability for members to participate in and exercise responsibility for their personal health choices

- PL 1.0 – Enhance BMS' ability to analyze the effectiveness of potential and existing benefits and policies

- PM 01 – Improve provider access to real-time data
- PL 2.0 – Improve consistency of Plan Management processes and effective communication of policy
- CM 1.0 – Improve healthcare outcomes for members

Estimates for this SOW are based on the following assumptions:

1) All project documents—including meeting outcomes, action items, issues, risks, and decisions—will be on the BerryDunn SharePoint site and will be brought to the attention of the DHHR project sponsor.

2) BerryDunn will provide deliverables in an agreed-upon format approved by the State.

3) To expedite the development of the MHT Request for Proposals (RFP), BerryDunn will review relevant documentation and meet with internal BerryDunn team members who have worked on past projects with DHHR to establish a baseline understanding of the current enterprise. The results of these conversations will be used to inform the baseline requirements for this effort. In addition, BerryDunn will request from the State pertinent documentation to understand the MHT-related work completed to date.

4) This SOW assumes that DHHR will release one RFP.

5) This SOW assumes that BerryDunn will be required to evaluate no more than seven proposals during the procurement assistance phase.

6) This SOW assumes that tasks to be completed by external entities (including other State agencies and federal regulators) associated with the development, release, review, and scoring of the RFP can be completed within the durations established in the initial project timeline and schedule.

7) The State leadership team will consist of BMS Deputy Commissioner Fred Lewis as the DHHR project sponsor and BMS Managed Care Director Susan Hall as the DHHR project lead.

8) BerryDunn assumes that Joint Requirements Planning (JRP) sessions will occur for up to 18 consecutive weeks as the group works through updates to the existing RFP, as needed.

9) BerryDunn assumes that the relevant stakeholders from DHHR bureaus and agencies will be available to participate in project meetings and document reviews. If these individuals are not available or do not participate, the project schedule, scope, and cost may be impacted.

10) JRP sessions will consist of targeted conversations with State-identified attendees regarding State and/or federal requirements. The outputs from these sessions will be used to validate and/or confirm that necessary State and/or federal requirements are reflected within the RFP.

11) This SOW assumes that the State project manager will provide timely decision-making and responses to information requests from the BerryDunn project team.

12) This SOW assumes prompt review and input from the State's Department of Purchasing. Any delays in reviewing contract documents (in this SOW or the contracts of potential vendors) may impact the overall timeline for the work that BerryDunn will complete under this contract.

13) The State intends to utilize the Medicaid Management Information System (MMIS) Implementation Advance Planning Document (IAPD) (formerly the MITA APD) for the purposes of this SOW. The Centers for Medicare & Medicaid Services (CMS) has previously approved the MMIS IAPD on July 15, 2022, for total state and federal funds in the amount of $100,538,318 under project identifier WV-2022-05-31-MMIS-MITA-IAPDU. The estimated cost of the services to be delivered under this SOW is $707,355 (included in the approved APD). Therefore, any additional scope added to the services to be provided under this SOW may require that the State update its MMIS IAPD to allocate additional funds for project management.

14) The BerryDunn leadership team will consist of Ed Daranyi and Nicole Becnel providing project oversight and Sarah Ratliff providing managed care program oversight.

15) This work will begin upon approval of this SOW and a mutually agreed-upon date. This work is scheduled to span 10 months.

2.0 Project Scope and Staffing Plan

The table below 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 to complete 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 oversee and coordinate BerryDunn staff, services, and deliverables. BerryDunn's leadership team will regularly meet with the BerryDunn project lead and other key team members to discuss project status and issues affecting the timely completion of the project work and oversee BerryDunn staff, services, and quality assurance (QA) of deliverables. *Deliverable* • Deliverable 1: Commissioner Briefing *Completion Criteria* Engagement Oversight will be deemed complete upon signature acceptance of the Project Closeout Summary by the DHHR project sponsor or their designee.	Nicole Becnel Eduardo Daranyi Sarah Ratliff Nicole Spears Jordan Ramsey Molly Hawkinson Jonathan Williams Emily Hendrickson Caitlin Cabral Janine DiLorenzo	300
2.0	**Project Execution and Control** *Service Approach* BerryDunn will host a project kickoff meeting and prepare a high-level project timeline upon project initiation. In support of ongoing project management, BerryDunn's leadership will regularly meet with the project sponsor to discuss project status and issues impacting the timely completion of the work and oversee BerryDunn staff, services, and deliverables. Project management support will also include: • Meeting facilitation, preparation of meeting materials, and note-taking for BerryDunn- and State-owned meetings. • Prepare monthly project status updates, risks, issues, and briefings for the State leadership team.	Nicole Becnel Eduardo Daranyi Sarah Ratliff Nicole Spears Tonya Roloson Liz Vose Drew Thomas Brody McClellan Jonathan Watkins AJ Mong Jordan Ramsey Molly Hawkinson Jonathan Williams Emily Hendrickson Caitlin Cabral	1,365

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	• Management of project logs (action item, decision, issue, and risk tracking). • Location of a project documentation repository in an agreed-upon SharePoint location. *Deliverable(s)* • Deliverable 2: Monthly Status Report • Deliverable 3: Project Timeline *Completion Criteria* Project Execution and Control will be deemed complete upon completing the project and signature acceptance of the Project Closeout Summary by the DHHR project sponsor or their designee.	Janine DiLorenzo	
3.0	**Procurement Advisory Services** *Service Approach* BerryDunn will provide project management services to support the activities surrounding the procurement. During the pre-procurement phase: • BerryDunn will prepare for the JRP sessions by researching requirements specific to the MHT effort. This research will include facilitating internal BerryDunn requirements sessions with BerryDunn team members who have experience with current DHHR policies. BerryDunn will participate in and/or conduct the JRP sessions and create the requirements inventory. • BerryDunn will be responsible for meeting attendance, facilitation, and/or note-taking (when requested by the State) during discussions in which requirements may be impacted. During the procurement phase, BerryDunn will assist the State with the following: • Facilitating the procurement in collaboration with the State and other vendors. • Facilitating responses for one round of vendor questions and answers. • Developing proposal evaluation packets. • Facilitating Evaluation Team meetings and scoring sessions, including organizing meetings, taking meeting notes, tracking action	Sarah Ratliff Nicole Spears Tonya Roloson Liz Vose Drew Thomas Brody McLellan Jonathan Watkins AJ Mong Jordan Ramsey Molly Hawkinson Jonathan Williams Emily Hendrickson Caitlin Cabral Janine DiLorenzo	2,709

