



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: 09-15-2022

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 BMS2300000014 1	Procurement Folder:	1104847
Document Name:	Medicaid Enterprise System Modernization Strategy Phase III	Reason for Modification:	
Document Description:	Medicaid Enterprise System Modernization Strategy Phase III		
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: Discount Details: <table><thead><tr><th></th><th>Discount Allowed</th><th>Discount Percentage</th><th>Discount Days</th></tr></thead><tbody><tr><td>#1</td><td>No</td><td>0.0000</td><td>0</td></tr><tr><td>#2</td><td>No</td><td></td><td></td></tr><tr><td>#3</td><td>No</td><td></td><td></td></tr><tr><td>#4</td><td>No</td><td></td><td></td></tr></tbody></table>		Discount Allowed	Discount Percentage	Discount Days	#1	No	0.0000	0	#2	No			#3	No			#4	No			Requestor Name: James W Atkins Requestor Phone: (304) 352-4319 Requestor Email: james.w.atkins@wv.gov 23 FILE LOCATION _____
	Discount Allowed	Discount Percentage	Discount Days																		
#1	No	0.0000	0																		
#2	No																				
#3	No																				
#4	No																				

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

Total Order Amount: \$747,730.00

Purchasing Division's File Copy

ENTERED

PURCHASING DIVISION AUTHORIZATION

DATE: *Tanya 9/26/22*
ELECTRONIC SIGNATURE ON FILE

ENCUMBRANCE CERTIFICATION

DATE: *Beverly Toler 9-27-22*
ELECTRONIC SIGNATURE ON FILE

Extended Description:

Medicaid Enterprise System (MES) Modernization Strategy and Procurement (MSP) Phase III Project

Dates of Service 10/01/2022 - 06/14/2023

Total \$747,730.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
1	80101600	0.00000		\$0.0000	\$19,995.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2022-10-01	2023-06-14				

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

Lead Project Manager: Base Year One

Hourly Rate: \$215.00

Ed Daranyi 93 Hours @215 = \$19,995

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
2	80101600	0.00000		\$0.0000	\$25,110.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2022-10-01	2023-06-14				

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

Engagement Manager: Base Year One

Hourly Rate: \$270.00

Nicole Becnel 93 hours @ \$270 = \$25,110

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
3	80101600	0.00000		\$0.0000	\$534,625.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2022-10-01	2023-06-14				

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

General Project Manager: Base Year One

Hourly Rate: \$175.00

Peter Alfrey 345 hours @ \$175 = \$60,375

Nicole Spears 780 hours @ \$175 = \$136,500

Meghann Slaven 680 hours @ \$175 = \$119,000

Maksat Abamov, Julie DuPuis, Buffy Cranford, 1,175 Hours @ \$175 = \$205,625

Dawn Webb, Jason Hargrove 75 hours @ \$175 = \$13,125

Total 3,055 hours @ \$175 = \$534,625.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
4	80101600	0.00000		\$0.0000	\$168,000.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2022-10-01	2023-06-14				

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

Extended Description:
Project Management Support Staff: Base Year One

Hourly Rate: \$80.00

Matt Oatten, AJ Mong 1,135 hours @ \$80 = \$90,800
Jon Watkins, Erblina Bailey 625 hours @ \$80 = \$50,000
Jordan Ramsey, Molly Hawkinson, Caitlin Cabral, Janine DiLorenzo, Jonathan Williams, Emily Hendrickson 340 hours @ \$80 = \$27,200

Total 2,100 hours @ \$80 = \$168,000.00



September 1, 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 Medicaid Enterprise System (MES) Modernization Strategy and Procurement (MSP), Phase III Procurement Project under our master contract (CMA # HHR21*03). As stated in the SOW document, the duration of this work is estimated to be nine months. BerryDunn agrees to an SOW start date effective October 1, 2022.

Assuming a start date of October 1, 2022, the work would conclude on June 14, 2023.

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

We are pleased to have the opportunity to 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



**Staffing Plan and Scope of Work for the
West Virginia Department of Health and Human Resources and
Bureau for Medical Services
Medicaid Enterprise System Modernization Strategy and Procurement,
Phase III
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: 681-313-8905
nbecnel@berrydunn.com
edaranyi@berrydunn.com

Submitted on:

September 1, 2022

berrydunn.com



Staffing Plan and Scope of Work for the West Virginia Department of Health and Human Resources and Bureau for Medical Services Medicaid Enterprise System Modernization Strategy and Procurement Project, Phase III

This scope of work (SOW) describes the tasks BerryDunn will perform to assist the West Virginia (State) Department of Health Human Resources (DHHR) and Bureau for Medical Services (BMS) with the planning activities for a Medicaid Enterprise System (MES) modernization strategy and procurement. This SOW is henceforth referred to as the MES Modernization Strategy and Procurement (MES MSP) Phase III SOW. This work will be completed in accordance with the terms and conditions of the Centralized Master Agreement (CMA) #HHR21*03 BMS Project Management Services contract between BerryDunn and DHHR.

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 Phase III of MES MSP.

The objective of this project is to plan and estimate implementation costs for the modernized MES, which will aim to:

- Establish a modular MES Roadmap for 2022 and beyond, utilizing the Request for Information (RFI) responses, options analysis, and strategic plan developed in Phase I of the project
- Explore strengthening MES partnerships with other states and territories [such as the United States Virgin Islands (USVI)], and leverage the 2021 outcomes-based planning (OBP) pilot for the modernized MES with the Centers for Medicare & Medicaid Services (CMS)
- Create the Implementation Advance Planning Document (IAPD) to be submitted to CMS to help fund the implementation costs for the modernized MES
- Coordinate joint requirements planning (JRP) sessions to confirm specifications and requirements for the modernized MES and to inform the development of the draft request(s) for proposals (RFP)
- Develop the draft RFP(s) to solicit competitive proposals to meet solution specifications and requirements according to technical and cost evaluation criteria
- Plan organizational transformation through integration of the MES project with current and future organization development (OD) projects
- Support DHHR OD and the Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) by establishing a modular procurement strategy and



implementation timeline to procure and implement BMS modules, including the Medicaid Management Information System (MMIS)

Phase III of the MES MSP will align with CMS' OBP for Medicaid Technology Investments pilot that aims to establish closer, more regular collaboration with the CMS state officer and support team to help ensure MES modernization projects meet outcome goals set jointly by CMS and the State. Participation in the pilot will provide the State support for additional planning and work upfront for Phase III of MES MSP, with less time and effort for federal reviews and better outcomes.

Phase III of MES MSP will also aid the State in meeting several of its identified MITA-specific goals, such as:

- Improve the State's effectiveness and efficiency
- Improve operational efficiency and reduce costs in the healthcare system
- Promote an environment that supports flexibility, adaptability, and rapid response to changes in programs and technology
- Promote an enterprise view that supports enabling technologies that align with Medicaid business processes and technologies
- Improve the management of member and provider data so that it is timely, accurate, usable, and easily accessible to support analysis and decision-making for healthcare management and program administration

Estimates for this SOW are based on the following assumptions:

- MES MSP will support the development of up to two draft RFPs.
- 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 BMS project sponsor.
- Deliverables will be provided in an agreed-upon format.
- The State leadership team will consist of Sarah Young as the BMS project sponsor and Brandon Lewis as the BMS project lead.
- State staff with the required knowledge base to support MES MSP will attend project-related meetings, including JRP sessions. If these individuals are unavailable or do not participate in the fact-finding interview sessions, the project schedule, scope, and cost might be impacted.
- The State project leads will provide timely decision-making and responses to information requests from the BerryDunn project team.



- The State intends to utilize the MMIS IAPD (formerly the MITA Advance Planning Document [APD]) for this SOW. 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 delivered under this SOW is \$747,730 (included in the approved APD). Therefore, any additional scope that is added to the services provided under this SOW may require the State to update its MMIS IAPD to allocate additional funds for project management.
- The BerryDunn leadership team will consist of Eduardo Daranyi as the lead project manager and Nicole Spears as the project lead.
- This work will begin upon approval of this SOW and a mutually agreed-upon date. This work is scheduled to span nine 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 the work; and lists the estimated hours for completion of each key task. A high-level timeline for the activities described below is provided in Section 4.0.

