



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: 09-22-2022

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 BMS2300000017 1	Procurement Folder:	1108961
Document Name:	Public Health Emergency(PHE) Support Phase II Project	Reason for Modification:	
Document Description:	Public Health Emergency(PHE) Support Phase II Project		
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: \$888,740.00

Purchasing Division's File Copy

ENTERED

PURCHASING DIVISION AUTHORIZATION

DATE: *Tina H* 10/18/2022
ELECTRONIC SIGNATURE ON FILE

ENCUMBRANCE CERTIFICATION

DATE: *Beverly Toler* 10-19-22
ELECTRONIC SIGNATURE ON FILE

Extended Description:

Public Health Emergency (PHE) Support Phase II Project

Dates of Service 10/11/2022 - 9/10/2023

Total: \$888,740.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
1	80101600	0.00000		\$0.0000	\$7,740.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2022-10-11	2023-09-10				

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

Lead Project Manager: Base Year One

Hourly Rate: \$215.00

Ed Daranyi 36 Hours @215 = \$7,740

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
2	80101600	0.00000		\$0.0000	\$8,100.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2022-10-11	2023-09-10				

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

Engagement Manager: Base Year One

Hourly Rate: \$270.00

Nicole Becnel 30 hours @ \$270 = \$8,100

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
3	80101600	0.00000		\$0.0000	\$682,500.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2022-10-11	2023-09-10				

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

General Project Manager: Base Year One

Hourly Rate: \$175.00

Hilary Foster Moles 1,350 hours @ \$175 = \$236,250
 Peter Alfrey 240 hours @ \$175 = \$42,000
 Meghann Slaven 120 hours @ \$175 = \$21,000
 Drew Thomas 1,350 hours @ \$175 = \$236,250
 Ethan Wiley 240 hours @ \$175 = \$42,000
 Dawn Webb 240 hours @ \$175 = \$42,000
 Jason Hargrove 120 hours @ \$175 = \$21,000
 Sarah Ratliff 120 hours @ \$175 = \$21,000
 Emily McCoy 120 hours @ \$175 = \$21,000

Total: 3,900 hours @ \$175 = \$682,500



September 19, 2022

To Whom It May Concern:

BerryDunn submitted a Staffing Plan and Scope of Work (SOW) document to the Department of Health and Human Resources to provide Public Health Emergency (PHE) support services under our contract (HHR 21*03). As stated in the PHE Support Phase II SOW document, the duration of this work is estimated to be 12 months. BerryDunn agrees to a SOW start date effective on or after October 11, 2022. The work would then conclude on September 10, 2023.

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

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

Best Regards,

A handwritten signature in cursive script that reads 'Nicole G. Becnel'.

Nicole Becnel
Principal
681-313-8905

A handwritten signature in cursive script that reads 'Robert Price'.
Agree



**Staffing Plan and Scope of Work for the
West Virginia Department of Health and Human Resources
Public Health Emergency Support Phase II Project
Prepared for CMA # HHR 21*03**



Submitted by:

Nicole Becnel, PMP®, Principal
Hilary Foster Moles, Senior Consultant
Berry Dunn McNeil & Parker, LLC
300 Capitol Street
Suite 1610
Charleston, WV 25301
Phone: 681-313-8905
nbecnel@berrydunn.com
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Submitted on:

September 19, 2022

berrydunn.com



Staffing Plan and Scope of Work for the West Virginia Department of Health and Human Resources, Public Health Emergency Support Phase II Project

This scope of work (SOW) describes the tasks BerryDunn will perform to assist the West Virginia (State) Department of Health Human Resources (DHHR), the Bureau for Medical Services (BMS), West Virginia Children's Health Insurance Program (WVCHIP), and the sister bureaus and offices with the planning activities to resume normal Medicaid activities once the Public Health Emergency (PHE) ends and general PHE support. This SOW is henceforth referred to as the PHE Support Phase II Project SOW.

1.0 Key Information

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

Estimates for this SOW are based on the following assumptions:

- All project documents—including meeting outcomes, action items, issues, risks, and decisions—will be on the State-designated site and will be brought to the attention of the BMS and WVCHIP project sponsors.
- Explore strengthening WV partnerships with states and other territories [such as the United States Virgin Islands (USVI)], and leverage the tools and procedures utilized during the PHE unwinding activities.
- Deliverables will be provided in an agreed-upon format.
- The State leadership team will consist of Cynthia Beane as the BMS project sponsor and Stacey Shamblin as the WVCHIP project sponsor. Sarah Young will act as the BMS and WVCHIP project lead.
- State staff with the required knowledge base to support the PHE Support Project will attend project-related meetings, including workgroup sessions. If these individuals are not available or do not participate in these sessions, then the project schedule, scope, and cost may be impacted.
- The State project lead will provide timely decision-making and responses to information requests from the BerryDunn project team.
- The BerryDunn leadership team will consist of Nicole Becnel as the engagement manager (EM) and Hilary Foster Moles as the project manager.
- DHHR intends to utilize the Medicaid Management Information System (MMIS) Implementation Advance Planning Document (IAPD) (formerly the Medicaid Information Technology Architecture [MITA] Advance Planning Document [APD]) for the purposes of this SOW. The Centers for Medicare & Medicaid Services (CMS) previously approved



the MMIS IAPD on July 15, 2022, for total state and federal funds in the amount of \$100,538,318 under project identifier WV-2022-05-31-MMIS-MITA-IAPDU. The estimated cost of the services to be delivered under this SOW is \$888,740 (included in the approved APD). Therefore, any additional scope that is added to the services to be provided under this SOW may require that the State update its MMIS IAPD to allocate additional funds for project management.

- This work will begin upon approval of this SOW and a mutually agreed-upon date and is projected to continue for 12 months.



2.0 Project Scope and Staffing Plan

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

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

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
1.0	<p>Engagement Oversight</p> <p><i>Service Approach</i></p> <p>BerryDunn's leadership team will provide oversight and coordination of BerryDunn staff, services, and deliverables.</p> <p>BerryDunn's project leadership will meet with the BerryDunn project lead and other key team members on a regular basis to discuss project status and issues impacting the timely completion of the project work and oversee BerryDunn staff, services, and review of deliverables.</p> <p><i>Deliverable(s)</i></p> <ul style="list-style-type: none">D01: Commissioner Briefing <p><i>Completion Criteria</i></p> <p>All parties will deem Engagement Oversight complete upon signature acceptance of D08: Project Closeout Summary by the DHHR project sponsor or their designee.</p> <p>Estimate assumes 60 hours per month for 12 months.</p>	Nicole Becnel Eduardo Daranyi Hailey Holden	120
2.0	<p>Project Execution and Control</p> <p><i>Service Approach</i></p> <p>Upon project initiation, BerryDunn will host a project kickoff meeting. In support of Project Execution and Control, BerryDunn's leadership will meet with the project sponsor on a regular basis to discuss project status and issues affecting the timely completion of the work and will oversee BerryDunn staff, services, and deliverables. Project Execution and Control will also include:</p> <ul style="list-style-type: none">Facilitating meetings, preparing meeting materials, and taking notes for BerryDunn- and State-owned meetingsPreparing monthly project status updates, risks, issues, and briefings for the State leadership team	Hilary Foster Moles Drew Thomas Meghann Slaven Peter Alfrey Ethan Wiley Dawn Webb Jason Hargrove Emily McCoy Alex Glowacky Shelly Schram Megan Blount Amie Maynard	1,626



Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	<ul style="list-style-type: none">Managing project logs (action item, decision, issue, and risk tracking)Storing project documentation repository in an agreed-upon SharePoint location <p><i>Deliverable(s)</i></p> <ul style="list-style-type: none">D02: Monthly Status Report <p><i>Completion Criteria</i></p> <p>All parties will deem Project Execution and Control complete upon successful completion of the project and signature acceptance of Deliverable D08: Project Closeout Summary by the DHHR project sponsor or their designee.</p> <p>Estimate assumes 1,626 hours for 12 months.</p>	Caitlin Cabral Janine DiLorenzo Karla Fossett Carole Ann Guay Molly Hawkinson Emily Hendrickson Jordan Ramsey Jon Williams	
3.0	<p>Communication Packet</p> <p><i>Service Approach</i></p> <p>BerryDunn will develop and track the three-phased communication approach for notifying Medicaid members and providers whose benefits are impacted by "unwind" activities.</p> <p><i>Deliverable</i></p> <ul style="list-style-type: none">D03: Communication Packet <p><i>Completion Criteria</i></p> <p>All parties will deem the Communication Packet phase of the project complete upon signature acceptance of Deliverable D03: Communication Packet by the DHHR project sponsor or their designee.</p> <p>Estimate assumes 1,200 hours for 12 months.</p>	Hilary Foster Moles Drew Thomas Megan Blount Amie Maynard	1,200
4.0	<p>CMS-Tracking, Reporting, Policy, and Communications</p> <p><i>Service Approach</i></p> <p>BerryDunn will continue to update the PHE Flexibility Tracking Tool throughout the project according to CMS' most recent PHE unwind guidance and decisions captured during meetings with project stakeholders.</p> <p>BerryDunn will continue to update the PHE Unwinding Playbook with step-by-step documentation of the unwinding process that will be triggered upon the 60-day advance notice of the PHE expiration.</p> <p>BerryDunn will assist the State with drafting responses to the CMS-required reporting form summarizing the State's</p>	Hilary Foster Moles Drew Thomas Peter Alfrey Ethan Wiley Dawn Webb Emily McCoy Shelly Schram Megan Blount Amie Maynard	2,100



Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	<p>plans for initiating renewals for its total caseload within the State's 12-month unwinding period.</p> <p>Deliverable(s) and Artifact(s)</p> <ul style="list-style-type: none">• D04: PHE Flexibility Tracking Tool• D05: PHE Unwinding Playbook• A01: PHE Unwinding Playbook with Dates• D06: CMS-Required State Renewal Approach Report <p>Completion Criteria</p> <p>All parties will deem the CMS-Tracking, Reporting, Policy, and Communications phase of the project complete upon signature acceptance of Deliverable 04: PHE Flexibility Tracking Tool, Deliverable 05: PHE Unwinding Playbook, Artifact 01: PHE Unwinding Playbook with Dates, and Deliverable 06: CMS-Required State Renewal Approach Report by the DHHR project sponsor or their designee.</p> <p>Estimate assumes 2,100 hours for 12 months.</p>		
5.0	<p>PHE Monitoring and Support</p> <p>Service Approach</p> <p>BerryDunn will continue to provide waiver support through the creation and amendments of waivers and is prepared to provide project management services to assist the State in its implementation of the 1135 and 1115 waivers related to the PHE.</p> <p>BerryDunn will continue to provide State Plan Amendments (SPAs) support requested by the State as the State continues through the PHE response mode and moves into recovery mode.</p> <p>BerryDunn provides a biweekly compilation of research to help identify immediate, short-term, and long-term impacts to PHE waivers and guidance for the State. Additionally, the compilation includes actions that may be needed now and, in the future, to help operationalize changes and help ensure the State is compliant with guidance.</p> <p>Deliverable(s) and Artifact(s)</p> <ul style="list-style-type: none">• A02: Waivers, SPAs, and Biweekly News Round-Ups <p>Completion Criteria</p> <p>All parties will deem the PHE Monitoring and Support phase</p>	<p>Hilary Foster Moles Drew Thomas Peter Alfrey Ethan Wiley Alexandra Glowacky Megan Blount Amie Maynard</p>	1,200



Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	of the project complete upon signature acceptance of D08: Project Closeout Summary by the DHHR project sponsor or their designee. Estimate assumes 1,200 hours per month for 12 months.		
6.0	APD Support <i>Service Approach</i> BerryDunn will develop and assist in facilitating the approval of APDs to help ensure that the project continues to maintain buy-in and financial backing from the relevant federal partners. <i>Deliverable</i> <ul style="list-style-type: none">D07: PHE Support IAPD <i>Completion Criteria</i> All parties will deem the IAPD support phase of the project will complete upon signature approval of D08: Project Closeout Summary. Estimate assumes 50 hours per month for 12 months.	Dawn Webb Hilary Foster Moles Sarah Ratliff Jason Hargrove	50
7.0	Project Closeout BerryDunn will prepare a Project Closeout Summary that includes an inventory of all project documentation and deliverables BerryDunn will transfer to BMS at project close. Additionally, the Summary will document the disposition or reassignment of all action items, issues, and risks that remain open to an agreed-upon State operations team member. <i>Deliverable(s)</i> <ul style="list-style-type: none">D08: Project Closeout Summary <i>Completion Criteria</i> All parties will consider BerryDunn services complete when the State project sponsor or their designee formally accepts and signs the Project Closeout Summary. Estimate assumes 50 hours for one month.	Eduardo Daranyi Nicole Becnel Peter Alfrey Hilary Foster Moles Drew Thomas Megan Blount	50
Total Hours			6,346
Total Not-To-Exceed Cost Estimate			\$888,740



3.0 Project Resources and Hours

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

Table 2: Project Resources

CL Year 1	Role	Rate	Project Resources	Total Est. Hours	Total Est. Cost
8	EM	\$270	Nicole Becnel	30	\$8,100
7	LPM	\$215	Ed Daranyi	36	\$7,740
10	GPM	\$175	Hilary Foster Moles	1,350	\$236,250
10	GPM	\$175	Peter Alfrey	240	\$42,000
10	GPM	\$175	Meghann Slaven	120	\$21,000
10	GPM	\$175	Drew Thomas	1,350	\$236,250
10	GPM	\$175	Ethan Wiley	240	\$42,000
10	GPM	\$175	Dawn Webb	240	\$42,000
10	GPM	\$175	Jason Hargrove	120	\$21,000
10	GPM	\$175	Sarah Ratliff	120	\$21,000
10	GPM	\$175	Emily McCoy	120	\$21,000
11	SS	\$80	Alexandra Glowacky	240	\$19,200
11	SS	\$80	Shelly Schram	120	\$9,600
11	SS	\$80	Megan Blount	920	\$73,600
11	SS	\$80	Amie Maynard	920	\$73,600
11	SS	\$80	Caitlin Cabral	15	\$1,200
11	SS	\$80	Janine DiLorenzo	15	\$1,200
11	SS	\$80	Karla Fossett	15	\$1,200
11	SS	\$80	Carole Ann Guay	15	\$1,200
11	SS	\$80	Molly Hawkinson	15	\$1,200
11	SS	\$80	Emily Hendrickson	15	\$1,200
11	SS	\$80	Jordan Ramsey	15	\$1,200
11	SS	\$80	Jon Williams	15	\$1,200
11	SS	\$80	Hailey Holden	60	\$4,800



CL	Role	Rate	Project Resources	Total Est. Hours	Total Est. Cost
Year 1					
			Totals:	6,346	\$888,740

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



4.0 Project Hours and Costs per Month

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

Table 3: Project Costs by Month

Month #	EM	LPM	GPM	SS	Estimated Hours Per Month	Estimated Cost Per Month
	Hours	Hours	Hours	Hours		
Month 1	3	3	325	199	530	\$74,250
Month 2	3	3	325	199	530	\$74,250
Month 3	3	3	325	199	530	\$74,250
Month 4	3	3	325	199	530	\$74,250
Month 5	2	3	325	198	528	\$73,900
Month 6	2	3	325	198	528	\$73,900
Month 7	2	3	325	198	528	\$73,900
Month 8	2	3	325	198	528	\$73,900
Month 9	2	3	325	198	528	\$73,900
Month 10	2	3	325	198	528	\$73,900
Month 11	3	3	325	198	529	\$74,170
Month 12	3	3	325	198	529	\$74,170
Total	30	36	3,900	2,380	6,346	\$888,740