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	items, and participating as a non-voting advisory member of the team.		
	• Provisioning of one subject matter expert (SME) review of each proposal.		
	• Assisting with oral presentations.		
	• Providing support for State and federal reviews of the RFP.		
	Deliverable(s)		
	• Deliverable 4: MHT RFP		
	• Deliverable 5: Vendor Question Responses		
	• Deliverable 6: Proposal Evaluation Packets		
	Completion Criteria		
	Procurement Assistance will be deemed complete upon successful completion of the project and signature acceptance of the Project Closeout Summary by the DHHR project sponsor or their designee.		
4.0	**Implementation and Operations Transition Assistance** *Service Approach* BerryDunn will support stakeholder engagement, provide expertise, and track progress to help ensure a successful implementation and smooth transition to operations for the procurement. This support will include the following: • Facilitating recurring and ad hoc meetings with project stakeholders, including providing agendas, taking notes, and preparing materials for the meetings. • Maintaining action items, risk, decision, and issue logs, and providing regular reporting. • Providing research and subject matter expertise, as needed. This could include assistance with policy development and review, program oversight tool development, reporting manual development, and analysis of managed care child welfare programs best practices. • Assisting DHHR in determining Readiness Review requirements for the implementation, if any, that result from program and/or waiver	Sarah Ratliff Nicole Spears Tonya Roloson Liz Vose Drew Thomas Brody McLellan Jonathan Watkins AJ Mong Jordan Ramsey Molly Hawkinson Jonathan Williams Emily Hendrickson Caitlin Cabral Janine DiLorenzo	190

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	updates.		
	Deliverable(s)		
	• Deliverable 7: Readiness Review Requirements Assessment		
	Completion Criteria		
	Implementation and Operations Transition Assistance will be deemed complete upon signature approval of the Project Closeout Summary by the DHHR project sponsor or their designee.		
5.0	**Project Closeout** BerryDunn will prepare a Project Closeout Summary that includes an inventory of all project documentation and deliverables being transferred 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)* • Deliverable 8: Project Closeout Summary *Completion Criteria* BerryDunn services will be considered complete when the State project sponsor or his/her designee formally accepts and signs the Project Closeout Summary.	Nicole Becnel Eduardo Daranyi Sarah Ratliff Nicole Spears Jonathan Watkins Jordan Ramsey Molly Hawkinson Jonathan Williams Emily Hendrickson Caitlin Cabral Janine DiLorenzo	31
Total Hours			4,595
Total Not-to-Exceed Cost Estimate			$707,355

3.0 Project Resources and Hours

The following table includes additional staffing plan details and total hours by resource, based on the hourly rates and staffing classifications listed for Year 2 on the Commodity List for the current contract. The following roles and rates were used to compute the costs on the table:

- EM = Engagement Manager ($270/hour)
- LPM = Lead Project Manager ($215/hour)
- GPM = General Project Manager ($175/hour)
- SS = Support Staff ($80/hour)

Table 2: Project Resources

CL Year 2	Role	Rate	Project Resources	Total Est. Hours	Total Est. Cost
2	EM	$270	Nicole Becnel	103	$27,810
1	LPM	$215	Eduardo Daranyi	103	$22,145
4	GPM	$175	Sarah Ratliff	425	$74,375
4	GPM	$175	Nicole Spears	755	$132,125
4	GPM	$175	Tonya Roloson	624	$109,200
4	GPM	$175	Liz Vose	620	$108,500
4	GPM	$175	Drew Thomas	340	$59,500
4	GPM	$175	Brody McClellan	460	$80,500
5	SS	$80	Jon Watkins AJ Mong	790	$63,200
5	SS	$80	Jordan Ramsey Molly Hawkinson Jonathan Williams Emily Hendrickson Caitlin Cabral Janine DiLorenzo	375	$30,000
			Total Hours:	4,595	$707,355

4.0 Project Hours and Costs Per Month

The table below 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	290	115	425	$64,800
Month 2	10	10	285	115	420	$63,925
Month 3	10	10	270	115	405	$61,300
Month 4	10	10	270	115	405	$61,300
Month 5	10	10	270	105	395	$60,500
Month 6	10	10	270	105	395	$60,500
Month 7	10	10	329	100	449	$70,425
Month 8	10	10	395	100	515	$81,975
Month 9	10	10	450	140	610	$94,800
Month 10	13	13	395	155	576	$87,830
Total	**103**	**103**	**3,224**	**1,165**	**4,595**	**$707,355**

5.0 High-Level Timeline

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

Figure 1: Proposed High-Level Timeline

Task	1	2	3	4	5	6	7	8	9	10
1.0 Engagement Oversight										
2.0 Project Execution and Control										
3.0 Procurement Advisory Services										
4.0 Implementation and Operations Transition Assistance										
5.0 Project Closeout										

BerryDunn Authorized Signature

As a principal of this firm in BerryDunn's 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 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 G. Becnel
Signature

August 12, 2022
Date

DHHR Approval of Approach, Staffing, and Not-to-Exceed Cost

Signature

August 12, 2022
Date

Stacy D Shew
Signature

8/16/2022
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 Department of Health and Human Resources (DHHR) Bureau for Medical Services (BMS).**
  - *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 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.
  - *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 user acceptance testing (UAT) planning and support.

o *Integrated Eligibility Solution (IES)/People's Access to Help (PATH) Procurement Support and Design, Development, and Implementation (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 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 QA, 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 Bureau for Public Health (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 *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 Operational Readiness Review (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 *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 CHIP to the program. BerryDunn assisted the State with developing a 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.

- *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.

- *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.

- *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.

- *Provider Enrollment (PEA) Project (07/2011 to 12/2012).* Nicole supported the Bureau with her project, program and portfolio management and subject matter expertise as they implemented health care reform. This work included implementation of provider enrollment screening requirements for various provider classifications to reduce potential fraud and abuse. Nicole also assisted with provider outreach activities including presentations and training at Provider Workshops held throughout the state.