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

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
1.0	<p>Engagement Oversight</p> <p><i>Service Approach</i></p> <p>BerryDunn's leadership team will oversee and coordinate BerryDunn staff, services, and deliverables. BerryDunn's project leadership will meet with the BerryDunn project lead and other key team members regularly to discuss project status and issues impacting the timely completion of the project work and oversee BerryDunn staff, services, and review of deliverables.</p> <p><i>Deliverable(s)</i></p> <ul style="list-style-type: none">• Deliverable 1: Commissioner Briefing <p><i>Completion Criteria</i></p> <p>Engagement Oversight will be completed upon signature acceptance of the Project Closeout Summary by the DHHR project sponsor or their designee.</p>	Nicole Becnel Eduardo Daranyi Peter Alfrey	225
2.0	<p>Project Execution and Control</p> <p><i>Service Approach</i></p> <p>BerryDunn will provide project management assistance to support the facilitation and implementation of the previously prepared Strategic Plan for the MES modernized procurement. In support of Project Execution and Control, BerryDunn's leadership will meet with the project sponsor regularly to discuss project status and issues impacting the timely completion of the work and will oversee BerryDunn staff, services, and deliverables. Project Execution and Control will also include:</p> <ul style="list-style-type: none">• Facilitating meetings, preparing meeting materials, and taking notes for BerryDunn- and State-owned meetings.	Eduardo Daranyi Nicole Becnel Peter Alfrey Nicole Spears Meghann Slaven Maksat Abamov Julie DuPuis Buffy Cranford Jon Watkins Erbolina Bailey Matt Oatten AJ Mong Jordan Ramsey	1,860



Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	<ul style="list-style-type: none"> Preparing monthly project status updates, risks, issues, and briefings for the State leadership team. Managing project logs (action items, decisions, issues, and risk tracking). Storing project documentation repository in an agreed-upon SharePoint location. Creating the Implementation Timeline includes the plan and modular implementation approach for the modernized MES. <p><i>Deliverable(s)</i></p> <ul style="list-style-type: none"> Deliverable 2: Monthly Status Report Deliverable 3: Implementation Timeline <p><i>Completion Criteria</i></p> <p>Project Execution and Control will be completed upon successful completion of the project and signature acceptance of the Project Closeout Summary by the DHHR project sponsor or their designee.</p>	Molly Hawkinson Caitlin Cabral Janine DiLorenzo Jonathan Williams Emily Hendrickson	
3.0	<p>Procurement Advisory Services</p> <p><i>Service Approach</i></p> <p>Utilizing the Research and Project Visioning, Options Analysis, and Strategic Planning RFI completed during Phase I of the project, BerryDunn will provide project management services to support the activities surrounding the procurement of MES Modules.</p> <p>During the pre-procurement phase:</p> <ul style="list-style-type: none"> BerryDunn will prepare for the JRP sessions by researching requirements specific to the proposed modules to confirm specifications and requirements for the modernized MES and to inform the development of the draft RFP. Under the guidance of BMS, BerryDunn will engage the USVI in procurement planning activities such as soliciting requirements to fit the needs of the USVI; providing requirements for review and approval; inclusion in JRP sessions and procurement development; and 	Peter Alfrey Nicole Spears Meghann Slaven Maksat Abamov Julie DuPuis Buffy Cranford Jon Watkins Matt Oatten AJ Mong Erblina Bailey Jordan Ramsey Molly Hawkinson Caitlin Cabral Janine DiLorenzo Jonathan Williams Emily Hendrickson	3,010



Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	<p>incorporating USVI feedback into the procurement.</p> <ul style="list-style-type: none">This research will include facilitating internal BerryDunn requirements sessions with BerryDunn team members who have experience with current DHHR policies and MES systems.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. <p><i>Deliverable(s)</i></p> <ul style="list-style-type: none">Deliverable 4: Modular RFP(s) <p><i>Completion Criteria</i></p> <p>Modular RFP(s) Development draft assumes the development of up to two RFPs and will be deemed complete upon submission of the deliverable(s) and signature acceptance of the Deliverable Acceptance Forms (DAFs) by the DHHR project sponsor or their designee.</p>		
4.0	<p>IAPD Development</p> <p><i>Service Approach</i></p> <p>To support the implementation cost and requirements of the modular MES, BerryDunn will develop and assist in facilitating the approval of IAPDs to help ensure that the project maintains buy-in and financial backing from relevant federal partners.</p> <p><i>Deliverable</i></p> <ul style="list-style-type: none">Deliverable 5: IAPD <p><i>Completion Criteria</i></p> <p>The IAPD Development phase of the project will be completed upon signature approval of the Project Closeout Summary.</p>	<p>Peter Alfrey Nicole Spears Meghann Slaven Dawn Webb Jason Hargrove AJ Mong Jon Watkins Jordan Ramsey Molly Hawkinson Caitlin Cabral Janine DiLorenzo Jonathan Williams Emily Hendrickson</p>	210
5.0	<p>Project Closeout</p> <p>BerryDunn will prepare a Project Closeout Summary that includes an inventory of all project documentation</p>	<p>Eduardo Daranyi Nicole Becnel Peter Alfrey</p>	36



Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	<p>and deliverables being transferred to BMS at the 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.</p> <p><i>Deliverable(s)</i></p> <ul style="list-style-type: none">• Deliverable 6: Project Closeout Summary <p><i>Completion Criteria</i></p> <p>BerryDunn services will be considered complete when the State project sponsor or their designee formally accepts and signs the Project Closeout Summary.</p>	<p>Nicole Spears Meghann Slaven Jon Watkins Jordan Ramsey Molly Hawkinson Caitlin Cabral Janine DiLorenzo Jonathan Williams Emily Hendrickson</p>	
Total Hours			5,341
Total Not-To-Exceed Cost Estimate			\$747,730



3.0 Project Resources and Hours

The table below displays additional staffing plan details, total hours, and costs by resource based on the hourly rates and staffing classifications provided in the Commodity Lines (CLs) for Year 2 in CMA #HHR21*03.

Table 2: Project Resources

CL Year 2	Role	Rate	Project Resources	Total Est. Hours	Total Est. Cost
8	EM	\$270	Nicole Becnel	93	\$25,110
7	LPM	\$215	Eduardo Daranyi	93	\$19,995
10	GPM	\$175	Peter Alfrey	345	\$60,375
10	GPM	\$175	Nicole Spears	780	\$136,500
10	GPM	\$175	Meghann Slaven	680	\$119,000
10	GPM	\$175	Maksat Abamov Julie DuPuis Buffy Cranford	1,175	\$205,625
10	GPM	\$175	Dawn Webb Jason Hargrove	75	\$13,125
11	SS	\$80	Matt Oatten AJ Mong	1,135	\$90,800
11	SS	\$80	Jon Watkins Erblina Bailey	625	\$50,000
11	SS	\$80	Jordan Ramsey Molly Hawkinson Caitlin Cabral Janine DiLorenzo Jonathan Williams Emily Hendrickson	340	\$27,200
Total Hours:				5,341	\$747,730

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



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	305	220	545	\$75,825
Month 2	10	10	300	230	550	\$75,750
Month 3	10	10	300	230	550	\$75,750
Month 4	10	10	290	210	520	\$72,400
Month 5	10	10	290	205	515	\$72,000
Month 6	10	10	320	210	550	\$77,650
Month 7	10	10	400	240	660	\$94,050
Month 8	10	10	400	255	675	\$95,250
Month 9	13	13	450	300	776	\$109,055
Total	93	93	3,055	2,100	5,341	\$747,730



4.0 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
1.0 Engagement Oversight									
2.0 Project Execution and Control									
3.0 Procurement Advisory Services									
4.0 Implementation and Operations Transition Assistance									
5.0 IAPD Development									
6.0 Project Closeout									



BerryDunn Authorized Signature

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

Nicole J. Becnel

Signature

September 1, 2022

Date

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

A. Brandon Lewis

Signature

9/6/2022

Date



Appendix A: Resumes

Nicole Becnel, PMP®

Proposed Project Role:	Engagement Manager
Role at BerryDunn:	Principal
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Bachelor of Arts in Speech and Hearing Science, University of South Florida Certified Project Management Professional® (PMP®) Executive Coaching Certification®

Overview

Nicole brings valuable expertise to 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 overseeing the State's Medicaid Enterprise and leverage and reuse initiatives.

Experience

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

- **West Virginia DHHR BMS**
 - *Managed Care Organization (MCO) Encounter Data Quality (EDQ) Project (07/2020 to present)*

Nicole is the lead project manager for the EDQ Assistance Project to support initiatives to optimize MCO encounter data processes for BMS's risk-based managed care programs. Nicole leads the project team that is assisting the State with the retirement of a historical file submission process between the MCOs and the Data Warehouse/Decision Support Solution (DW/DSS) vendor and implementing a fully compliant 837 encounter data process with the State's fiscal agent and 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.

- *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 the State'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, Child Welfare, and Child Support. Nicole provides executive leadership working with the internal team, the State, and all vendors. She reviews, coordinates, and oversees SOWs, deliverables, and risk and issue management.

- *APD Assistance (07/2010 to present)*

Nicole is the lead project manager overseeing the development and approval of APDs to help the State obtain federal funding for MES modernization initiatives such as the Medicaid performance management and quality assurance, third-party liability (TPL) planning, adding CHIP data to the Medicaid data warehouse, Payment Error Rate Measurement (PERM), and the PATH implementation. Nicole's guidance within the APD process has helped the State secure and maintain millions of dollars in federal funding.