5.0 High-Level Timeline

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

Figure 1: Proposed High-Level Timeline

Task	1	2	3	4	5	6	7	8	9	10	11	12
1.0 Engagement Oversight												
2.0 Project Initiation, Execution, and Control												
3.0 Communication Packet												
4.0 CMS-Tracking, Reporting, Policy and Communications												
5.0 PHE Monitoring and Support												
6.0 APD Support												
7.0 Project Closeout												



6.0 Medicaid Information Technology Architecture (MITA) Alignment

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

- MITA Road Map Transformation Goals
 - Gen 1.0 – Improve BMS effectiveness and efficiency
 - Gen 4.0 – Assess, implement, and monitor compliance with all relevant federal laws and regulations
 - Gen 6.0 – Enhance and improve efficient, effective, and meaningful outreach and communication
 - EE 1.0 – Improve interoperability for Eligibility and Enrollment Management
 - PL 1.0 – Enhance BMS' ability to analyze the effectiveness of potential existing benefits and policies
- MITA Business Areas
 - EE, PL
- Conditions & Standards (C&S)
 - Industry Standards Condition, Leverage Condition, Interoperability Condition



b, BerryDunn

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 19, 2022

Date

DHHR Approval and Authorization

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

Cynthia Beane, MSW,
LCSW

Digitally signed by: Cynthia Beane, MSW, LCSW
DN: CN = Cynthia Beane, MSW, LCSW email = cynthia.a.beane@wv.gov C = US O = Medical Services OU = WV
/DfG-R
Date: 2022.09.19 13:51:21 -0500

Signature

09/19/2022

Date

Stacy D. Sherr

Signature

9/22/2022

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 Executive Coaching Certification®

Overview

Nicole brings valuable expertise in her field as an experienced Medicaid IT professional with over 20 years of experience in health and human services project management experience. Her experience includes strategic planning, portfolio, program and project management, business analysis, system design, development, and testing for large health information enterprise systems. She is currently working with the State of West Virginia overseeing the State's Medicaid Enterprise and leverage and reuse initiatives.

Experience

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

- **West Virginia Department of Health and Human Resources (DHHR) Bureau for Medical Services (BMS).**
 - *Managed Care Organization (MCO) Encounter Data Quality (EDQ) Project (07/2020 to present)*

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



- *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, Request for Proposal (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 West Virginia's largest information technology transformation project, the Medicaid Enterprise IES, known as People's Access To Help (PATH). PATH supports the eligibility, enrollment, and administration of the DHHR's human services programs, including Medicaid, Children's Health Insurance Program (CHIP), Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Low Income Energy Assistance Program (LIEAP), Child Welfare, and Child Support. Nicole provides executive leadership working with the internal team, the State, and all vendors. She reviews, coordinates, and oversees statements of work (SOWs), deliverables, and risk and issue management.

- *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 Medicaid Enterprise System modernization initiatives such as the Medicaid performance management and quality assurance, third-party liability (TPL) planning, adding CHIP data to the Medicaid data warehouse, Payment Error Rate Measurement (PERM), and the PATH implementation. Nicole's guidance within the APD process has helped West Virginia secure and maintain millions of dollars in federal funding.

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

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



and the procurement of \$37 million in federal relief funding for public health initiatives related to COVID-19.

- *Mountain Health Promise (MHP) Implementation Project Management Support (03/2020 to 06/2020)*

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

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

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

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

Nicole was the Lead Project Manager overseeing BerryDunn's procurement assistance and project management support for managed care and readiness review services for the MHT program, the State's risk-based managed care program. The team assisted in population expansion under the current comprehensive MCO contract to add the Children's Health Insurance Program (CHIP) to the program. BerryDunn assisted the State with developing a 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 West Virginia with their leverage and reuse initiatives demonstrating the Leverage Condition established



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

- *Substance Use Disorder (SUD) Waiver Initiative Project (07/2016 to 6/2017).*
Nicole was the Lead MMIS Project Manager overseeing the SUD waiver initiative "Creating a Continuum of Care for Medicaid Enrollees with Substance Use Disorders" Section 1115 Waiver demonstration. The waiver allows the State to strengthen its SUD delivery system to improve the care and health outcomes for State beneficiaries with SUD through expanded SUD service coverage and new programs to improve the quality of care. The team provides annual and quarterly reporting to CMS and financial reporting requirements for budget-neutrality, future technology procurements to support the five-year demonstration, and MCO contract requirements specific to the SUD demonstration.
- *Medicaid Information Technology Architecture (MITA) 3.0 State Self-Assessment (SS-A) Maintenance and Annual Update Assistance Project (8/2015 to 01/2020)*
Nicole was the Lead Project Manager for BMS's MITA SS-A efforts, including the annual maintenance of SS-A activities and Data Management Strategy (DMS). She leads the organization development planning to support WV's MITA maturity and modernization efforts. The team is creating a roadmap and schedule to help the State assess areas for improvement and change specific to departmental and bureau(s) structure, operational improvements, talent development, and training. Organization development for the project will take the MITA SSA findings and focus on the DHHR goals and objectives for its MMIS, the technical architecture assessment of the State's Medicaid modules' maturity levels, and business area assessments of the State's Medicaid system modules. These activities clarify BMS's short-term and long-term strategic goals and help BMS request enhanced federal funding to achieve those goals.
- *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 West Virginia contract and past contracts for the following projects:
 - *Managed Care Organization (MCO) ORR Assistance (09/2020 to 12/2020)*
 - *Medicaid Management Information System (MMIS) Fee Schedule and Edit Quality Review Project: Phase III (06/2020 to 11/2020)*
 - *Mountain Health Trust (MHT) Managed Care Organization (MCO) Procurement Assistance Project: Phase II (05/2020 to 09/2020)*
 - *Substance Use Disorder (SUD) Waiver Initiative Phase 4 (04/2020 to 05/2021)*
 - *Mountain Health Promise (MHP) Implementation (Coordinated Care Management) (03/2020 to 06/2020)*
 - *Managed Care Organization 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 (CSEDW) Initiative: Phase II (10/2019 to 05/2020)*
 - *West Virginia Children's Health Insurance Program (WVCHIP) MCO Transition Planning (01/2019 to 07/2019)*
 - *SUD Waiver Initiative: Phase III (03/2019 to 03/2020)*
 - *Medicaid Management Information System (MMIS) Payment Error Rate Measurement (PERM) Phase II (05/2020 to 05/2021)*



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



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

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

- **Project Manager for Maine Integrated Health Management Solution (MIHMS) Provider Enrollment.** Nicole served as Project Manager and SME for the Maine Department of Health and Human Services (DHHS) provider re-enrollment and maintenance implementation project, which created an online tool for enrollment, re-enrollment, and maintenance for Maine's provider community consisting of approximately 8,000 providers. Nicole managed large and complex configuration projects and provided expertise to other implementation initiatives, including conversion, reporting, and interface development.
- **West Virginia MMIS.** Nicole managed the development, implementation, and evaluation of quality management and risk management activities to ensure project compliance with all budget, time and quality specifications to help client requirements across the Medicaid Enterprise. In her role, Nicole successfully project managed the on time delivery of the NPI initiative in an accelerated time frame, successfully provided on-site support to BMS during the CMS certification evaluation; facilitated best practice cross communication; and, met customer expectations by monitoring, evaluating and assigning corrective actions.
- **Contract Configuration and Reports Lead for West Virginia MMIS.** Nicole developed, implemented, and documented processes and standards to ensure successful completion of reports. Additionally, she analyzed business processes to transition the configuration to meet the current application. Working with the client, Nicole identified required changes and ensured issues were identified, tracked, reported and resolved in a timely manner. She was also responsible for creating a MITA Report Card and Trending Analysis Report tracking deliverables and report progress.
- **Project Management Support.** Nicole served in a project management support services role for State Medicaid initiatives including the Kentucky MMIS DDI project, which included schedule management, action item management, training support, provider development, and UAT planning. She also ensured the appropriate project organization processes were closely followed.