- *5010 Refresh Project (10/2011 to 08/2013).* Nicole served as project manager for the successful implementation of the

5010/D.0 standards required by federal mandate. In this role, Nicole supported the Bureau with her project management and subject matter expertise during the conversion of HIPAA Accredited Standards Committee (ASC) X12 version 4010A1 to ASC X12 version 5010 and National Council for Prescription Drug Programs (NCPDP) version 5.1 to NCPDP version D.0. This work included project management of deliverable review, SME advisory services, UAT plan assistance, operational readiness assessment, and post implementation project management and monitoring.

- 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 *MCO ORR Assistance (09/2020 to 12/2020)*
  - o *MMIS Fee Schedule and Edit Quality Review Project: Phase III (06/2020 to 11/2020)*
  - o *MHT MCO Procurement Assistance Project: Phase II (05/2020 to 09/2020)*
  - o *SUD Waiver Initiative Phase 4 (04/2020 to 05/2021)*
  - o *MHP Implementation (Coordinated Care Management) (03/2020 to 06/2020)*
  - o *MCOs 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 *WVCHIP MCO Transition Planning (01/2019 to 07/2019)*
  - o *SUD Waiver Initiative: Phase III (03/2019 to 03/2020)*
  - o *MMIS PERM Phase II (05/2020 to 05/2021)*
  - o *Coordinated Care Management Transition Project Management and Procurement Assistance (02/2019 to 01/2020)*
  - o *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)*

- TAPS (11/2018 to 10/2019)

- EVV Solution Implementation (06/2018 to 12/2019)

- Provider Enrollment (PEA) Year 2 (05/2018 to 05/2019)

- Contract Edit Fee Schedule Review (09/2017 to 09/2018)

- Innovation Accelerator Program (IAP) Data Analytic Technical Support (09/2017 to 08/2018)

- MITA State Self-Assessment (SS-A) Maintenance and Annual Update Assistance (09/2017 to 08/2018)

- Data Visioning and Warehouse RFP Development and Procurement Assistance (09/2017 to 08/2019)

- Technical and Information Enterprise Project Management Services (TEPMS) (05/2017 to 07/2018)

- Access to Care Project Monitoring Phase (03/2017 to 04/2021)

- Provider Re-enrollment (PEA) (03/2017 to 02/2018)

- R-MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 07/2017)

- Gap Analysis and Project Management Services (GAPMS) (10/2016 to 06/2018)

- Income Maintenance Manual (IMM) Update (09/2016 to 09/2017)

- Access to Care Project (Access Monitoring Plan Phase) (04/2016 to 10/2016)

- Updates to West Virginia Health Information Technology (HIT) Plans and HIT and Health Information Exchange (HIE) APD Assistance (03/2016 to 04/2017)

- RAPIDS Transition Facilitation (02/2016 to 05/2016)

- Medicaid Eligibility and Enrollment RFP Development and Procurement Assistance (10/2015-12/2017)

- ICD-10 Readiness Assessment, Implementation and Migration (09/2013 to 03/2016)

- MITA State Self-Assessment (SS-A) Maintenance and Annual Update Assistance (08/2015 to 08/2017)

- MMIS DDI and Certification (07/2015 to 12/2016)

- Medicaid Eligibility and Enrollment APD (06/2015 to 09/2015)

- PPACA Workgroup Oversight (2012 to 2015)

- 5010 System Refresh (2012 to 2015)

- HIT Statewide Strategic Plan development (2012 to 2014)

- Provider Enrollment (2012 to 2015)

    ○ *MITA 3.0 Organizational Redesign (2013)*

    ○ *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 (now Molina) (09/2001 to 06/2010).

- **Project Manager for Maine Integrated Health Management Solution (MIHMS) Provider Enrollment.** Nicole served as Project Manager and SME for the Maine Department of Health and Human Services (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 National Provider Identifier (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 Medicaid Enterprise Systems Conference (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 QA oversight of large-scale technology initiatives. He has served in a project management and QA 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 Lead Project 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; SUD 1115 Waiver development and implementation; Affordable Care Act (ACA) analysis, and advisory services; ICD-10 compliance; E&E systems modernization; Adult Quality Measures; CMS advance planning development; MITA 3.0 State Self-Assessment; CHIP implementation and stabilization; access to care planning and monitoring; provider re-enrollment; asset verification system procurement; and other related initiatives. 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.
    - *WVCHIP ORR (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 *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 PATH. PATH supports the eligibility, enrollment, and administration of the DHHR's human services programs, including Medicaid, CHIP, SNAP, TANF, 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 *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 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 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 QA 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 PERM Project: Phase II (05/2020 to 05/2021)
- o SPRS Project (02/2020 to 05/2021)
- o SUD Waiver Initiative Project (03/2019 to 05/2021)
- o 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 MCOs Transition: Phase II (03/2020 to 02/2021)
- o WVCHIP MCO ORR 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 EPMO (11/2018 to 10/2020)
- o Lead Project Manager until 6/30/2019; principal in charge as of 7/1/2019
- o MHT MCO Procurement Assistance Project: Phase II (05/2020 to 09/2020)
- o MHP Implementation Project Management Support (03/2020 to 06/2020)
- o Children with Serious Emotional Disorder 1915(c) home and community based services (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 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 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 *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 *IMM Update Project (09/2016 to 09/2017)*

- o *Updates to West Virginia Health IT (HIT) Plans and HIT and 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 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 Department of Health and Human Resources (DHHR) (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)** – *Independent Verification & Validation (IV&V) and QA Services (04/2011 to 06/2012).* BerryDunn provided IV&V, QA, and technical assistance services for the Molina MMIS and Fiscal Agent Solution (MMIS/FAS) development, implementation, and certification

project. In addition, BerryDunn provided project management for the CMS certification of Maine's MMIS. As BerryDunn's project manager, Ed served as the primary liaison with DHHS, providing and managing a project management structure, developing and maintaining project management tools, managing the development of all deliverables, leading and overseeing the work of our team, evaluating project risks and issues, recommending strategies to address risks and issues, and communicating project status to DHHS.

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

- **North Carolina Office of the State Auditor** – *Independent Audit of the State IT Services EPMO (04/2007 to 06/2007).*
  BerryDunn was hired by the North Carolina Office of the State Auditor to conduct an independent evaluation of IT projects managed by the North Carolina Office of IT Services' EPMO. Ed served as a lead analyst on this engagement. The objective of our evaluation was to determine whether the EPMO's policies, procedures, and practices were significantly improving the likelihood that a given project would be brought in on time and on budget. This included the review of North Carolina FAST (i.e., Families Accessing Services through Technologies), a program designed to improve the way North Carolina DHHS and county departments of social services do business.