- *COVID-19 Contact Tracing and Testing Initiative (04/2020 to 09/2020)*

Nicole led the team that assisted the State with its 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.

- *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 to 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, adoption assistance, as well as those enrolled in the Children with Serious Emotional Disorder 1915(c) waiver.

- *West Virginia Children's Health Insurance Program (WVCHIP) Operational Readiness Review (12/2019 to 10/2020)*

Nicole was the lead project manager overseeing the State's transition of the WVCHIP program from fee-for-service to managed care, to provide seamless care between the two programs and offer greater efficiency and innovation opportunities. The team performed desktop audits of policies and procedures and on-site system 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 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 prepare an Ongoing Performance Monitoring Transition Plan and facilitate a Virtual MCO Systems Review to assist WVCHIP in assessing MCO readiness.

- *Mountain Health Trust (MHT) MCO Procurement Assistance Phase I and Phase II Projects (07/2019 to 09/2020)*

Nicole was the lead project manager overseeing BerryDunn's procurement assistance and project management support for managed care and readiness review services for the MHT program, the State's risk-based managed care program. The team assisted in population expansion under the current comprehensive MCO contract to add CHIP to the program. BerryDunn assisted the State with developing an 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.

- *Provider Management Support (7/2019 to 1/2021)*
Nicole served as the lead project manager assisting the State with their leverage and reuse initiatives demonstrating the Leverage Condition established by CMS in the MITA Seven Standards and Conditions. The team also supported State 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 the State with this initiative. Since its inception, the State 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. She led the OD planning to support the State's MITA maturity and modernization efforts. The team created a roadmap and schedule to help the State assess areas for improvement specific to departmental and bureau(s) structure, operational improvements, talent development, and training. OD for the project took 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 clarified BMS's short-term and long-term strategic goals and helped 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 healthcare 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 Health Insurance Portability and Accountability Act (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, subject matter expert (SME) advisory services, UAT plan assistance, operational readiness assessment, and post-implementation project management and monitoring.
- *Data Warehouse/Decision Support System (DW/DSS) Project Management (06/2010 to 06/2011).*
Nicole served as the project manager to assist the State with the development of procurement documentation for the DW/DSS re-procurement. In this role, Nicole was responsible for managing the project team, serving as liaison with the Bureau, reviewing project deliverables, and providing subject matter knowledge and support.
- Additionally, Nicole has served in the role of project manager, lead MMIS manager, or lead project manager under the current State contract and past contracts for the following projects:
 - *MCO ORR Assistance (09/2020 to 12/2020)*
 - *MMIS Fee Schedule and Edit Quality Review Project: Phase III (06/2020 to 11/2020)*
 - *MHT MCO Procurement Assistance Project: Phase II (05/2020 to 09/2020)*
 - *SUD Waiver Initiative Phase 4 (04/2020 to 05/2021)*
 - *MHP Implementation (Coordinated Care Management) (03/2020 to 06/2020)*
 - *MCO Transition: Phase II (03/2020 to 02/2021)*



- *State Plan Review and Support (SPRS) (02/2020 to 05/2021)*
- *Technical Assistance and Program Support (TAPS): Phase 2 (11/2019 to 04/2021)*
- *Children with Serious Emotional Disorder Waiver Initiative: Phase II (10/2019 to 05/2020)*
- *WVCHIP MCO Transition Planning (01/2019 to 07/2019)*
- *SUD Waiver Initiative: Phase III (03/2019 to 03/2020)*
- *MMIS PERM Phase II (05/2020 to 05/2021)*
- *Coordinated Care Management Transition Project Management and Procurement Assistance (02/2019 to 01/2020)*
- *MMIS Fee Schedule and Edit Quality Review Phase II (01/2019 to 04/2020)*
- *Enterprise Program Management Office (EPMO) (11/2018 to 10/2020)*
- *TAPS (11/2018 to 10/2019)*
- *EVV Solution Implementation (06/2018 to 12/2019)*
- *PEA Year 2 (05/2018 to 05/2019)*
- *Contract Edit Fee Schedule Review (09/2017 to 09/2018)*
- *Innovation Accelerator Program Data Analytic Technical Support (09/2017 to 08/2018)*
- *MITA 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 (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 Update (09/2016 to 09/2017)*



- *Access to Care Project (Access Monitoring Plan Phase) (04/2016 to 10/2016)*
- *Updates to State Health Information Technology 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 to 12/2017)*
- *ICD-10 Readiness Assessment, Implementation, and Migration (09/2013 to 03/2016)*
- *MITA 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 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 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 helped ensure 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
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Bachelor of Science in Physics, Mathematics, and Business Administration, Hillsdale College Master of Education, Lesley College Certified PMP® Systems Engineering Development Program, Electronic Data Systems

Overview

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

Experience

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

- **West Virginia BMS (2012 to present).** In his role as lead project manager, Ed provides oversight of BerryDunn's contract with BMS 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, Ed 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 system 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.
- *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 file testing; facilitation of weekly Out-of-Pocket Maximum workgroup discussions with the fiscal agent, MCOs, WVCHIP, and other key stakeholders and development of the WVCHIP managed care contract. BerryDunn supported technical implementation activities for WVCHIP in advance of the January 1, 2021, go-live date.
- *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 the State 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.
- *SUD Waiver Initiative Project (02/2016 to present)*
As engagement manager, Ed, along with the BerryDunn team of specialists, developed and successfully negotiated a Section 1115 Waiver Demonstration Project to undertake SUD delivery system transformation efforts in the State. 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, the State has the opportunity to test innovative policy and delivery approaches to reform systems of care for individuals with SUD.

- *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 roadmap 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. OD for the project will take the findings of the MITA SS-A and focus on DHHR goals and objectives for its MMIS, the technical architecture assessment of the maturity levels of the State's Medicaid modules, and business area assessments of the State's Medicaid system modules. These activities clarify BMS' short-term and long-term strategic goals and help BMS request enhanced federal funding to achieve those goals.

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

Over the past eight years that 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 DW/DSS, develop two Request for Proposals (RFP), and provide procurement support for a new DW/DSS. The team identified, consolidated, and subsequently retired duplicative DHHR databases and systems. In the current procurement effort, the team developed a charter and mission with the State, collaborating with stakeholders, developing standardized project artifacts, and developing an overlap map. After completing this Enterprise Data Integration and Consolidation Initiative, the team is now focused on assisting DHHR in the development of a Medicaid Enterprise DW RFP, as well as the subsequent evaluation and award of a solution to support the data warehousing, analytics, and reporting needs of DHHR.



- *QA Oversight of MMIS and Pharmacy POS Implementation (10/2005 to 03/2008)*
Ed provided quality assurance services for West Virginia's MMIS implementation. In addition, Ed worked with the State to oversee several new initiatives that needed to be implemented while the new MMIS was becoming operational, including Medicare Part D and the HIPAA NPI. Ed also focused on establishing and assisting in the management of change management processes, and participated in the certification process and report process development.
- Additionally, Ed has overseen the following projects as the West Virginia engagement manager under the current contract and past contracts:
 - *PERM Project: Phase II (05/2020 to 05/2021)*
 - *SPRS Project (02/2020 to 05/2021)*
 - *SUD Waiver Initiative Project (03/2019 to 05/2021)*
 - *TAPS Project (11/2018 to 04/2021)*
 - *Project Management and Support Services for the Access to Care Project Monitoring Phase (04/2016 to 10/2016; 03/2017 to 04/2021)*
 - *MCO Transition: Phase II (03/2020 to 02/2021)*
 - *WVCHIP MCO ORR Assistance (09/2020 to 12/2020)*
 - *MMIS Fee Schedule and Edit Quality Review (09/2017 to 09/2018; 01/2019 to 04/2020; 06/2020 to 11/2020)*
 - *EPMO (11/2018 to 10/2020)*
 - *Lead Project Manager until 6/30/2019; principal in charge as of 7/1/2019*
 - *MHT MCO Procurement Assistance Project: Phase II (05/2020 to 09/2020)*
 - *MHP Implementation Project Management Support (03/2020 to 06/2020)*
 - *Children with Serious Emotional Disorder 1915(c) HCBS Waiver: Phase II (10/2019 to 05/2020)*
 - *Coordinated Care Management Project Management and Procurement Assistance Project (02/2019 to 01/2020)*
 - *Electronic Visit Verification (EVV) Solution Implementation Project (06/2018 to 12/2019)*
 - *Medicaid Enterprise Integrated Eligibility Solution (10/2017 to 09/2019)*
 - *Data Visioning and Warehouse Development and Procurement Assistance*



Project (09/2017 to 08/2019)