Presentations

"Modularity GPS: Defining the Roadmap and Understanding the Landscape," Presentation for 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 Medicaid Enterprise Systems Conference (MESC) 2014, 8/21/2014



Eduardo Daranyi, MEd, PMP®

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

Overview

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

Relevant Experience

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

- **Ohio Department of Medicaid – Ohio Medicaid Enterprise System Independent Verification & Validation (IV&V) Services (12/2016 to present).**
The Ohio Department of Medicaid is implementing its vision for a modular MMIS in the Ohio Medicaid Enterprise System project and BerryDunn is providing IV&V support. As project principal, Ed is overseeing the BerryDunn team.
- **West Virginia Bureau for Medical Services (BMS).**
 - *West Virginia Engagement Manager (06/2012 to present).*
In his role as engagement manager, Ed provides oversight of BerryDunn's contract with the Bureau to provide project management services for multiple projects, including the Molina Health PAS MMIS implementation; Medicaid Data Warehouse / Decision Support System DW/DSS implementation; Substance Use Disorder 1115 Waiver development and implementation; Affordable Care Act (ACA) analysis, and advisory services; ICD-10 compliance; Eligibility & Enrollment (E&E) systems modernization; Adult Quality Measures; CMS advance planning development; MITA 3.0 State Self-Assessment; WVCHIP



implementation and stabilization; access to care planning and monitoring; provider re-enrollment; asset verification system procurement; and other related initiatives.

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

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

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

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

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

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

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

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

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



North Carolina DHHS and county departments of social services do business.

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

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

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

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

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

Presentations

"Flexible Contracting and Contracting Best Practices," Presentation for Medicaid Enterprise Systems Conference (MESC) 2014, 8/19/2014



Hilary Foster Moles, BSN, CCP

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	6 years
Certifications and Education:	Bachelor of Science in Nursing, West Virginia Institute of Technology Medicaid Learning Center (MLC) Certified Medicaid Professional (MCMP-II) Prosci® Certified Change Practitioner

Overview

Hilary, a registered nurse, is a senior consultant in BerryDunn's Government Consulting Group with comprehensive clinical and state agency policy development and analysis experience. Hilary provides project management services for West Virginia's Payment Error Rate Measurement (PERM) project, and Public Health Emergency (PHE) Support project. She brings expertise in case management, Medicaid eligibility and enrollment criteria, and Medicaid Management Information System (MMIS) claims processing.

Experience**BerryDunn (04/2019 to present)**

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

- **West Virginia Bureau for Medical Services (BMS)**
 - *Public Health Emergency (PHE) Support Project (10/2021 to present).*
Hilary is serving as the project manager for the PHE Support Project, to assist West Virginia with the preparing and planning and unwinding activities once the PHE ends. This project includes tracking program flexibilities, assisting with the development of processes and initiatives to roll back current efforts, and supporting all PHE-related activities. Hilary is managing budgets and project deliverables, and works closely with the client to help ensure the team meets the project requirements, and expectations.
 - *Payment Error Rate Measurement (PERM) Project (04/2019 to present).*
Hilary began the PERM project as a subject matter expert (SME), before her current role as project manager. She is 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 support throughout all pre-cycle activities, validating claims payment or eligibility errors, researching error remedies, providing oversight for resolution of PERM errors cited for West Virginia, and supporting the Medicaid Eligibility Quality Control



- (MEQC) portion of the PERM review.
- **MMIS Contract Edit Review (04/2019 to present).**
Hilary is serving as a project SME, and is analyzing the current vision policy for recommendations and fee schedule updates. In previous project phases, she completed analyses of the MMIS configuration of Medicaid benefits, and prior authorization requirements in comparison to Medicaid policy. Additionally, Hilary completed an analysis of telehealth policies to identify opportunities to expand telehealth coverage for West Virginia. She has collaborated with BMS and Gainwell to evaluate claim edits to help ensure the MMIS setup and current processes comply with Medicaid policy and national standards.
 - **State Plan Review and Support (SPRS) Project (09/2020 to 01/2021).**
As a business analyst, Hilary worked with the project team to analyze the West Virginia Medicaid State Plan and assist the State to make process and document improvements for long-term policy compliance and sustainability.
 - **COVID-19 Emergency Services Sub-Project (03/2020 to 10/2020).**
Hilary supported the project with tracking of federal waivers, WV Disaster Relief SPAs and other COVID-19 related legislative policy changes. Hilary researched and advised the client of other state policy implementations on a daily basis. She attended weekly Centers for Medicare and Medicaid (CMS) stakeholder calls and advised the client of noteworthy changes to help them stay current with the evolving changes during the public health emergency.

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

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

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



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 Department of Health and Human Resources and Bureau for Medical Services, Peter brings comprehensive knowledge about health plan operations, process improvement, procurements and vendor management, and best practices that support Medicaid and health and human services client initiatives. He has a proven record of leading and collaborating with large, cross-functional teams to support system implementations, data management initiatives and policy initiatives.

Experience

BerryDunn (03/2014 to present)

- **West Virginia Bureau for Medical Services (BMS)**
 - *Enterprise Portfolio Management Office (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 Medicaid enterprise system, managed care organization (MCO) and data/analytics programs providing program oversight. EPMO projects and programs include:

 - *Organization Development Services (Scheduled to start 06/2022)*



- *Public Health Emergency (PHE) Support (12/2021 to present)*
 - *Access to Care (09/2021 to present)*
 - *Medicaid Enterprise System 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)*
 - *Mountain Health Trust (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 / Mountain Health Promise (MHP) Implementation Project Management Support and Operational Readiness Review (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).*
 - *Substance Use Disorder (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.
 - *Asset Verification System (AVS) Project Management Services and Procurement Assistance (04/2017 to 02/2018).*

Peter served as project manager for the AVS project that supported the State's objective of procuring AVS-related services for the State's Medicaid program. Under Peter's leadership and coordinating with the State, the project team developed and facilitated the 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.

- **West Virginia Children's Health Insurance Program (WVCHIP)**

- *Operational Readiness Review (09/2020 to 01/2021)*

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

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

- *Out of Pocket Maximum (05/2021 to present)*

- **West Virginia Department of Health and Human Resources (DHHR).**

- *Integrated Eligibility Solution (IES)/People's Access to Help (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 (GMCB) – Vermont Health Care Uniform Reporting and Evaluation System (VHCURES) Independent Review, Procurement Assistance, and Project Management (05/2014 to 09/2014).**

Peter led the efforts to help the GMCB build a data governance council in less than four months, helping develop the data governance council charter and structure as well as policies and procedures, and facilitating the data governance council's first public-facing meetings. He also supported the review and refinement of the existing business case, oversight of business requirements development, and identification of optimal collaboration points between the selected implementation vendors.

- **Maryland Health Benefit Exchange (HBE) – Independent Verification & Validation (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", Medicaid Enterprise Systems Conference (MESCC), 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 Children's Insurance Program (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



Meghann Slaven

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Manager
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 Bureau for Medical Services (BMS).

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

- **West Virginia Department of Health and Human Resources (DHHR) – Medicaid Enterprise Data Solution Implementation and CMS Certification Project (10/2019 to present).**
As a deputy project manager, Meghann assists the client with management and facilitation of pre- and post-procurement activities, including evaluation training, procurement schedule monitoring, 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 Bureau for Medical Services (BMS)**
 - **Medicaid Enterprise System (MES) Modernization Strategy and Procurement (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 Outcomes-Based Planning (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 Managed Care Organization (MCO) Encounter Data Quality (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.

- *Medicaid Information Technology Architecture (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 Health Information Technology (HIT) Companion Guide Report.

- *Enterprise Program Management Office (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; Data Warehouse Decision Support System (DW/DSS) Request for Proposal (RFP); Implementation Advance Planning Document Update (IAPDU); Requirements Traceability Matrix (RTM); proposal evaluation packets; test scenarios; capstone data source integration roadmap; and project closeout. She was responsible for managing client repositories, including 200+ data dictionaries and 450+ data sharing agreements. Meghann also developed Visio process flows to document client data sharing practices.