Martin's Point Health Care (2005 to 2007). Ed led a project management effort for Martin's Point Project Management for HIPAA Compliance initiative. He performed an organizational assessment and worked with executive leadership to develop a governance model, which then in turn directed the development of policies and procedures aimed at keeping the organization in compliance with the HIPAA Rule. Ed facilitated meetings with departments across the organization to create the policies and procedures, presented them to the HIPAA oversight board for approval, and then assisted with the training and implementation of the new procedures.

Goold Health Systems (GHS) (1999 to 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.

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

Presentations

Flexible Contracting and Contracting Best Practices, Presentation for MESC 2014, 8/19/2014
Project Management/Testing, Presentation for NESCSO workshop (2017)

Moderator, MESC Conference sessions (2015-2019)

People and processes: Planning health and human services IT systems modernization to improve outcomes, 11/23/2020 Blog

Published Insights on www.berrydunn.com include but are not limited to: NAMD 2020 reflections: Together towards the future and MESC 2020: Where we are today and where we will be tomorrow.

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Manager
Years of Experience Relevant to Proposed Role:	7 years
Certifications and Education:	Bachelor of Arts in Psychology and Criminology/Investigations, West Virginia University
	Master of Business Administration, University of Charleston
	MLC Certified Medicaid Professional (MCMP-II)

Overview

Sarah is a project and program manager in BerryDunn's Medicaid Practice Area (MPA) with over five years of project management experience in a variety of projects and initiatives, including Medicaid Management Information System (MMIS) design, development, and implementation (DDI), MMIS certification, provider enrollment and management services, and Medicaid Information Technology Architecture (MITA). Sarah is a professional who excels at critical and analytical thinking, team-building, organization, and focused-delivery. Sarah's day-to-day motivation is to deliver quality work products to the client while striving to provide the highest customer satisfaction.

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)**

  - *BMS Program Management (06/2019 to present).*
    Sarah serves as the program manager for the provider projects under the Provider and Managed Care enterprise portfolio management structure. Sarah provides oversight to the project managers of the projects within the Provider Program including: Provider Management Services (PMS), Electronic Visit Verification (EVV), Access to Care (ATC), and the Electronic Health Record (EHR) Promoting Interoperability (PI) Audit. Sarah provides oversight to the project managers of the projects within the Managed Care Program including: Mountain Health Promise (MHP), Mountain Health Trust (MHT), Out of Pocket (OOP) Maximum, and Mental Health Parity and Behavioral Health Support. 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

- *West Virginia Children's Health Insurance Program (WVCHIP) Managed Care Organization (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.

- *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 request for proposals (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.

- *Third Party Liability (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.

- *Enterprise Project Management Office (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.

- *Electronic Visit Verification (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   *Provider Enrollment (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.

Kanawha County Sheriff's Office (06/2013 to 05/2015).

As a legal process clerk, Sarah worked to help organize and prepare official court documents for service by deputies. She also developed monthly reports to determine percentages of official court documents served versus those documents returned; maintained a daily deposit and a monthly deposit roster; effectively developed responses directed to prosecutors and judges; and communicated with the public and directed them to the appropriate official or agency.

Kanawha County Assessor's Office (08/2012 to 06/2013).

Sarah worked for the County Assessor's Office as a personal property clerk. Her responsibilities included preparing personal property tax tickets for the citizens of Kanawha County; revising existing tax tickets per the Division of Motor Vehicles (DMV) records; and developing and organizing mass mailings of personal property assessment forms.

Publications and Presentations
Third Party Liability claims: What state Medicaid agencies need to know, a BerryDunn blog (10/13/2021)

The Numbers are in the Data: Finding Value in your TPL Data, Medicaid Enterprise Systems Conference (MESC) (08/11/2021)

Medicaid and Children's Health Insurance Program (CHIP) Managed Care Monitoring and Oversight Tools, a BerryDunn podcast (7/22/2021)

Partnering in the Modular World, Provider Management & Beyond, Medicaid Enterprise Systems Conference (MESC) (08/21/2019)

A. 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:	14 years
Certifications and Education:	Master's in Business Administration, focus in Healthcare Management, Western Governors University
	Bachelor of Science in Corrections, University of Indianapolis

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 Software Development Life Cycle (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).
- **West Virginia Department of Health and Human Resources (DHHR)**
  - *MHP Re-Procurement Project (11/2021 to present).*
    As project manager, Nicole assists the client with management and facilitation of MCO procurement activities for MHP, including RFP development, proposal response evaluation, and project tracking. Nicole tracks the budget, project status, risks, and issues, develops monthly status reports to keep the client informed and helps ensure the project meets its goals and objectives.

- **West Virginia Bureau for Medical Services (BMS)**
  - *MHT Re-Procurement Project (3/2022 to present).*
    As project manager, Nicole assists the client with management and facilitation of MCO procurement activities for MHT, including RFP development, proposal response evaluation, and project tracking. Nicole tracks the budget, project status, risks, and issues, develops monthly status reports to keep the client informed and helps ensure the project meets its goals and objectives.

  - *Medicaid Enterprise System (MES) Modernization Strategy and Procurement (MSP) Project (7/2021 to Present).*
    As project manager, Nicole assists the client with development of a modernization strategic plan, procurement planning activities, and providing subject matter expertise on MES. Nicole tracks the budget, project status, risks,

and issues, develops monthly status reports to keep the client informed and helps ensure the project meets its goals and objectives.

- o *Managed Care EDQ Project (7/2021 to 2/2022).*
  Nicole worked as a SME assisting with the transition of managed care encounter claims from a proprietary format to electronic data interchange (EDI). For this project she developed a System Development Lifecycle (SDLC) Coordination Plan to provide a process for reviewing and prioritizing BMS enterprise system updates.

Gainwell Technologies (formerly DXC Technology) (2017 to 7/2021). 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, Eligibility Verification Systems (EVS), and Early and Periodic Screening, Diagnosis, and Treatment (EPSDT). Nicole also led the Business Analysts in the module and produced the end products User Interface (UI) design, role based access control (RBAC), all system documentation for her subsystems (Design Expectations Document, Detailed System Design, Business Design Documentation, etc.), led her subsystem through the Medicaid Enterprise Certification Toolkit (MECT), and provided subject matter expertise for testing and training.