- *WVCHIP MCO Transition Planning Project (01/2019 to 07/2019)*
- *Provider Enrollment (PEA) Project (2012 to 2015; 03/2017 to 02/2018; 05/2018 to 05/2019)*
- *WVCHIP DW/DSS Historical Data Testing and Implementation (2012 to 2015; 10/2017 to 04/2019)*
- *TPL Options Analysis and Procurement Assistance Project (08/2018 to 11/2018)*
- *IAP Data Analytic Technical Support (09/2017 to 08/2018)*
- *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (08/2015 to 08/2018)*
- *TEPMS Project (05/2017 to 07/2018)*
- *Gap Analysis and Project Management Services (GAPMS) (10/2016 to 06/2018)*
- *Asset Verification System Project Management Services and Procurement Assistance (04/2017 to 01/2018)*
- *West Virginia/New Jersey MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 01/2018)*
- *Eligibility and Enrollment RFP Development Assistance (10/2015 to 12/2017)*
- *IMM Update Project (09/2016 to 09/2017)*
- *Updates to West Virginia Health IT Plans and HIT and Health Information Exchange (HIE) APD Assistance (03/2016 to 04/2017)*
- *Project Management of MMIS Procurement, DDI, and Certification (07/2015 to 12/2016)*
- *Safe at Home APD Update (08/2015 to 11/2016)*
- *RAPIDS (Eligibility System) Transition Facilitation Project (02/2016 to 05/2016)*
- *ICD-10 Transition Planning and Implementation (09/2013 to 03/2016)*
- *Eligibility and Enrollment APD (06/2015 to 09/2015)*
- *PPACA Workgroup Oversight (2012 to 2015)*
- *5010 Refresh Project (2012 to 2015)*
- *State Medicaid Health IT Planning and Healthcare Reform Consulting (2012 to 2014)*



- *Non-Emergency Medical Transportation (NEMT) RFP Development (2012 to 2013)*
- *MITA 3.0 Organizational Redesign (2013)*
- *Policy Workflow Assessment (2013)*
- *Prior Authorization Forms Revisions (2013)*
- *ePrescribing Helpdesk and Support (2012)*
- **West Virginia 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 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 (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 Goold Health Systems, 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.

**Peter Alfrey, PMP®, Prosci® CCP, LSSGB**

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Manager
Years of Experience Relevant to Proposed Role:	14 years
Certifications and Education:	Bachelor of Arts in Journalism and Communication, Spanish Minor, University of Oregon Master of Arts in History, Providence College Certified Project Management Professional® LEAN Six Sigma Green Belt Certification Prosci® Certified Change Practitioner

Overview

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

Experience**BerryDunn (03/2014 to present)**

- **West Virginia BMS**
 - *EPMO (09/2018 to present).*

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

 - *OD Services (Scheduled to start 06/2022)*



- *Public Health Emergency (PHE) Support (12/2021 to present)*
- *Access to Care (09/2021 to present)*
- *MES Modernization Strategy and Procurement—Phase I and II (10/2020 to present)*
- *MCO Encounter Data Quality—Phases I and II (06/2020 to 02/2022)*
- *Mental Health Parity and Behavioral Health Services Support (05/2020 to present)*
- *Data Improvement Project—Phases I, II and III (09/2019 to present)*
- *Medicaid Enterprise Data Solution (EDS) Implementation and CMS Certification Project (09/2019 to present)*
- *MHT MCO Procurement Assistance Project Phases I and II (06/2019 to 06/2021), and MHT Re-Procurement (03/2020 to present)*
- *Contact Tracing (04/2020 to 09/2020)*
- *Coordinated Care Management Project Management and Procurement Assistance / MHP Implementation Project Management Support and ORR (02/2019 to 06/2020) and MHP Re-Procurement (10/2021 to present)*
- *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (09/2020 to present)*
- *SUD Waiver Initiative Project (07/2017 to 03/2019)*

Peter was the project manager for the SUD waiver initiative leading the implementation of the "Creating a Continuum of Care for Medicaid Enrollees with Substance Use Disorders" Section 1115 Waiver demonstration effective January 1, 2018, to December 31, 2022, which allows the State to strengthen its SUD delivery system to improve the care and health outcomes for State beneficiaries with SUD through expanded SUD service coverage and the introduction of new programs to improve the quality of care. He managed a large, cross-functional team focused on areas such as annual and quarterly reporting to CMS and financial reporting requirements for budget neutrality, future technology procurements to support the five-year demonstration, and MCO contract requirements specific to the SUD demonstration.
- *AVS Project Management Services and Procurement Assistance (04/2017 to 02/2018)*

Peter served as project manager for the AVS project that supported the State's



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

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

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

- **WVCHIP**

- *ORR (09/2020 to 01/2021)*

- *MCO Transition Planning Project Phases I and II (03/2019 to present).*

Peter provided project oversight to help the State integrate the WVCHIP member population with the State's Medicaid population to the MHT managed care program by January 1, 2021.

- *OOP Maximum (05/2021 to present)*

- **West Virginia DHHR**

- *IES/PATH DDI Project Management (08/2018 to 11/2019)*

Peter served as the organizational change management (OCM) lead for the IES, providing strategic direction and oversight to the project team. Peter built a joint team of individuals from the IES vendor, Optum, and BerryDunn to launch the OCM program and supporting communications campaign. During that time, OCM became a core component of the IES/PATH project. Through Peter's leadership, the OCM team created an OCM plan to launch OCM efforts for the project; created a communications toolkit and communications materials; and conducted over 50 interviews with individuals across DHHR for an OCM readiness assessment to support the IES/PATH project.



- **New Jersey Division of Medical Assistance and Health Services – MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 08/2017)**
Peter supported testing efforts for New Jersey MMIS implementation in areas such as SIT test case and results review, SIT test case analysis, UAT support, and UAT defect management. Such testing support leveraged and reused best practices and documentation from the West Virginia MMIS procurement in 2015.
- **Vermont Green Mountain Care Board – Vermont Health Care Uniform Reporting and Evaluation System Independent Review, Procurement Assistance, and Project Management (05/2014 to 09/2014)**
Peter led the efforts to help the Board build a data governance council in less than four months, helping develop the data governance council charter and structure as well as policies and procedures, and facilitating the data governance council's first public-facing meetings. He also supported the review and refinement of the existing business case, oversight of business requirements development, and identification of optimal collaboration points between the selected implementation vendors.
- **Maryland Health Benefit Exchange (HBE) – IV&V for Maryland's HBE Implementation (03/2014 to 04/2014)**
As a business analyst, Peter worked with Maryland's Project Management Office and its strategic partners to coordinate projects. He monitored risks and issues across key assessment areas—such as project management; operations and maintenance; training; quality management and testing; requirements management; architecture; software development tools and release management; software product development, operations, and maintenance; and security.

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

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

Presentations



Facilitator, "Workshop: Outcomes-Based Certification", MESC, Boston, MA, August 2021.

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

Podcast, "Medicaid and CHIP Managed Care Monitoring and Oversight Tools", 11/2020.

Podcast, "Resumption of Normal Operations: PHE Considerations for States", 09/2020.

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

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

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

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



A. Nicole Spears, MBA

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	14 years
Certifications and Education:	Bachelor of Science in Corrections, University of Indianapolis Master of Business Administration, focus in Healthcare Management, Western Governors University

Overview

Nicole is a senior consultant for BerryDunn's Medicaid Practice Group with deep expertise in healthcare consulting, including MMIS and managed care. With nearly 15 years' experience in change management, Nicole has comprehensive knowledge of MCO and vendor oversight, program development and implementation, and System 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 (07/2021 to present)**

- **West Virginia 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 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.
 - *MES 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.

- *Managed Care EDQ Project (7/2021 to 2/2022).*

Nicole worked as an 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 SDLC Coordination Plan to provide a process for reviewing and prioritizing BMS enterprise system updates.

Gainwell Technologies (formerly DXC Technology) (12/2017 to 07/2021). 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, and Early and Periodic Screening, Diagnosis, and Treatment. Nicole also led the Business Analysts in the module and produced the end products User Interface design, role based access security (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 (01/2016 to 12/2017). 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. (07/2012 to 12/2015). 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 (07/2008 to 04/2012).

- ***Medicaid Technical & Systems Integration Manager (02/2011 to 04/2012)***
Nicole worked as the technical & systems integration manager in the Office of Medicaid Policy & Planning 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 (08/2010 to 02/2011)***
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 (07/2008 to 08/2010)***
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, 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 (04/2005 to 07/2008). 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.