- *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 Medicaid Management Information System (PRMMIS) Project*



(11/2020 to 12/2020).

As a subject matter expert (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.



Drew Thomas

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

Overview

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

Experience**BerryDunn (05/2022 to present)**

- **West Virginia Bureau for Medical Services (BMS) -**
 - *Mountain Health Promise Project (05/2022 to present)*
Drew serves as a SME for the Mountain Health Promise re-procurement where he assists the team with procurement planning and support. Drew provides support to the evaluation team by developing procurement evaluation training and assessment tools and participating in proposal review.
 - *Mountain Health Trust Sub-Project under the Technical and Program Support Phase IV Project (TAPS IV) (05/2022 to present)*
Drew serves as a SME for the Mountain Health Trust re-procurement where he assists the team with procurement planning and support. Drew provides support to the procurement planning team by researching the national managed care landscape to identify best practices. Drew also provides support to the evaluation team by developing procurement evaluation training and assessment tools and participating in proposal review.
 - *Public Health Emergency (PHE) Support (05/2022 to present)*
Drew serves as the lead for the PHE Unwind Workgroup. Drew provides guidance to the team as they help to ensure eligibility protocols are implemented to unwind the pandemic-era processes for Medicaid



enrollment.

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

- Membership and Marketing Director
- Outreach and Enrollment Specialist
- Policy Specialist
- Resource and Development Program Director

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

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



communication composed by MCOs for State and Federal compliance before publication.

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

UnitedHealth Group (08/2001 to 02/2005). Drew worked as a Benefit Advocate who educated members and providers on Medicaid policy and protocol. He assisted members in the selection of Primary Medical Providers and acted as a liaison between members, providers, and Managed Care Organizations.



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

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

Overview

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

Experience

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

- **West Virginia Bureau for Medical Services (BMS)..**
 - *ARPA Section 9817: Home and Community-Based Services (HCBS) Implementation Project (5/2021 to present).*

Serving as program manager and lead, Ethan oversees this project and provides subject matter expertise, and support for the DDI of a Spending Plan and Narrative for the American Rescue Plan Act (ARPA). The March 2021 ARPA allowed enhanced federal funding for state Medicaid spending on HCBS.



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

- *ARPA Section 9813: Mobile Crisis Grant Project (7/2021 to present).*
Serving as program manager, Ethan oversees this project and provides subject matter expertise and support for the DDI of a State Plan Amendment to add a Mobile Crisis Program to the West Virginia Medicaid Program. As part of this, Ethan participated in writing and planning assistance for the ARPA State Option to Provide Qualifying Community-Based Mobile Crisis Intervention Services. In organizing the response, writing the application, and assisting BMS in communications to CMS, our team helped BMS in the successful award from CMS to the State of an \$847,527 grant to implement qualifying community-based mobile crisis intervention services. Currently the work involves ongoing design and implementation activities.
- *State Plan Review and Support (SPRS) Project (03/2020 to present).*
In order to help the State achieve federal compliance, Ethan oversaw a BerryDunn team of eight that compiled over 2,000 existing Medicaid State Plan pages and documents. These documents were inclusive of the State Plan sections, attachments, supplements, and amendments from both digital (state and federal) as well as physical repositories. Ethan also provided subject matter knowledge on advanced workflow designs to assist BMS in remediating compliance issues in the State Plan; developing a process flow for State Plan development, approval, and maintenance; and training state stakeholders on the new process flow.
- *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (06/2019 to present).*
As program manager, Ethan oversees a team, which assists DHHR in meeting compliance with the requirements of the MITA 3.0 State Self-Assessment as prescribed by CMS. The objective of this project is to assist the DHHR with MITA life cycle maintenance activities, including preparation of the MITA 3.0, SS-A Annual Update for Federal Fiscal Year (FFY) 2018, enterprise-wide MITA support for ongoing system and business process improvement projects, and training efforts to support activities related to the annual update.
- *Children with Serious Emotional Disorder 1915(c) HCBS Waiver (CSEDW) (09/2018 to present).*
As project manager, Ethan plans and executes the design, negotiation and



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

- *Technical Assistance and Program Support Project (11/2018 to present).*
Serving as the overall program manager and subject matter expert Ethan oversees a project as which provides project management, subject matter expertise, and support activities for the DDI of multiple Medicaid business initiatives and activities that BMS may undertake. Ethan and his team perform services including, but not limited to, program research, financial analysis and modeling, waiver construction, regulatory analysis, federal and stakeholder negotiation, and program development.
- *Substance Use Disorder (SUD) Waiver Initiative Project (02/2016 to present).*
Working as the lead policy analyst and subject matter expert for phase 1 of the SUD project, Ethan assisted in the development and successful negotiation of a Section 1115 Demonstration Project to undertake SUD delivery system transformation efforts in West Virginia. Through this Section 1115 Waiver, West Virginia has the opportunity to test innovative policy and delivery approaches to reform systems of care for individuals with SUD. Serving as the data management lead for phase 2 of the project, Ethan worked to design tools to assist in performance management and measurement, including executive dashboards and quality metrics. In addition, Ethan led reporting efforts and designed processes to conduct actuarial analysis of required budget-neutrality components of West Virginia's program. Serving as program manager for phase 3 of the project, Ethan oversees the project manager and leads. In addition to ongoing implementation of managed care services, reporting requirements, and data analysis to support decision-making, Ethan oversees network adequacy assessments and other efforts to ensure quality program design.
- *Third-Party Liability Options Analysis Project (07/2018 to 12/2018).*
As project manager, Ethan determined the research design and methodology to perform an analysis of TPL options. As part of this, the team Ethan led investigated both solution and financing alternatives for the State to conduct their Health Insurance Premium Payment program and Medicaid buy-in programs through new and innovative approaches.
- *Gap Analysis and Project Management Services (10/2016 to 06/2018).*
As project manager, Ethan planned and led the execution of a large-scale ACA



compliance effort across West Virginia's Medicaid Enterprise. He provided stakeholders with detailed policy analysis and research deliverables as part of comprehensive support during the life of the project, and oversaw the design and inauguration of seven subprojects created under GAPMS.

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

- **Puerto Rico Department of Health (PRDoH) (12/2020 to present) – State Plan Support**

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

- **Nebraska Department of Motor Vehicles – Consulting Services to Assist in the Modernization of a Vehicle and Title Registration System (11/2015 to 02/2017).**

As a business analyst, Ethan facilitated stakeholder outreach and engagement, conducted a current state assessment and gap analysis, led requirements definition and planning sessions, and designed, wrote, and revised an RFP for a new Vehicle Title and Registration System.

- **Michigan Department of Education – Early Childhood Data Governance Structure (03/2016 to 06/2016).**

As a business analyst for the department's data governance project, Ethan developed



and drafted initial versions of key deliverables including the data governance manual and data governance policy. He mapped and developed workflows to outline the progression and flow of data throughout the agency, and outlined critical data questions and paths through which these could be resolved.

- **West Virginia Bureau for Children and Families – Project Management for Enterprise Content Management (ECM) Project (08/2015 to 02/2016).**
Ethan served as substitute project manager on a quality assurance project to oversee the implementation of an ECM solution. He participated in joint application design sessions, coordinated State IT vendors, served as a liaison with multiple state agencies, and facilitated a smooth implementation.
- **Colorado Department of Human Services (DHS) – Child Care Tracking System (CHATS) Needs Assessment and RFP Development (07/2014 to 10/2014).**
Ethan supported BerryDunn's team in conducting a needs assessment and options analysis for a new childcare tracking system for the Colorado Department of Human Services. As part of this project, he researched and analyzed state policy and vendor solutions and supported analysis of future system costs and impacts.