SR Advise (2016 to 2017). Nicole worked as a director and account manager to provide creative, strategic and executive services to clients within the healthcare marketing space. She developed and implemented operational plans and strategies to meet clients' individual business objectives and focused on improving organizational performance through enhanced business processes and management strategy planning. Nicole spearheaded a new internship program as well as business growth in the public health arena. She also directed RFP response development, including coordination with both sub and prime vendors. Her efforts resulted in adding several new clients and contracts valued at over $2 million in her short time with the company.

SVC, Inc. (2012 to 2015). Nicole worked as the director of business development and a senior health policy advisor as a systems and managed care SME. She managed high-profile, complex program and system implementations reporting to and advising senior leadership. Nicole assisted in the development of key Medicaid pilot programs, including ones developed to serve as ACA Medicaid expansion vehicles, 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 programmatic changes on operations, systems, and vendors. Nicole also led non-financial business operations and business development for the company, including business development and procurement, hiring and onboarding of staff, website management, and office operations.

State of Indiana (2008 to 2012).

- *Medicaid Technical & Systems Integration Manager (2011 to 2012)*

Nicole worked as the technical & systems integration manager in the Office of Medicaid Policy & Planning (2011 to 2012) to manage, approve, and track Indiana Medicaid system changes and ensure successful integration with vendors. She directed relationship and project management, including leading staff and team members through new initiatives and constant change. As the Managed Care technical SME with extensive knowledge of both the MMIS and vendor systems, Nicole helped establish and design the new SDLC change control board. This team oversaw scope and budget, ensured requirements and design served business needs, and provided the opportunity for improved system integration by giving vendors a voice at the table. In this role, she also directed staff in executing audits and quality control on MMIS and MCO systems changes & MCO performance reporting to help ensure vendor compliance. She was also a key stakeholder in Indiana's initiative to determine its response to the ACA and recommended actions to the unit's compliance team on contractual delinquencies.

- *Board Director (2010 to 2011)*
  As Board Director of the Professional Licensing Agency (2010 to 2011) Nicole managed staff operations, including establishing & achieving group goals and ensuring training and employee growth. She established strong relationships with related organizations and governing bodies in which boards had a stake and resolved board issues, including bringing boards into federal compliance and developing new compliancy division.

- *Medicaid Policy & Procedure Analyst (2008 to 2010)*
  As Policy & Procedure Analyst in the Office of Medicaid Policy & Planning (2008 to 2010) Nicole directed the project implementation, policy development, and program management of Governor Daniel's 1115 waiver program, the Healthy Indiana Plan (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.

Keystone Builders (2005 to 2008). Nicole worked as a new homes sales consultant to assist clients with building new residential real estate properties. She managed all Indiana communities and launched the "On Your Lot" Division. This role included overseeing vendors and sales assistants and managing all customer sales. Nicole directed sales operations resulting in the two most profitable years in the state for the builder, achieving 300%+ higher profit over prior years.

Tonya Roloson

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior 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 Therapeutic Crisis Intervention (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). Senior Consultant in the Medicaid Practice group.
West Virginia Department of Health and Human Resources (DHHR)

- Medicaid SME on the West Virginia Children's Severe Emotional Disturbance Home and Community Based Wavier project.

- Medicaid SME on the West Virginia MHP Re-Procurement Project.

- Medicaid SME on the West Virginia MHT Re-Procurement Project.

- Medicaid SME for West Virginia Mobile Crisis Services Planning Project working to create a new State Plan Amendment for West Virginia Medicaid to provide Community Based Mobile Crisis Intervention Services.

- Medicaid SME for the West Virginia Mental Health Parity Compliance Project that works to annually coordinate data exchanges with contracted Managed Care Entities for Medicaid and CHIP to ensure compliance with federally mandated mental health parity rules.

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 NY. She developed multiple Medicaid waivers and State Plan Amendments, including: 1115 demonstration waiver,

1915(c), 1915b.4, acted as a SME 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 (FFS) 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 a 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, QA, 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.

Elizabeth Vose, MPA

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	11 years
Certifications and Education:	Bachelor of Arts in French Literature and Language, Skidmore College
	Master of Public Administration in Finance & Information Management, Rockefeller College of Public Affairs & Policy

Overview

Elizabeth is a Senior Consultant with a strong understanding of state government oversight of Medicaid managed care compliance. She has 8 years' experience in regulatory/policy environment at the crossroads of government and managed care plans, as well as demonstrated success in managing government regulatory and communications activities for New York State and on a national scale. She has a successful history in engaging internal and external stakeholders to promote Medicaid initiatives.

Experience

BerryDunn (07/2022 to Present). Senior Consultant in the Medicaid Practice group.
West Virginia Department of Health and Human Resources (DHHR) (07/2022 to Present)

- *Mountain Health Promise (MHP) re-procurement project (07/2022 to present)*
  Liz serves as Medicaid Managed Care Subject Matter Expert.
- *Mountain Health Trust (MHT) re-procurement project (07/2022 to present)*
  Liz serves as Medicaid Managed Care Subject Matter Expert.

Mercer Government Human Services Consulting (2019 to 2021). Elizabeth worked as a Senior Government Consultant to assist state governments on a national scale in implementing Medicaid programs and stakeholder engagement initiatives. She established Medicaid compliance programs for states that comport with federal regulations, drafted and presented Requests for Proposals to secure funding for future contracts, and developed platform to assist state governments in tracking and trending compliance issues over time. She worked with Finance, Policy, Clinical and Operations teams to offer comprehensive consulting services for state governments.

NYS Office of Mental Health (2013 to 2019)

- *Director of Compliance and Communications (2015 to 2019).*
  Elizabeth worked in the Division of Managed Care to oversee a team of regulators on managed care plan compliance with Medicaid Model Contract. She oversaw Stakeholder Engagement activities including but not limited to public presentations, road shows, social media activities, and was responsible for the development and approval of internal policies and procedures and external communications including press releases and

newsletters. She liaised with federal and state governments and the private sector to establish standards that comply with regulatory guidelines. She was promoted to Interim Deputy Director prior to departure.

- *Project Manager (2013 to 2015).*
  Elizabeth managed the implementation of an unprecedented Medicaid managed care program in NYS. She collaborated internally and with three external state agencies to achieve common implementation goals, and guaranteed timelines were tracked and risks were communicated to executive staff as well as the Governor's office.