Meghann Slaven

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 Science in Journalism, Ohio University Bachelor of Fine Arts in Performance & Choreography, Ohio University

Overview

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

Experience**BerryDunn (10/2017 to present)**

- **West Virginia DHHR – Medicaid EDS Implementation and CMS Certification Project (10/2019 to present)**
As a deputy project manager, Meghann assists the client with management and facilitation of pre- and post-procurement activities, including evaluation training, procurement schedule monitoring, proposal evaluation processes, and solution implementation activities. Meghann is responsible for the management of project objectives and resources and serves as a primary point of contact for project constraints that require escalation. Meghann tracks the budget, project status, risks, and issues; she develops monthly status reports and mitigation strategies to keep the client informed and to help ensure the project meets its goals and objectives. Meghann drives milestone completion with consistent outreach to stakeholders and close monitoring of the project schedule and timeline. Meghann assisted the project team in developing a Data Governance Roadmap.
- **West Virginia BMS**
 - **MES MSP Project (11/2021 to present)**
As deputy project manager, Meghann is responsible for the management of project objectives, resources, and constraints (scope, schedule, cost, and quality). West Virginia was selected by the Centers for Medicare & Medicaid



Services (CMS) and MITRE as a pilot state to test the OBP process. Meghann led this key initiative for West Virginia by supporting the facilitation of the OBP Pilot, including monthly workgroup meeting facilitation, assessment of the current MES environment, identification of challenges and opportunities, and development of MES goals, outcomes, and metrics. Meghann tracks the budget, project status, risks, and issues; she develops monthly status reports and mitigation strategies to keep the client informed and to help ensure the project meets its goals and objectives.

- *West Virginia MCO EDQ Assistance Project (09/2020 to 02/2021)*

As a business analyst, Meghann provided guidance and assistance to the project management team with research developing deliverable templates and content, including a Best Practices Research Summary and Data Strategy Roadmap.

- *MITA State Self-Assessment (SS-A) Maintenance (08/2020 to 04/2021)*

As a business analyst, Meghann provided guidance and assistance to the project management team to update the West Virginia's MITA 2018 HIT Companion Guide Report.

- *EPMO Project (07/2019 to present)*

As a business analyst, Meghann assists West Virginia in developing and updating its annual HIT and HIE APD, to help the client gain over \$9 million in federal funding for HIT activities and initiatives.

- *Data Visioning and Warehouse Development and Procurement Assistance Project (10/2017 to 09/2019)*

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

- *Gap Analysis and Project Management Services (10/2017 to 06/2018)*

As a project coordinator, Meghann developed agendas, captured meeting notes,



tracked action items, and supported the development of the capstone project deliverable. As part of a team analyzing over 2,600 impacts from the ACA on West Virginia Medicaid's policy, systems, and business processes, Meghann assisted with research, writing, and assessment activities to support the development of a compliance gap analysis deliverable.

- **Puerto Rico Medicaid Program (PRMP)**
 - *Puerto Rico MMIS (PRMMIS) Project (11/2020 to 12/2020)*
As a SME, Meghann provided guidance and assistance to the project management team to update PRMP's MMIS APD and corresponding federal funding documentation.

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

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

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

- **Assistant Director of Admissions (08/2008 to 03/2011).** Meghann assisted the Admissions Director in development of enrollment plan, developed geographical recruitment plan for admissions representatives, and trained and managed admissions representatives.
- **Admissions Representative (10/2006 to 08/2008).** Meghann was responsible for recruitment in specified territory. She served as a University representative at recruitment events, as well as evaluated applicants, facilitated the admissions process, counseled students and families on financial aid, and assisted in implementing enrollment activities.

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



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



Maksat Abamov

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	7 years
Certifications and Education:	Bachelor of Arts in Education, Institute of World Languages Bachelor of Arts in International Studies, Texas State University Master of Arts in International Studies, Texas State University

Overview

Maksat is a consultant with diverse experience in Information Technology with emphasis on business analysis. He has more than 7 years of hands-on experience in the healthcare domain and is proficient in translating user requirements into System Specifications, mapping the process design and workflows for SDLC with documenting, and managing business requirements. He has a background in conducting gap analysis and facilitating Joint Application Development (JAD) sessions to expedite and streamline the requirement gathering process. Maksat has strong business analysis skills and thorough understanding of different SDLC methodologies like Scrum, Kanban, and Waterfall.

Experience**BerryDunn (07/2022 to present)**

- **West Virginia DHHR (07/2022 to present)**
 - *MES and EDS projects (07/2022 to present)*
Maksat serves the EDS project as an SME supporting data profiling, testing and requirements gathering support.
 - *MES MSP Project (07/2022 to present)*
Maksat serves the Medicaid Enterprise System Modernization Strategy and Procurement project as an SME supporting requirements gathering and research support.

Caravan Logistics LLC (08/2021 to 07/2022). Maksat served as chief financial officer to rendering operational and programmatic support to the financial team of the company. While supervising the financial unit, he assisted and trained the finance unit, cultivated relationship with stakeholders, assessed the benefits of the contracts, monitored banking activities, and oversaw accounts payable, accounts receivables and business insurance plans of the company.



He prepared, analyzed, and presented weekly and monthly financial statements to the Chief Executive Officer, and worked with the Chief Executive Officer in developing financial strategic plan and capital plan. Maksat prepared and supervised the preparation of financial and operating reports from statistical data, assisted Human Resources with benefits, compensation and other decisions as required, and monitored cash flow on an ongoing basis and useful information for managing expenditures. Maksat facilitated meetings and trainings with the finance team and assisted as needed in conducting background check for new employees.

DXC Technology (Gainwell Technology) (05/2017 to 08/2021). Maksat served as business analyst to implement different change orders to make daily activities more efficient and effective for Managed Care Unit. He acted as a technical person for Managed Care Unit in order to assist team members in creating and quality-checking SQL queries and data, and analyzed and mapped the state requirements with business requirements. He also analyzed and mapped different data sets from AIM system with the CoreMMIS system, coordinated with the Release Management Team to complete the overall release plan, and gathered requirements from business to determine the functionality that should be provided to users. Maksat created business requirement documents as well as system requirement specification, tracked and updated project-related issues in JIRA® Confluence and prepared report to the Management, and prepared business as well as functional requirement documents, flow diagrams and wireframes which helped technology team to understand exact client needs. He participated and organized requirement gathering sessions with the stakeholders to elicit and analyze requirements. He also validated the different data sets such as enrollment, member data from CoreMMIS system, and conducted different session with business owners from Claim, eligibility, enrollment. Maksat performed BA validation process for all the reports before dispatching to QA environment, created Use case and test case for the UAT/Smoke testing at the end of the testing phase, and worked with the project manager on various Project Management activities like keeping track of Project Status, Deadlines, Environment Request, and Compliance Issues.

ANTHEM Blue Cross Blue Shield (11/2015 to 05/2017). Maksat served as a business analyst with Anthem to implement the Migration of IN Medicaid products from Anthem Legacy WGS and Central Facets platforms to single GBD Facets platform and associated surround systems. He gathered business requirements, reviewed design requirements to meet all the requirements, and elicited functional and non-functional requirements, conducting and facilitating requirement sessions. He worked on Configuration Management, Requirement management and analysis, and actively participated in JAD planning sessions to identify the features and functionalities that should be achieved by the new application whereas a team prioritized and determined level of work in line with Agile Scrum and Waterfall methodology. He created Business Requirement Documents, maintained the Traceability Matrix Table to uniquely trace the identified business requirements, and implemented Change Control Process for changes submitted for the BRD once the document was submitted to IT department. He documented the UAT Plan, participated in client discussions of a standard Medicare Advantage plan, and wrote business case scenarios for HIPAA EDI Transactions.



**Julie DuPuis, MPA**

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	Bachelor of Arts in General University Studies, Western Michigan University Master of Public Administration with concentration in Health Care Administration, Western Michigan University Fundamentals in Project Management

Overview

Julie is an outcome-driven and analytical leader with 30 years of state government experience providing comprehensive health coverage to a broad range of individuals, leading and executing Medicaid and related programs, and improving various reporting processes. She has a strong foundation in managed care health delivery systems, including network assessments, financial oversight, compliance, dispute resolution, rate setting, program integrity controls, and automated systems development. Julie is adept at migrating MMIS systems from Legacy to an Enterprise environment and has developed remarkable efficiency in calculating Medicaid Managed Care Accruals as well as schedules for the Health Insurance Provider Fee for Medicaid Health Plans.

Experience**BerryDunn (06/2022 to present).**

- **West Virginia DHHR**
 - *MES and EDS projects (06/2022 to present)*
Julie serves the EDS project as an SME supporting data profiling, testing and requirements gathering support.
 - *MES MSP Project (06/2022 to present)*
Julie serves the Medicaid Enterprise System Modernization Strategy and Procurement project as an SME supporting requirements gathering and research support.

Michigan State University (12/2016 to 06/2022). Julie served as data resource analyst and Medicaid specialist to ensure effective management of IHP activities on policy analysis, health services research, Medicaid data, and evaluation activities, as well as Medicaid affiliated health programs, from start to finish. She cultivated collaborative relationships with program officials,



demonstrated exceptional programmatic expertise to spark and initiate new projects and topics important to Medicaid officials, and ensured effective and smooth communication among Michigan's Medicaid programs, healthcare organizations, and MSU researchers. She acquired and analyzed Medicaid data from the Michigan DHHS, Health Services data warehouse, CHAMPS, Michigan's MMIS system and other related systems. She was responsible for structuring data flows, documentation and instruction relating to Medicaid claims, and creating data pulls relating to Early Hearing Detection and Intervention. This project involved multiple systems assimilating data from each separate data warehouse subsystem. She provided high-level assistance to MSU research faculty and staff in planning and carrying out health service research, including resource identification, data management, structured data pulls, and analysis. Julie contributed to proposal/manuscript development with the aim of improving proposal structure, led projects with multi-faceted teams of statisticians in describing data interpretation, and presented key findings to audience in various presentations.