Dawn Webb, BSHL, CPC, COC

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Manager
Years of Experience Relevant to Proposed Role:	10 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 (EHR) 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 Bureau for Medical Services (BMS).**
 - *Enterprise Project Management Office (EPMO) (05/2019 to present).*
As quality improvement initiatives program manager, Dawn is providing project support in the areas of process improvement, best practices, and staffing



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

- *TPL Procurement (05/2019 to present)*
Dawn serves as a program manager, overseeing the TPL Procurement project which involves Request for Proposal (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 Department of Health and Human Resources' (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 (MDBTs). 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.
- *Payment Error Rate Measurement (PERM) Project (05/2018 to present).*
Dawn is serving as the project manager for the PERM project, managing budgets and project deliverables, and working closely with the client to 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 subject matter expert (SME) and then as project manager. She works closely with the client to evaluate the MMIS fee schedules and claim edits to ensure MMIS setup is in compliance with Medicaid policy and to provide analysis of cost savings opportunities for BMS.
- **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 Medicaid Learning Center (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). Jason serves BerryDunn's Medicaid consulting clients as a project manager.

- **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 Bureau for Medical Services (BMS) – Electronic Visit Verification (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
 - 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
- 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 (P&L) 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 Pharmacy Benefit Manager (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 (UL) to successfully list IRs 70kW product.



Sarah Ratliff, MBA, Prosci®

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

Overview

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

Experience

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

- **West Virginia Bureau for Medical Services (BMS)**
 - *Provider and Managed Care Portfolio Management (07/2022 to Present).*

Sarah provides oversight to the Program Managers of the Provider and Managed Care Programs. Sarah works with each of the Program Managers to help ensure adequate staffing is available across the program, provides strategic direction regarding the program areas, and ensures the programs are meeting the needs of the client.
 - *Provider Program Management (06/2019 to 6/2022).*

Sarah served as the program manager for the provider projects under the Provider and Managed Care enterprise portfolio management structure. Sarah provides oversight to the project managers of the projects within the Provider Program including: Provider Management Services (PMS), Electronic Visit Verification (EVV), Access to Care (ATC), and the EHR Promoting



Interoperability (PI) Audit. Sarah works with each of the project teams to help ensure adequate staffing is available throughout the project, project milestones are met, and solutions are reasonable and viable options for the client. Additionally, she provides executive-level communications regarding project progress, risks, issues, and key decisions.

- *West Virginia Children's Health Insurance Program (WVCHIP) Managed Care Organization (MCO) Transition Project (01/2021 to present).*

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

- *EVV Solution Implementation Project (10/2020 to present).*

Sarah is the project manager for the EVV Solution Implementation Project where she manages project documentation including budgets and timelines, and works closely with the client to help ensure project tasks remain on track and in compliance with federal guidelines. Sarah assists the client with outlining new and existing federal regulations that are required to be met through this process. She has led the team through the Request for Proposal (RFP) development process, successfully evaluated bids, and supported the client as the new vendor, HHAeXchange, was onboarded. Sarah effectively communicates with the federal partner, CMS, on a regular basis to help ensure the client is remaining compliant with new and existing federal guidance.

- *Third-Party Liability (TPL) Procurement Assistance Project (10/2020 to 02/2021).*

Sarah serves as the interim project manager for the TPL Procurement Assistance project where she assists the client with RFP activities, including coordination of the vendor question and answer process; preparations for the proposal evaluation process, including development of the scoring documentation; and preparations for onboarding the new TPL vendor. Sarah monitors project documentation including budgets, timelines, and deliverable activities, as well as provides the client guidance regarding communications to and from CMS.

- *Enterprise Project Management Office (EPMO) Project (11/2018 to present).*



Sarah assists with project management tasks and coordination of the overall engagement. Sarah works closely with the client on staffing and project approvals, and assists with managing the tracking of all projects within the engagement.

- *Electronic Visit Verification (EVV) Solution Implementation Project (06/2018 to 06/2019).*

Sarah is currently serving as the organizational change management lead for the EVV implementation project. Sarah works closely with the client to plan, coordinate, and facilitate bimonthly stakeholder meetings. Sarah assists with all stakeholder correspondence and communicates with all interested parties on a regular basis.

- *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (07/2017 to 08/2018).*

Sarah served as the project manager for the MITA maintenance and annual update project, managing budgets and project deliverables, and working closely with the client to ensure requirements and expectations are fully met.

- *Provider Enrollment (PEA) Project (01/2017 to 05/2019).*

Sarah is currently serving as the project manager for the PEA project, managing budgets and project deliverables, and working closely with the client to ensure requirements and expectations are fully met.

- *Project Management of MMIS Procurement, DDI, and Certification (05/2015 to 10/2016).*

Sarah served first as a project coordinator and then as the change management lead for BMS' MMIS implementation. She worked closely with the client and vendor to ensure all processes were followed correctly and completely when requests were made. Sarah created flow charts, checklists, and other helpful documents to assist the State in adhering to and simplifying the complex processes that were to be followed.

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

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

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



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

Publications and Presentations

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

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

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

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



Emily E. McCoy, RN, BSN, PMP®

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Manager
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Bachelor of Science in Nursing, Marshall University Registered Nurse Certified Project Management Professional

Overview

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

Experience

BerryDunn (07/2016 to present). Emily works in BerryDunn's Medicaid consulting practice, bringing her years of experience to state Medicaid agency clients, particularly in the area of certification.

- **West Virginia Department of Health and Human Resources (DHHR)**
 - *Public Health Emergency (PHE)*
 - *Portfolio Coordination and Management (PCM) (11/2020 to 10/2021)*

Emily currently serves as the project manager for the PCM project, leading a team providing project management and support services to assist with the continued establishment of PCM processes and templates to help DHHR align and manage its projects across the enterprise. Emily's State government employment experience, coupled with her knowledge of project and portfolio management, provides a valuable perspective and ability to help the State obtain its desired outcomes.
 - *Eligibility and Enrollment Implementation Assistance (01/2018 to present)*

Emily is currently the deputy project manager within the State Project Management Office (PMO), leading and providing oversight to various teams within the project, including Requirements and Design, Deliverables, Testing, Organizational Change Management, and Certification and Compliance. Emily is able to combine her experience and knowledge of State policy and system implementations with this unique opportunity to integrate three separate systems



to improve service delivery to State citizens.

- **Enterprise Program Management Office (EPMO) Project (11/2019 to 10/2020)**
Emily served as the project manager for the West Virginia DHHR EPMO project, leading and providing oversight to a team of individuals assisting the State in the establishment of its own PMO. This project focused on leveraging and developing tools, templates, processes, and plans for the State to utilize as they begin to establish the PMO and focus on gaining adoption within the organization. Beginning in March 2020, the EPMO project began identifying projects across West Virginia DHHR that were impacted by the COVID-19 outbreak and started utilizing some of the project artifacts to navigate through project and program management during a public health emergency (PHE). This work included building upon existing vendor relationships with Optum and DXC Technology to apply system modifications to accommodate necessary PHE actions.

- **New Jersey Division of Medical Assistance and Health Services – MMIS Implementation and Certification Leverage and Reuse Project (04/2017 to 01/2018).**
Emily led the BerryDunn Medicaid testing team, in collaboration with the New Jersey Implementation Team Organization (ITO), for the Replacement MMIS (R-MMIS). She applied her West Virginia MMIS testing experience to the implementation of the New Jersey R-MMIS.
- **Henrico County, VA – Henrico Area Mental Health and Development Services (HAMHDS) EHR System Consulting (08/2016 to 04/2017).**
Emily was a key resource on BerryDunn's team to provide Henrico with planning and procurement support for its EHR system, which incorporates behavioral and mental health, and substance abuse services. The work included requirements development, RFP development, and system selection.

West Virginia Department of Health and Human Resources (DHHR) (11/2013 to 06/2016).