SUNY Albany (2011 to 2013). Elizabeth served as a Budget Analyst to manage Income Fund Reimbursable (IFR) accounts with net worth of $9 million US dollars. She conducted fiscal analyses including running quarterly projections and year end activity reconciliation for a variety of accounts and funds and worked with account managers to identify and resolve fiscal inconsistencies.

HAVE Inc. (2007 to 2009). Elizabeth served as Accounts Payable Manager to process invoices, present payable activity to CEO, and manage credit card reconciliation process.

New York & Company (2002 to 2005). Elizabeth served as an Assistant Buyer responsible for skirts business. She monitored sales activities against projected on a daily, weekly, quarterly and annual basis and presented findings to CEO. She also worked closely with design, sourcing, and marketing to ensure trend right silhouettes hit the stores on time and generated targeted revenue.

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant, employed with BerryDunn since May 2022
Years of Experience Relevant to Proposed Role:	17 years
Certifications and Education:	Bachelor of Science in Health Science, Ball State University

Overview

Drew is a seasoned professional with 20 years of expansive Medicaid knowledge, including MCO contract compliance, member outreach, and enrollment, provider relations, policy, technical assistance, and trade association. Strong collaborative skills with experience working in both team and individual environments. Currently serving as an educational resource to Community Health Centers (CHCs) for reimbursement, general operations, and 340B.

Experience

BerryDunn (05/2022 to Present). Senior Consultant in the Medicaid Practice group.
West Virginia Department of Health and Human Resources (DHHR) (05/2022 to Present)

- *Mountain Health Promise (MHP) re-procurement project (05/2022 to present)*
  Drew serves as Medicaid Managed Care Subject Matter Expert.
- *Mountain Health Trust (MHT) re-procurement project (05/2022 to present)*
  Drew serves as Medicaid Managed Care Subject Matter Expert.
- *Public Health Emergency (PHE) project (05/2022 to present)*
  Drew serves as Medicaid Medicaid Subject Matter Expert.

Indiana Primary Health Care Association (IPHCA) (05/2017 to 05/2022). Drew worked as a CHC Finance and Operations Manager to lead weekly and quarterly meetings that focus on increasing financial and operations solvency of health centers. He acted as a liaison between CHCs and various organizations, including but not limited to state and federal agencies and their contractors; represented the interests of CHCs at numerous functions, including state and federal initiatives, and conferences; and evaluated public policy and legislation at both the state and federal levels, advancing the mission of CHCs. Drew worked closely with Indiana's Family Social Services Administration/the Office of Medicaid Policy and Planning, federal health care agencies, Congress, and other advocacy organizations. He also analyzed the health care environment for potential fiscal and operational impact by programmatic and regulatory standards, oversaw grants and deliverables relating to technical assistance regarding state and federal contracts to ensure deadlines were met with quality results. Drew supported health center financial management and sustainability, value-based payment, and alternative payment methodologies with a focus on Indiana's Medicaid program, while monitoring the 340B

environment and provides technical assistance specific to Indiana Medicaid rules. He managed a team of professionals including:

- Membership and Marketing Director

- Outreach and Enrollment Specialist

- Policy Specialist

- Resource and Development Program Director

Franciscan Alliance ACO (01/2012 to 04/2015). Drew served as the Medicaid Program Coordinator to compile quality reports and created physician scorecards for commercial and Medicaid lines of business. He oversaw Medicaid reporting for accuracy and compliance, managed member panels for Franciscan Alliance physicians by implementing and lifting panel holds and monitoring volume, and enrolled providers in applicable lines of business, Marketplace, Commercial, and Medicaid via contracting, ensuring accurate credentialing status, etc.

Office of Medicaid Policy and Planning (01/2008 to 12/2011). Drew served as a Policy Analyst to monitor MCOs who were contracted with Medicaid to provide services to Hoosier Healthwise and HIP enrollees. He produced tools including vendor onsite feedback tool and onsite reporting tool used to assess best practices among vendors, created agendas, and led onsite, staff, and project meetings. He assisted with quantitative and qualitative evaluation and improvement of program processes and outcomes and acted as liaison to other state and federal agencies, member advocate organizations, and health care provider associations. Drew researched and drafted written responses to inquiries raised by CMS, providers, members, legislators, and governor's office as well as participated in the development of Presumptive Eligibility (PE) and Open Enrollment and resolved technical and operational issues. He reviewed outgoing Hoosier Healthwise communication composed by MCOs for State and Federal compliance before publication.

Health & Hospital/Covering Kids & Families (02/2005 to 12/2007). Drew served as a Community Outreach Worker to enroll over 40 new Medicaid recipients per month. He increased the attendance of the Back-To-School Health Fair through grant writing and promotional activities to accommodate 12,000 (up from 3,000). He also represented Health and Hospital at various health fairs, coalition meetings, and other external and internal functions.

UnitedHealth Group (08/2001 to 022005). Drew worked as a Benefit Advocate who educated members and providers on Medicaid policy and protocol. He assisted members in the selection of Primary Medical Providers and acted as a liaison between members, providers, and MCOs.

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. SME in Medicaid finance with experience in program operations, Intergovernmental Transfers, Directed Payments, Pass-Through Payments, Upper Payment Limit (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).

West Virginia Department of Health and Human Resources (DHHR) (09/2021 to Present)

- *Mobile Crisis Services Planning Project (09/2021 to present)*
  Brody serves as Project Lead to create a new State Plan Amendment for West Virginia Medicaid to provide Community Based Mobile Crisis Intervention Services.

- *Mental Health Parity Compliance Project (09/2021 to present)*
  Brody serves as Project Lead to annually coordinate data exchanges with contracted Managed Care Entities for Medicaid and CHIP to ensure compliance with federally mandated mental health parity rules.

- *MHP Re-procurement project (09/2021 to present)*
  Brody serves as Medicaid Finance and Actuarial SME.

- *MHT Re-Procurement Project (09/2021 to present)*
  Brody serves as Medicaid Finance and Actuarial SME.

- *MES re-procurement project (09/2021 to present)*
  Brody serves as Medicaid Finance and Actuarial SME.

Puerto Rico Department of Health Medicaid Program (12/2021 to present). Brody serves as Medicaid Finance and Actuarial SME on the Puerto Rico finance and policy support team.