Michigan DHHS (09/2012 to 12/2016). Julie served as Section Manager for the Medical Services Administration, Bureau of Medicaid Policy and Actuarial Services, Actuarial Division, Rates and Encounter Data Section. She delivered exceptional services to department executives, Medicaid Managed Care Plan organizations, and interested stakeholders, while leading and inspiring a multi-skilled team. She delegated tasks to personnel based upon expertise and recommended best approaches to health plan rate setting and financial analysis for Medicaid and related healthcare programs; defined and enforced SOPs related to budget change concepts and proposals, and bill analysis; and monitored state budget development to accomplish set financial goals. Julie led stakeholder engagement meetings, maintained and enhanced extensive collaboration with internal and external entities. She consulted and coordinated with federal and state agencies, health plans, provider, and stakeholders, county health departments and health professional associations, and initiated the use of Encounter Data for Explanation of Benefits relating to Healthy Michigan members. Implemented the algorithm for calculating member premiums for those over 135%FPL. She interacted with the actuary and other consultants to define rates for Medicaid health plans as well as for other special projects, and also crafted appealing and interactive presentations for the 13 Medicaid Health Plans, stakeholders, advocacy groups, and upper management that covered a multitude of topics such as, data findings, payment and encounter data system issues and rates.



Buffy Cranford, EdD

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	8 years
Certifications and Education:	Bachelor of Arts in English, Communications, University of Nebraska Master in Management, Doane University Certified Project Management Professional (PMP®) Prosci®

Overview

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

Experience**BerryDunn (12/2019 to present)**

- **West Virginia DHHR – PATH DDI Project Management (11/2020 to present)**
As a senior consultant, Buffy serves as the OCM Lead on the West Virginia People's Access to Help (WV PATH) project. She manages the identification, development, and implementation of OCM and operational readiness activities. This includes updating and expanding the OCM Project Plan in alignment with the RFP, tracking and producing OCM deliverables, providing status reports for OCM and Training responsibilities and tasks, and working in collaboration with the State of West Virginia to streamline communications.
- **West Virginia BMS – COVID-19 Contact Tracing and Testing Initiative (04/2020 to 09/2020)**
She has also led the COVID-19 task tracking team and built strong relationships with



State Bureaus by coordinating communications, escalating tasks, and monitoring the progress of tasks and adherence to Federal governance.

Cognosante (08/2018 to 11/2020). As a senior associate and organizational change manager, Buffy has served as the OCM Lead on numerous projects, primarily Medicaid and Economic Assistance eligibility and their associated programs, and the Arkansas Juvenile programs. She managed all aspects of OCM for Medicaid Eligibility, based on all requirements set forth in the RFP. This included collaborating with State and System Integrator teams in creating goals, timelines, deliverable expectation documents, and project status reports; serving as a track expert in design and JAD sessions of the new eligibility systems for Medicaid and Economic Assistance; and reviewing resolutions in finalizing OCM, training, communications, change impact, knowledge transfer, and roll-out plans.

State of Nebraska (04/2016 to 08/2018). As the administrator of the Eligibility and Enrollment Solution project team, Buffy managed multiple projects including the new Medicaid eligibility system, AVS, procurements, and contract management. She led all facets of OCM, communication, training, and documentation design and implementation, which included the following responsibilities:

- Write and update Communications, Training, and OCM plans, and align with contractual requirements.
- Guide and manage creation and approval of Training approach, the design of process and training manuals, virtual training, and ongoing support materials.
- Analyze RFPs and contractual requirements to ensure vendors deliver accurate design and functionality.
- Develop detailed project plans for each component of organizational changes, training, documentation development and communication approaches, by identifying sequential activities.

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

ACCESSNebraska Lincoln Customer Service Center (06/2013 to 04/2016). Buffy oversaw the direction and organization of the Medicaid and Long-Term Care services. She performed OCM analysis, reorganized the Lincoln Customer Service Center, assigned workers into skill sets, minimized phone queues, and reduced call wait times from 45 minutes to five minutes or under for over two years. She created and implemented yearly strategic plans for both Customer Service Centers by examining resources, goals and objectives of the agency; updated and monitored performance metrics and developed dashboard monitoring strategies to



ensure clients received efficient and accurate customer service; collected and analyzed data and trends for the Medicaid and Long-Term Care call centers, and implemented strategies to increase service levels; directed multifunctional programs, improved efficiency, and increased the monthly quality assurance accuracy percentage with an average of 97.5 to 98%; and reviewed interactive voice response systems to reduce phone queues and improve customer service, and served on a workgroup reviewing upgrades to the interactive voice response systems.

Nebraska Department of Labor (10/2011 to 06/2013). Buffy designed and implemented the Virtual Services Unit call center for improving the federally funded labor exchange by retaining and marketing to new and existing employers and adding and attracting skilled labor to the NEworks system. She designed an intense training program, including quality assurance guidelines and scripts, for new Workforce Coordinators, and conducted follow-up training.

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

TerraScan Inc. (03/2007 to 01/2011). Buffy managed the Human Resources department, including overseeing employment, job postings, resume review, interviewing, hiring, maintaining sensitive documentation, and training of new and existing staff on policies and procedures.

Computer Services Inc. (11/2001 to 03/2007). As a technical writer and application product specialist, Buffy managed online and hardcopy documentation for product releases and enhancements. She supervised work teams responsible for designing enhancements, programming, and testing banking software across the nation; conducted comprehensive testing of banking software; and designed help files and created articles for company announcements.

**Dawn Webb, BSHL, CPC, COC**

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

Overview

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

Experience

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

- **West Virginia BMS**

- *EPMO (05/2019 to present)*

As quality improvement initiatives program manager, Dawn is providing project



support in the areas of process improvement, best practices, and staffing allocations for the Fee Schedule and Edit Quality Review, PERM, and TPL Procurement projects.

- *TPL Procurement (05/2019 to present)*
Dawn serves as a program manager, overseeing the TPL Procurement project which involves RFP development and TPL vendor selection activities. Dawn collaborates with the client and BerryDunn team members to help ensure the project team meets the project objectives and the client expectations.
- *Advanced Planning Document Assistance (05/2018 to present)*
Dawn currently manages the BerryDunn team for the West Virginia engagement with facilitating the development and approval of APDs for the West Virginia DHHR's Medicaid enterprise. This involves coordinating the appropriate staff to gather needed information for the development of APDs, write APD narratives, and establish budget tables for the funding request via the Medicaid Detail Budget Tables. This project also includes preparing complete APDs for review, approval, and submission by BMS for delivery to the Centers for Medicare & Medicaid Services (CMS). These activities occur with the development of new APDs, as well as annual and as-needed updates to ten established APDs.
- *PERM Project (05/2018 to present)*
Dawn is serving as the project manager for the PERM project, managing budgets and project deliverables, and working closely with the client to help ensure the team fully meets the project requirements and expectations. This project includes validating claims payment or eligibility errors, researching error remedies, and providing oversight for resolution of PERM errors cited for West Virginia. Under Dawn's leadership, the project team developed and submitted a recovery package for the PERM Review Year (RY) 2016 cycle. CMS agreed with the State's recovery package and overturned 71 errors, saving the State \$151,369. The project team reviewed 37 eligibility errors, three of which were overturned based on additional information provided to the reviewers. The project team reviewed 23 medical record errors, 10 of which were overturned. The State saved \$81,022 due to overturned errors.
- *MMIS Fee Schedule and Edit Quality Review (09/2017 to present)*
Dawn served first as project SME and then as project manager. She works closely with the client to evaluate the MMIS fee schedules and claim edits to ensure MMIS setup is in compliance with Medicaid policy and to provide analysis of cost savings opportunities for BMS.

- **State of Alaska, Division of Legislative Audit (DLA) – National Correct Coding Initiative (NCCI) Compliance Evaluation (07/2019 to 09/2019)**



Dawn supported the DLA in the development of an NCCI questionnaire to help assess Alaska Medicaid's compliance with the NCCI technical guidelines. The results of the assessment provided the DLA with confidence the Alaska MMIS complies with the NCCI technical guidelines.