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

- Interpreting regulatory policy to determine possible impacts to the MMIS and other systems
- Monitoring system performance against Medicaid policies and federal regulations for compliance and reimbursement
- Oversight and management of multiple federal regulations within the MMIS, such as 5010/D.O, ICD-10, MITA, and Transformed Medicaid Statistical Information System (TMSIS)
- Participating in CMS Pilot Certification gate level reviews with CMS representatives,



including presenting system evidence to meet MITA 3.0 requirements

- Participating in the development and review of the MMIS RFP
- Participating in the development and updates of various APDs, as well as seeing these documents through to approved status with CMS
- Oversight and Management of the Adult Medicaid Quality Grant
- Management of and participation in an MMIS implementation from RFP development through implementation, as well as post-implementation monitoring and defect resolution

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

- *Medicaid Management Information system (MMIS) (01/2007 to 10/2013).*
Emily served as the manager of operations with the MMIS for West Virginia with overall duties involving multiple areas of the system, including claims processing, member, and provider. She also acted as a SME in various areas of Medicaid systems, including long-term care and hospice services.
- *Office of Behavioral and Alternative Health Care (01/2005 to 12/2006).*
Emily served as the program manager of the State Medicaid Long-Term Care Program with overall duties involving the development, implementation, and supervision of the following programs: nursing facilities, hospice, hospice in nursing facilities, home health, Pre-Admission Screening and Resident Review (PASRR Level II), and Nurse Aide Training and Competency Evaluation (NATCEP). Specific duties involved with the above-mentioned programs included interpreting regulatory policy for reimbursement, monitoring provider compliance with Medicaid policies for reimbursement, and providing formal and informal education to providers regarding State Medicaid policies and reimbursement.
- *Office of Behavioral and Alternative Health Care (01/2003 to 12/2004)*
Emily served as a Health and Human Resource Specialist in the State Medicaid Long-Term Care Program with overall duties involving the supervision and oversight of claims processing for nursing facility reimbursement. Her duties included providing direct communication with the nursing facility provider network regarding reimbursement issues related to the Minimum Data Set (MDS), billing, and medical eligibility.

Charleston Area Medical Center (07/1996 to 12/2002).

- **Transitional Care Unit (05/1999 to 12/2002).** During her time on the Transitional Care Unit, Emily held several different positions.
 - *Clinical Management Coordinator.* Emily served in a hospital-based skilled nursing unit with overall duties involving the management of nursing and ancillary staff, as well as assisting in program administration to maintain compliance with federal long-term care regulations.
 - *MDS Coordinator.* Emily served in a hospital-based skilled nursing unit with



overall duties involving the coordination of the federally-mandated Resident Assessment Instrument (RAI) process.

- *Clinical Nurse II.* Emily served on a 19-bed skilled nursing unit with overall duties involving the advocacy of residents while providing direct resident care. The focus was to provide quality, holistic skilled care to residents while complying with federal long-term care certification requirements.
- **Neuroscience Unit (01/1998 to 05/1999).** As a Clinical Nurse II, Emily served on a neuroscience unit with overall duties involving the advocacy of patients while providing direct patient to care to individuals with neurological conditions. Specific duties included:
 - Performing various nursing duties including, but not limited to, preventing and / or managing altered skin integrity with patients experiencing compromised mobility as well as providing tracheostomy, gastric tube, central line, and ventilator care
 - Performing duties of temporary charge nurse, including the supervision of staff providing direct patient care and monitoring staffing patterns based on the Medicus system recommendations
 - Serving as a representative on the Standards and Practice Council and Procedures sub-committee
 - Providing formal and informal education as the unit CAD (Continuous Analgesia Device) Pump instructor and Registered Nurse (RN) preceptor
 - Serving as the study coordinator for Nursing Process Quality Improvement with an additional focus placed on the study of pain management in neurological patients
- **Behavioral Health Unit (07/1996 to 01/1998).** Emily began her nursing career on the Behavioral Health Unit, with overall duties involving the advocacy of patients while providing direct patient care to individuals with mental illness.



Alexandra Glowacky

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	4 years
Certifications and Education:	Bachelor of Arts in Sociology, Colby College

Overview

Alexandra is a highly-motivated consultant with an interest in the policy decisions and implementation processes surrounding the Medicaid program. She has extensive knowledge in social systems, research and project coordination, and data synthesis. Her strong communication skills paired with her organizational strategies that were developed through work in community organizations, have enhanced her leadership and management knowledge base.

Experience**BerryDunn (07/2021 to present)**

- **West Virginia Bureau for Medical Services (BMS)**
 - *Substance Use Disorder (SUD) Waiver Initiative Phase 4 Project (07/2021 to present).*

As a research analyst, Alexandra assists the State with activities specific to SUD waiver services in West Virginia. Her focus at present is supporting the State as BMS prepares to submit the SUD waiver renewal and expansion application. She additionally supports the State's tracking of waiver monitoring and evaluation activities.
 - *American Rescue Plan (ARP) Mobile Crisis Intervention Services Grant Project (08/2021 to present).*

As project coordinator and a policy analyst for the ARP Mobile Crisis project, Alexandra assists the State in planning for the implementation of the mobile crisis services program. She conducts program coordination among involved stakeholders, captures meeting notes, tracks action items, and supports the development of project deliverables, such as the creation of State Plan Amendments.

Civic Engagement and Community Partnerships Committee (01/2021 to 07/2021).

Alexandra worked as a student advisor to collaborate in assessing and strengthening working relationships between Colby and local community organizations, developing and implementing engagement-building initiatives. She served as an ambassador for experiences focused on civic learning and democratic engagement.

The American Exchange Project (AEP) (MM/2020 to 07/2021). The AEP is a non-profit start-



up and domestic exchange program fostering conversations and connections between American youth from different backgrounds and location. Alexandra worked as a Glauber Fellow & Moderator to facilitate twice weekly meetings of a group of high school students, leading discussions on wide-ranging topics from political debates to role models to personal interests.

Education Department Research Team (MM/2020 to 07/2021). Alexandra worked as a research assistant looking at intersections of privilege and social justice in elite environments. She conducted qualitative and quantitative analysis, organized focus groups, handled demographic statistics, produced scholarly written report on research, and presented the findings.

Farnham Writers' Center (MM/2018 to July 2021). Alexandra worked as a head tutor, writing fellow, and tutor to provide support for students and professors of writing-oriented courses, orchestrating opportunities for students to improve their writing skills. She maintained and enhanced organization's social media presence on three media platforms. As Head Tutor for campus outreach/community events, she advocated for the organization as a resource, coordinated and ran staff meetings, and advised staff tutors.

Cambridge Women's Center (MM/2018 to MM/YYYY). Alexandra worked as a resource and research intern to investigate and network with other local social service organizations in order to update and revitalize the organization's resource guides. She trained in providing emotional support and relational assistance to trauma survivors.

Colby Cares About Kids (MM/2017 to 07/2021). Alexandra worked an advisory board member and mentor to oversee and provide guidance to a team of 30 mentors working in local schools. She coordinated schedules, recruited/trained new mentors, and contributed to continued mentor development. As a mentor, Alexandra sustained and deepened connection with mentee through weekly visits, providing a consistent and supportive adult presence



Shelly Schram, CAPM®

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 Business Administration in Computer Technology, University of Nebraska at Omaha PMI® Certified Associate in Project Management (CAPM®) #3237018 Medicaid Learning Center (MLC) Certified Medicaid Professional (MCMP-II)

Overview

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

Experience

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

- *Enterprise Project Management Office (EPMO) (01/2019 to 10/2021).*
Shelly supports the WV EPMO project with business analysis, project coordination, and management tasks. She worked with the State to maximize productivity and developed State-approved templates used across the engagement. Shelly also works as a subject matter expert (SME) for APD in development and updates to project narratives and timelines.
- *Third-Party Liability Options Analysis and Procurement Assistance Project (04/2019 to 03/2022).*
Shelly serves as the project SME for the TPL project. She focuses on business analysis, project coordination, and management tasks. As a SME, Shelly supports deliverable development, requirements definition, conducts research on federal and state guidance, and performs gap analysis between the Request for Proposal (RFP) and State identified requirements.
- *Payment Error Rate Measurement (PERM) Project Phase II (11/2019 to present).* Shelly serves as a SME for the project. She focuses on identified error life cycles, tracking requests, data analysis, corrective actions, and Corrective Action Plans (CAPs).
- *West Virginia People's Access to Help (PATH) (06/2020 to present).*
Shelly supports the project activities related to the new West Virginia Integrated Eligibility Solution (IES) to consolidate and integrate DHHR program service systems into a single enterprise.
- *Enterprise Data Solution (EDS) Implementation and Centers for Medicare & Medicaid Services (CMS) Certification (06/2021 to present).*



Shelly provides federal regulatory and certification subject matter expertise on the project. Shelly serves as part of the team that is reviewing and determining state-proposed outcomes that are included in the functionality of the EDS. Shelly is working with CMS and the vendor in developing evidence for Certification Review.