Mercer Government Human Services Consulting (October 2019 to July 2020). Brody worked as a senior consultant with roles as project manager and project lead for two actuarial rates team for California Medicaid. Both teams combined were responsible for rate development with impact amounts of over $9 Billion annually. He also served as SME 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 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 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 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.

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

Jon 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

BerryDunn (10/2019 to present).
- **West Virginia Department of Health and Human Resources (DHHR)**
  - *MHP Re-Procurement Project (11/2021 to present).*
    Jon provides project coordination and monitors project risks and issues to assist the client with management and facilitation of MCO procurement activities for MHP. Jon's work will help to ensure the State has a comprehensive RFP and a successful procurement for MCO services, along with onboarding support for the chosen vendor.

  - *WV PHE Support Project (12/2021 to Present).*
    Jon provides project coordination and monitors project risks and issues to assist the WV Department of Health and Human Resources with temporary flexibilities that provide services to different beneficiaries during the Public Health Emergency. Jon's work helps to keep the client informed and helps ensure the project meets its goals and objective.

- **West Virginia Bureau for Medical Services (BMS)**
  - *MHT Re-Procurement Project (3/2022 to present).*
    Jon provides project coordination and monitors project risks and issues to assist the client with management and facilitation of MCO procurement activities for MHT. Jon's work will help to ensure the State has a comprehensive RFP and a successful procurement for MCO services, along with onboarding support for the chosen vendor.

  - *MES MSP Project (11/2021 to Present).*
    Jon provides project coordination and monitors project risks and issues to assist the client with management and facilitation the MES MSP Project. Jon's work helps to keep the client informed and helps ensure the project meets its goals

and objectives.

- o *WV Mental Health Parity Project (1/2022 to Present).*
  Jon provides project coordination and monitors project risks and issues to assist the client with management and facilitation for the BMS and WVCHIP Mental Health Parity and Behavioral Health Support Project. Jon's work helps to keep the client informed and helps ensure the project meets its goals and objectives.

CAMC Hospital (January 2021 to November 2021). Jon 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). Jon worked in administration to schedule and organize golf tournaments for the country club. This included coordination with the Professional Golf Association (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). Jon 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.

BerryDunn

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	17 years
Certifications and Education:	Bachelor of Science, Master of Education, Lancaster Bible College & Graduate School
	Devereux Safe and Positive Approaches Trainer Certification

Overview

AJ is a flexible and forward-thinking professional with 18 years combined experience in the mental health, education, and customer service fields. He has developed expertise in written and oral expression, data collection and analyzation, improvement planning, and team leadership.

Experience

BerryDunn (05/2022 to Present). Senior Consultant in the Medicaid Practice group.
West Virginia Department of Health and Human Resources (DHHR) (07/2022 to Present)

- *Mountain Health Promise (MHP) re-procurement project (07/2022 to present)*
  AJ serves as a project coordinator for the project.
- *Mountain Health Trust (MHT) re-procurement project (07/2022 to present)*
  AJ serves as a project coordinator for the project.
- *MES MSP Project (11/2021 to Present). (07/2022 to present)*
  AJ serves as a project coordinator for the project.

Lingle Avenue Elementary School (08/2021 to 07/2022). AJ served as an Elementary School Counselor to provide character education curriculum to students while serving as the School Assessment Coordinator for statewide standardized testing. He delivered staff training for security compliances and worked with stakeholders to remove barriers to student learning.

Frederick Douglass Elementary School (FDES) (09/2013 to 06/2020). AJ served as an Elementary School Counselor with the School Leadership Team and Focus School Improvement Team to take FDES from one of the bottom 5% performing schools in the state to a nationally recognized Blue Ribbon School. He collaborated with stakeholders to identify areas of improvement and implement data collection and analyzation processes that would lead to measurable system-wide changes. He developed the Reflection Room suite to service mental health needs for all students with a focus on proactive vs. reactive procedures, trained staff on data entry, and maintained schoolwide behavior database for all professionals to utilize for student growth. Additionally, he worked at the state level as a lead mentor and partnered with other counselors from around the state to score and provide feedback for school counseling plans following the American School Counselors Association model.

Elizabethtown Area School District (12/2012 to 06/2013). AJ served as Long-Term Substitute for an Elementary School Counselor to provide individual & small group counseling, conducted gifted academic screening, and partnered with other counselors to implement a holiday giving program to provide families with meals during the holiday seasons.

Union School District (02/2012 to 05/2012). AJ served as a Long-Term Substitute for an Elementary School Counselor to conduct classroom guidance lessons and facilitated a peer partnership program for elementary students.

Hershey Entertainment Complex (05/2005 to 08/2013). AJ served as Supervisor to lead over 200 employees, including other supervisors, to help operate and maintain the daily procedures and staffing for over a dozen facilities in the Hersheypark Food and Beverage Department. He provided staff training and evaluation, maintained daily inventory and ordering, and tracked labor to help offset cost deficits. AJ also developed individual inspection manuals for all locations, addressed customer service issues and complaints, and resolved them in a manner consistent with the company's values.

Jordan Ramsey

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Editor with BerryDunn since July 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 QA and editing for BerryDunn client deliverables and marketing/communications documents. Jordan is a Poynter American Copy Editors Society (ACES) Certified Editor and holds a MA in English: Professional Writing.

Relevant Experience

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

Jordan supports BerryDunn's consulting groups by providing copyediting, proofreading, formatting, and other QA 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.

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

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Staff (employed part-time 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 spelling, as well as wrote copy for planning guides included with shipments.

Proposed Project Role:	Project Management Support Services
Role at BerryDunn:	Staff 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 an editor with BerryDunn's Government Consulting Group, specializing in document QA, 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 QA 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.

b)) BerryDunn

Caitlin Cabral

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Editor with BerryDunn since 09/2021
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 (09/2021 to present). As a member of BerryDunn's Editorial/QA team, Caitlin is responsible for 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.

QualityMetric (08/2020 to 09/2021). 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 (01/2019 to 05/2020). 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. (01/2019 to 05/2019). 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 (09/2018 to 05/2020). 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.

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 is responsible for proofreading, copyediting, and formatting various types of documents, including proposals, reports, memos, presentations, and meeting notes.

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 cross-sector, 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.