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

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

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

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

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

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

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



Jason Hargrove, MBA, PMP®

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Manager
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Bachelor of Science in Marine Engineering Operations, Maine Maritime Academy Master of Business Administration, Grantham University Certified Project Management Professional® MLC Certified Medicaid Professional (MCMP-II)

Overview

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

Experience**BerryDunn (02/2018 to present).**

- **Alaska Division of Health Care Services (HCS) – MMIS Fiscal Agent Solicitation Consultant Services (09/2020 to present)**
Jason is the project manager for BerryDunn's team assisting HCS with visioning, researching, and developing an MMIS solicitation
- **West Virginia BMS – EVV Solution Implementation Project (03/2018 to present)**
Jason is the project manager for BerryDunn's team assisting BMS with the implementation of their overall EVV solution, which includes support in several key areas:
 - Strategic planning
 - OCM
 - 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
- UAT planning and support

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

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

- **Senior Director of Pharmacy Administration Services** – In this role, Jason continued to build relationships and further integration into the organization's centralized operations and processes. He worked closely with GM/VP on business and operational initiatives and was responsible for the oversight of 17 management and administrative positions (over 160 staff members).
- **Vice President of Administration** – Jason developed company-wide initiatives to increase operational and deployment efficiencies and served as the account manager, project manager, implementation manager, or other lead roles in key projects as needed. He participated in contract negotiations, lease negotiations, and the establishment of remote offices as required. Jason also reviewed project plans and resources for company-wide projects and ensured sufficient staffing levels and resources. In addition, Jason managed the business development function and staff, pursued strategic opportunities in collaboration with the CEO and business development team, and assisted with and oversaw the development of cost estimates, timelines, scope, project plans, and proposal responses.
- **Director of Administrative Services** – Jason planned, organized, assigned, directed, and evaluated the activities of the department. He also assisted the CEO in contract adherence, contract negotiations, lease negotiations, and hiring processes. He worked with the business development director in the



development of cost estimates, timelines, scope, project plans, and proposal responses. Additional responsibilities included overseeing facility leases, maintenance, construction, and expansion as needed.

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

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

- **Ohio Medicaid PBM and Rebate Services (04/2016 to 02/2017).** Jason served in several capacities on the Ohio project including business development, project leadership and tactical project management. He served as part of the proposal team to develop the project management approach, cost proposal and payment milestones. Working with senior leadership, Jason oversaw much of the project activities including the establishment of a remote office, developing project and operational teams and coordinating on-site staff. During the project, the named implementation manager left the organization and Jason stepped into the named implementation role to help successfully deliver the systems. As part of his role, Jason oversaw project deliverables, requirement management, collaboration between multiple internal and external teams, meeting facilitation and client relations.
- **Illinois Medicaid PBM and Rebate Services (03/2014 to 03/2016).** As the lead implementation manager, Jason oversaw all aspects of the project including proposal preparation, local facility planning, project team meetings, requirement management, joint application design sessions, meeting facilitation, coordination of multiple internal and external stakeholders including regular client meetings. He maintained the open action item logs, risk management, project plan updates and monitored progress daily.
- **Iowa Medicaid Enterprise PBM (04/2012 to 10/2013).** Jason led the re-procurement effort to plan and deploy updated software for this existing client. This included interacting at all levels internally and with the client to establish expectations, capture requirements in alignment to their CMS strategy, and develop key project deliverables. In addition, Jason coordinated the efforts of SME's in the development of artifacts, client reviews, meeting facilitation and regular updates with client and corporate management.
- **Utah CMS certification support (2012).** Following the successful deployment of software and services, Jason worked with the client to develop strategies for CMS certification, creation of CMS artifacts and guidance on approach. As this



was software as a service, Jason provided support to the client through the CMS process and the client worked directly with CMS. The systems were successfully certified without any citing or revisions.

- **Utah Medicaid POS/DRMS (POS and Rebate) (03/2011 to 10/2011).** Jason served as the implementation project manager for this multi-part project. In this role, Jason led a team of technical and business staff members to deliver a complex set of software and services. This included pricing and submission of cost proposals, client and payment strategy, project oversight and management, meeting facilitation, risk and issue management, report management and client engagement. This project also included more intensive training of state staff and product education, change request management and issue resolution.
- **Wyoming Medicaid Pharmacy Fiscal Agent and PBM Services (06/2008 to 05/2009).** As the project manager, Jason worked closely with internal business leads and the client to refine the proposed project plan and implementation strategy. He led requirement validation sessions with business leads, client stakeholders and the incumbent vendor. Typical project activities included meeting facilitation, requirement, risk and action item management. Jason also created a CMS certification and strategy document and subsequently worked with CMS, the client and business SMEs to successfully certify the system.
- **Maine Medicaid Mailroom and BPO (HCFA, UB, ADA) and Medical Prior Authorization.** Jason served as internal project executive to manage the conversion of an existing sole-source contract to a sub-contract and establish a new department within the company. In this role, Jason participated in negotiations with several potential prime vendor partners to develop pricing and a successful bid strategy. After source selection, he worked with a new partner to define operational processes, quality standards and technical integration. New office space and hiring was completed successfully. Jason served as the implementation lead and the business unit manager for the new and existing services as part of this project, including staff management, quality oversight, and vendor/client relations.

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



Matt Oatten

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	3 years
Certifications and Education:	Bachelor of Arts in Communications, Michigan State University

Overview

Matt is a problem-solving, results-oriented project manager with three years of experience managing multiple projects simultaneously while following guidelines, deadlines, project budgets, and providing consistent communication to clients. His strengths include time management, building and maintaining client relationships, and organizational skills. He is dedicated to providing outstanding service to clients through effective interpersonal communication and continuously exceeding expectations and committed to continually developing and improving professionally.

Experience**BerryDunn (07/2022 to present)**

- **West Virginia DHHR**
 - *MES and EDS projects (07/2022 to present)*
Matt serves the EDS project providing business analysis and project coordination support.
 - *MES MSP Project (07/2022 to present)*
Matt serves the Medicaid Enterprise System Modernization Strategy and Procurement project providing business analysis and project coordination support.

Concentra Health Services (01/2019 to 07/2022). Matt served as Facilities Coordinator to analyze, prioritize, dispatch, resolve, and follow up on 80-120 service requests daily. He delegated workload to a team of five project coordinators, designed and maintained a security database for over 500 company locations across 41 states, and collaborated with multiple vendors to resolve time-sensitive, large-scale projects. He researched, evaluated, and bid quotes to proceed with the most cost-effective option to meet timelines. Matt established quick mutually beneficial interpersonal relationships with clients and vendors to enhance company productivity, initiated and developed a training manual to assist center managers in effectively working with the Facilities department, and served as interim Facilities Manager in addition to other role to achieve company strategic goal for 3 months of Manager vacancy.



Michigan State University (08/2018 to present). Matt works as Assistant Cheer & Dance Coach to co-manage operations of a D1 athletic team of 80 co-ed athletes. He assesses athlete performance while providing training to develop skill sets in compliance with NCAA and MSU Athletic Department safety protocols. He facilitates travel sporting, marketing, and community events to engage athletes, donors, and fans nationwide.

Michigan State University (03/2014 to 05/2017). Matt served as Resident Assistant to mentor and support a floor of over 90 on-campus residents. He enforced high standards of safety protocol, policy, and accountability while managing interpersonal relationships. He created, facilitated, and assessed programs to support residents' growth and development both academically and socially.

**AJ Mong**

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 (07/2022 to present)**

- **West Virginia DHHR (07/2022 to present)**
 - *MHP Re-procurement project (07/2022 to present)*
AJ serves the MHP Re-procurement project providing business analysis and project coordination support.
 - *MHT Re-procurement project (09/2022 to present)*
AJ serves the MHT Re-procurement project providing business analysis and project coordination support.
 - *MES MSP Project (07/2022 to present).*
AJ serves the MES MSP project providing business analysis and project coordination support.

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 (09/2013 to 06/2020). AJ served as an elementary school counselor with the School Leadership Team and Focus School Improvement Team to take the school 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.



Jon Watkins

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Project Coordinator
Years of Experience Relevant to Proposed Role:	5 years
Certifications and Education:	Bachelor of Science in Criminal Justice, WVU 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 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 DHHR 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 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.
- **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 (01/2021 to 11/2021). 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 (05/2016 to 01/2021). Jon worked in administration to schedule and organize golf tournaments for the country club. This included coordination with the PGA Professional and all parties involved with the tournament. He was also responsible for organizing, taking minutes, and processing documents related to Board Meetings. His duties also included recruiting new members and employees, training new hires, day to day bookkeeping duties, and invoicing.

Jackson County 911 (01/2020 to 12/2020). Jon worked as a dispatcher 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.



Erbolina Bailey

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	5 years
Certifications and Education:	Bachelor of Science in Economics, West Virginia State University

Overview

Erbolina is an experienced economist and human resources professional with a track record of solving complex strategic and operational HR challenges at corporate level. She has strong business acumen and specializes in project management, onboarding training, HRIS compliance, regulatory compliance, accountability monitoring, and change management.