Appendix B: Deliverable Dictionary

Table 4: Deliverable Dictionary

Deliverable #	Deliverable Name	Deliverable Description
1	Commissioner Briefing	Monthly status update on the Mountain Health Trust Procurement Project.
2	Monthly Status Report	Monthly status update for the Mountain Health Trust Procurement Project.
3	Project Timeline	Timeline for the Mountain Health Trust Procurement Project.
4	Request for Proposals	A finalized RFP for Mountain Health Trust program.
5	Vendor Question Responses	Documented responses for one round of vendor questions and answers.
6	Proposal Evaluation Packets	Proposal evaluation packets to assist the Evaluation Team meetings and scoring sessions.
7	Readiness Review Requirements Assessment	Documented Readiness Review requirements, if any, that result from the program, waiver, or contract updates.
8	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.

Appendix C: Acronyms/Abbreviations

Table 5: Acronyms/Abbreviations

Acronym/ Abbreviation	Definition
AA	Adoption Assistance
ACA	Affordable Care Act
ACES	American Copy Editors Society
APD	Advance Planning Document
ASC	Accredited Standards Committee
BA	Business Analyst
BMS	Bureau for Medical Services
CCP	Certified Change Practitioner
CHC	Community Health Centers
CHIP	Children's Health Insurance Program
CL	Commodity Line
CMS	Centers for Medicare & Medicaid Services
CSEDW	Children with Serious Emotional Disorder Waiver
DHHR	Department of Health and Human Resources
DHHS	Department of Health and Human Services
DMS	Data Management Strategy
EB	Enrollment Broker
E&E	Eligibility & Enrollment
EDI	Electronic Data Interchange
EDQ	Encounter Data Quality
EDS	Enterprise Data Solution
EIE	Enterprise Integrated Eligibility
EM	Engagement Manager
EPMO	Enterprise Project Management Office or Enterprise Portfolio Management Office
EPSDT	Early and Periodic Screening, Diagnostic, and Treatment
EVS	Eligibility Verification Systems
EVV	Electronic Visit Verification
FC	Foster Care

Acronym/ Abbreviation	Definition
Gainwell	Gainwell Technologies
GPM	General Project Manager
HBE	Health Benefit Exchange
HIE	Health Information Exchange
HIPAA	Health Insurance Portability and Accountability Act
HIT	Health Information Technology
IAP	Innovation Accelerator Program
IAPD	Implementation Advance Planning Document
IES	Integrated Eligibility Solution
IMM	Income Maintenance Manual
ITO	Implementation Team Organization
IV&V	Independent Verification & Validation
JRP	Joint Requirements Planning
LIEAP	Low Income Energy Assistance Program
LPM	Lead Project Manager
MCO	Managed Care Organization
MECT	Medicaid Enterprise Certification Toolkit
MES	Medicaid Enterprise System
MESC	Medicaid Enterprise Systems Conference
MHP	Mountain Health Promise
MHT	Mountain Health Trust
MITA	Medicaid Information Technology Architecture
MMIS	Medicaid Management Information System
MSP	Modernization Strategy and Procurement
NCPDP	National Council for Prescription Drug Programs
OCM	Organizational Change Management
OD	Organization Development
OOP	Out-of-Pocket
ORR	Operational Readiness Review
PATH	People's Access to Health

Acronym/ Abbreviation	Definition
PE	Presumptive Eligibility
PERM	Payment Error Rate Measurement
PHE	Public Health Emergency
PMP®	Project Management Professional®
PPACA	Patient Protection and Affordable Care Act
POS	Point of Sale
QA	Quality Assurance
RBAC	Role Based Access Control
RFP	Request for Proposals
RFQ	Request for Quotation
SDLC	Software Development Life Cycle
SIT	System Integration Testing
SME	Subject Matter Expert
SNAP	Supplemental Nutrition Assistance Program
SOW	Scope of Work
SPRS	State Plan Review and Support
SUD	Substance Use Disorder
SS	Support Staff
SS-A	State Self-Assessment
State	West Virginia
TANF	Temporary Assistance for Needy Families
TAPS	Technical Assistance and Program Support
TEPMS	Technical and Information Enterprise Project Management Services
TPL	Third-Party Liability
UAT	User Acceptance Training
UI	User Interface
UPL	Upper Payment Limit
VHCURES	Vermont Health Care Uniform Reporting and Evaluation System
WVCHIP	West Virginia Children's Health Insurance Program

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

FROM: James Atkins II   *JAII*
             BMS Procurement Services

DATE: August 16, 2022

RE: PF1091067, CDO BMS23*07

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 PF ~~1084207~~, CMA HHR21*03.
          785940

The purpose of this delivery order is for the vendor to assist BMS by providing support for the Mountain Health Trust Project Management and Procurement Assistance Project. The total not-to-exceed cost is $707,355.00 The service period of this project is 09/09/2022-06/21/2023.

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

DATE: August 15, 2022

TO: DHHR Finance

FROM: James Atkins II *JAII*
         BMS Procurement Services

RE: Funding Memo for PF1091067 CDO BMS23*07

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

BMS anticipates making payments for months 1-8 in SFY23 and months 09-10 in SFY24. Contract service period: 09/09/22-06/21/23. Funding allocation table below:

CDO BMS23*07

MHT PMPA Project

	9/09/23-6/21/23 10 Months		Total:	2680 95%	3819 5%	2680 95%	3819 5%
	PRO5 SFY23 Months 1-8	PRO7 SFY24 Months 9-10		PRO05 SFY23 Months 1-8	PRO5 SFY23 Months 1-8	PRO7 SFY24 Months 1-8	PRO7 SFY24 Months 9-10
EM	80 Hours @ $270=$21,600	23 Hours @ $270=$6,210	$27,810.00	$20,520.00	$1,080.00	$5,899.50	$310.50
LPM	80 Hours @ $215=$17,200	23 Hours @ $215=$4,945	$22,145.00	$16,340.00	$860.00	$4,697.75	$247.25
GPM	2,379 Hours @ $175=$416,325	845 Hours @ $175=$147,875	$564,200.00	$395,508.75	$20,816.25	$140,481.25	$7,393.75
SS	870 Hours @ $80=$69,600	295 Hours @ $80=$23,600	$93,200.00	$66,120.00	$3,480.00	$22,420.00	$1,180.00
	524,725.00	182,630.00	707,355.00	$498,488.75	$26,236.25	$173,498.50	$9,131.50

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