Experience

BerryDunn (04/2022 to present)

- **West Virginia DHHR - PATH.** Erbolina is a project coordinator for the project. She has a variety of responsibilities, which include organizing daily meetings for team organization, overseeing daily project coordination activities, developing process flows and scheduling meetings to help ensure adherence to project schedule, providing quality control for meeting materials to satisfy the contract Service-Level Agreements.

Stonerise (12/2018 to 04/2022). Erbolina worked as a Corporate HR Coordinator to assist in steering HR regulatory compliance and onboarding programs across the enterprise (corporate division, 17 transitional care centers, and nine home health agencies) comprised of 3,000+ employees. She led HR in the shift from paper-based documentation to 100% electronic. She was responsible for heavy scheduling, coordinating, and documentation. Erbolina advised leadership on federal/state regulations, assisted in developing company policies and procedure, trained HR representatives, and collaborated closely with them on multi-HR functions driving success of care center. She accelerated time to hire 25% by identifying redundancies and streamlining onboarding processes. Additionally, she introduced and facilitated two academic-practice partnerships between Stonerise and nursing schools.

N3 (01/2018 to 12/2018). Erbolina worked as a Customer Success Manager with Microsoft Azure to manage more than 80 client relationships. She facilitated meetings and engaged with client stakeholders to identify and support their business needs by leveraging Azure solutions. Erbolina performed assessments and analyses to optimize value realization by engaging partnerships and ensuring progress reporting and delivery of services. She also influenced client strategy



and future growth of Microsoft by cultivating client preference for solutions that drove impact for them and establishing Microsoft as a leader through new reference cases.

TQL (06/2017 to 01/2018). Erblina worked as an Account Executive to coordinate third-party transportation services, research transportation costs, and negotiate freight rates on inbound/outbound deliveries for multimillion-dollar companies. She achieved 99% average delivery rate on all assignments with no loss of materials or assets and increased overall profit margins by 20% over a year.



Jordan Ramsey

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Editor
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	Bachelor of Arts in Liberal Arts and Sciences, English Literature and Creative Writing, University of Illinois at Urbana-Champaign Master of Arts in English: Professional Writing, Southeastern Missouri State University

Overview

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

Experience

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

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

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

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



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

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

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

The Southern Illinoian (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.



Molly Hawkinson

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Writer/Editor
Years of Experience Relevant to Proposed Role:	3 years
Certifications and Education:	Certificate, Editing, University of Washington Bachelor of Science in 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.

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.



Caitlin Cabral

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Editor
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 processes. 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
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 (01/2022 to present). Janine is responsible for proofreading, copyediting, and formatting various types of documents, including proposals, reports, memos, presentations, and meeting notes.

Breakwater School (08/2019 to 08/2021). 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 (06/2011 to 06/2018)

- **Program Coordinator (06/2014 to 06/2018)**
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 (08/2012 to 08/2013)***
Janine coordinated communications and logistics among five committees in a cross-sector, city-wide coalition that addresses youth education, health, safety, and civic engagement. She led strategic planning processes 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 (06/2011 to 08/2011)***
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 (08/2010 to 05/2011). Janine worked as the student co-director of volunteerism to maintain relationships with over 30 community partners and 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.



Jonathan Williams

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Staff Editor
Years of Experience Relevant to Proposed Role:	15 years
Certifications and Education:	Bachelor of Arts in English, Bowling Green State University

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.

Experience

BerryDunn (02/2019 to present). Jon serves as an editor for BerryDunn's Government Consulting Group, tasked with proofreading and copyediting meeting notes, memos, and PowerPoint presentations for various government entities. This requires helping to ensure that documents conform to BerryDunn's formatting and writing standards.

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

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

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

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



Emily Hendrickson

Proposed Project Role:	Project Management Support Services
Role at BerryDunn:	Paraprofessional
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Bachelor of Arts in English Literature and Language, Gordon College Bachelor of Arts in Biblical and Theological Studies, Gordon College

Overview

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

Experience

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

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

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

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



Appendix B: Deliverable Dictionary

Table 4: Deliverable Dictionary

Deliverable #	Deliverable Name	Deliverable Description
1	Commissioner Briefing	On a monthly basis, the State Project Management Office (PMO) will develop and deliver a status report to the DHHR and BMS leadership. The project status report will include a status of project deliverables and timelines, as well as associated project issues and risks.
2	Monthly Status Report	On a monthly basis, the State PMO will develop and deliver a status report to the DHHR Executive Steering Committee. The project status report will include a status of project deliverables and timelines, as well as associated project issues and risks.
3	Implementation Timeline	The Implementation Timeline will outline the plan and approach to modular implementation for the modernized MES.
4	Draft Modular RFP(s)	The draft modular RFP(s) will solicit competitive proposals to meet solution requirements according to technical and cost evaluation criteria. MES MSP assumes the development of up to two draft RFPs. The draft RFP(s) will be developed in alignment with Phase I Deliverable 4: Strategic Plan for the MES Modernization Procurement and in adherence with CMS and State Purchasing requirements.
5	IAPD	BerryDunn will assist DHHR in the development of the IAPD; however, the State will maintain responsibility for submission of the document. The IAPD will be developed in compliance with requirements, including, but not limited to, 45 Code of Federal Regulations (CFR) 95.610.
6	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
ACA	Affordable Care Act
ACES	American Copy Editors Society
APD	Advance Planning Document
BMS	Bureau for Medical Services
BPH	Bureau for Public Health
CCP	Certified Change Practitioner
CFR	Code of Federal Regulations
CL	Commodity Line
CMS	Centers for Medicare & Medicaid Services
CMA	Centralized Master Agreement
DAF	Deliverable Acceptance Form
DDI	Design, Development, and Implementation
DHHR	Department of Health and Human Resources
DHHS	Department of Health and Human Services
DLA	Division of Legislative Audit
E&E	Eligibility & Enrollment
EDQ	Encounter Data Quality
EDS	Enterprise Data Solution
EPMO	Enterprise Project Management Office or Enterprise Portfolio Management Office
EVV	Electronic Visit Verification
FFS	Fee for Services
HBE	Health Benefit Exchange
HCS	Division of Health Care Services
HIPAA	Health Insurance Portability and Accountability Act
IAPD	Implementation Advance Planning Document
IAPDU	Implementation Advance Planning Document Update



Acronym/ Abbreviation	Definition
IES	Integrated Eligibility Solution
IT	Information Technology
IV&V	Independent Verification & Validation
JAD	Joint Application Development
JRP	Joint Requirements Planning
MCMP	Medicaid Learning Center Certified Medicaid Professional
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
MLC	Medicaid Learning Center
MMIS	Medicaid Management Information System
MSP	Modernization Strategy and Procurement
NCCI	National Correct Coding Initiative
NCPDP	National Council for Prescription Drug Programs
OBP	Outcomes-Based Planning
OCM	Organizational Change Management
OD	Organization Development
PATH	People's Access to Health
PBM	Pharmacy Benefit Manager
PEA	Provider Enrollment Application
PERM	Payment Error Rate Measurement
PHE	Public Health Emergency
PMO	Project Management Office
PMP®	Project Management Professional®



Acronym/ Abbreviation	Definition
POS	Point of Sale
QA	Quality Assurance
RFI	Request for Information
RFP	Request for Proposal
RFQ	Request for Quotation
SDLC	System Development Life Cycle
SIT	System Integration Testing
SNAP	Supplemental Nutrition Assistance Program
SOW	Scope of Work
SS-A	State Self-Assessment
State	West Virginia
SME	Subject Matter Expert
TANF	Temporary Assistance for Needy Families
UAT	User Acceptance Training
WVCHIP	West Virginia Children's Health Insurance Program
WVU	West Virginia University



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

Bill J. Crouch
Cabinet Secretary

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

Cynthia E. Beane
Commissioner

DATE: September 13, 2022
TO: DHHR Finance
FROM: James Atkins II *JAT*
BMS Procurement Services
RE: Funding Memo for PF1104847 CDO BMS 23*14

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

BMS anticipates making payments for months 1-7 in SFY23 and months 8-9 in SFY24. Contract service period: 10/01/22-06/14/23. Funding allocation table below:

CDO BMS23*14

MES-MSP Phase III

	10/01/2022-6/14/2023		
	9 Months		Total:
	PRO5 SFY23 10/01/22-4/30/23	PRO7 SFY24 5/01/23-6/14/23	
EM	70 Hours @ \$270=\$18,900	23 Hours @ \$270=6,210	\$25,110.00
LPM	70 Hours @ \$215=\$15,050	23 Hours @ \$215=4,945	\$19,995.00
GPM	2,205 Hours @ \$175=\$385,875	850 Hours @ \$175=148,750	\$534,625.00
SS	1,545 Hours @ \$80=123,600	555 Hours @ \$80=\$44,400	\$168,000.00
	543,425.00	204,305.00	747,730.00

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

James.w.Atkins@wv.gov