CHI Health Foundation (08/2018 to 01/2019). As the foundation coordinator, Shelly led the coordination and management of projects, campaigns, and events from inception to successful completion. She analyzed gifts to determine appropriate campaigns, funds, and appeals for each processed gift, as well as processed daily gift batches and produced gift receipts and acknowledgement letters. Additional responsibilities included working with the National Office to research local high-profile donors who align with the Foundation's core values, and directing aspects of the fund development database (Raiser's Edge).

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

- *Development Project Specialist (01/2016 to 08/2018).* In this role, Shelly developed, maintained, and monitored detailed project schedules, including timelines, workflow, budgets, personnel, and resources. She researched high-profile donors via online data sources for the Executive Director and Senior Vice President (SVP) of Development, and coordinated events hosted by National Development. During this time, Shelly also began integration of the Blackbaud Luminate Online system. For this project, she coordinated and took lead on ensuring timely completion. In addition to integration, she began the process of building online campaigns with matching appeals.
- *Training and Evaluation Data Specialist (05/2013 to 01/2016).* Shelly managed data files to help ensure accuracy and security. She summarized the results of training and evaluation activities; organized and prepared high-quality reports, graphs, and charts of departmental activities; and constructed and maintained staff evaluation and program fidelity instruments.
- *Project Support Specialist (12/2011 to 05/2013).* Shelly assisted with the migration of three databases into one newly created customer relationship management (CRM), assisting with accurately mapping data fields and migrating 7.3 million donor records. She researched foundations, organizations, and individuals using several online databases to compile into a constituent report.
- *Data Analyst (04/2008 to 12/2011).* Shelly evaluated data collected through research, task analysis, business processes, surveys, and workshops. She updated and maintained consumer contact and other data through web-based portals and other databases; updated and maintained lists of materials, contracts, and departmental data in a central location; and utilized online systems to send and track marketing campaigns.



Megan Blount, MBA

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	8 years
Certifications and Education:	Bachelor of Science in Communications, West Virginia State University Master of Business Administration in University of Charleston

Overview

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

Experience

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

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

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

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



outreach and registration for Early Enrollment/Dual Credit program, and provided support to the WVSU Prison Initiative program.

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



Amie Maynard

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	22 years
Certifications and Education:	Regents Bachelor of Arts, Marshall University Associate of Arts in Applied Science computer Technology, Marshall University Licensed Practical Nursing Program, Cabell County Career Technology Center Lean Six Sigma Green Belt Certification, Amazon.com A+ Certification in Computer Upgrade and Repair, CompTIA

Overview

Amie is a coordinator and consultant with a strong background in customer service, communications, and training. She is skilled in communicating with stakeholders across departments, maintaining and organizing resources and schedules, and leading new and veteran staff members through processes.

Experience**BerryDunn (05/2022 to present)**

- **West Virginia Bureau for Medicaid Services (BMS) – Payment Error Rate Measurement Reporting Year 2023 Review Project (05/2022 to present)**
Amie provides project coordination, tracks action items, schedules meetings, and develops and reviews deliverables. Amie supports the project by assisting in the creation of multiple project trackers on SharePoint Online.
- **West Virginia Department of Health and Human Resources (DHHR)**
 - *MMIS Fee Schedule and Edit Quality Review Project (05/2022 to present)*
Amie provides project coordination and is responsible for taking detailed meeting minutes, scheduling meetings, action item tracking, and monitoring project risks and issues.
 - *Public Health Emergency Support Project (05/2022 to present)*
Amie supports the COVID-19 project by tracking federal waivers and state updates, reviewing updates to the Centers for Medicare and



Medicaid Services (CMS) blanket waivers, and creating a biweekly document to assist West Virginia in their development of procedural and policy changes required during the public health emergency.

Marshall University (12/2017 to 10/2021). Amie worked as an Administrative Associate and Travel Coordinator to organize University-wide events such as the Spring and Fall General Faculty meetings and coordinate with multiple colleges to prepare related presentation materials. She maintained the Faculty Senate office budget, records, supplies, equipment, as well as designed and updated the Faculty Senate website, while maintaining related forms for applications for grant awards and travel. Amie managed and communicated reservations for all Faculty Senate meetings, supervised student employees assigned to the office, and coordinated travel for interview candidates visiting campus, including managing related travel expenses and preparing documentation, and coordinating with hosting departments to prepare settlements for reimbursement.

West Oakland Studio (06/2016 to 12/2017). Amie was the Business Owner of a small art studio with local artist, Annette Boston. She offered guided instruction for people of various skill levels to create original artwork and led instruction, design development, and advertising creation.

Amazon (10/2000 to 06/2016). Amie worked as a Customer Service (CS) Manager to supervise veteran and newly onboarded associates to set expectations for performance and workflow changes. She supported newly onboarded CS Managers, explaining processes, setting expectations, and sharing resources, and she also addressed issues as needed and coordinated with supporting teams to address service level issues and improve internal processes. She supported direct client needs with email, documentation and coordinating needs. Her job required heavy customer service, documentation and scheduling.

She also served as an Executive Customer Relations Specialist to respond to escalated customer concerns routed from Executive Assistants to then CEO Jeff Bezos, Legal, Public Relations, Investor Relations and members of senior leadership. She answered inquiries communicated through phone, fax, or email from the Better Business Bureau, Attorneys General Offices, and other agencies, and engaged in regular communication with business teams and other departments throughout the company to address immediate issues and drive process improvements. Amie maintained team queues to respond to customer needs in a timely fashion while serving as a resource to all areas of customer service. She managed projects to improve processes in various operational units, and was responsible for heavy documentation and customer service.

In her time there she also served as Customer Service Specialist to compose shared customer facing messaging, create and deliver training, and support new team members to develop the skills needed to perform duties effectively. She developed reference material, maintained internal web pages, identified trends, and established a process for addressing internally. Additionally, Amie assisted customers through email by providing instruction, replicating customer issues for troubleshooting and offering technical support, or escalating to technical



teams when necessary.



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 process. Caitlin redesigned presentation materials to best represent True Colors' current mission and achievements.

University of Hartford's Department of Communication (09/2018 to 05/2020). Caitlin worked as an office assistant to streamline faculty responsibilities by completing deliveries, filing



documents, and tackling office projects. She monitored departmental computer lab, assisted students, and maintained an environment conducive to productivity. Caitlin also served as a representative for the department at University events.



Janine DiLorenzo

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Editor
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 crosssector, citywide coalition that addresses youth education, health, safety, and civic engagement. She led strategic planning process to heighten coalition's impact, calling for comprehensive, coordinated service delivery. She rewrote the mission, vision, and goals to better reflect coalition's purpose. She published a research-based series of indicators for Brockton's Promise to measure the well-being of the city's youth and assess collective impact and also wrote copy for website and social media outreach channels.

- ***AmeriCorps*VISTA, Brockton Parents Magazine (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.



Karla Fossett, MFA, Prosci® CCP

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Content Administrator
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	Bachelor of Science in Film, Boston University College of Communication Master of Fine Arts in Creative Writing, Stonecoast MFA Program, University of Southern Maine Prosci® Certified Change Practitioner

Overview

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

Experience

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

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

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



Carole Ann Guay

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Project Coordinator
Years of Experience Relevant to Proposed Role:	14 years
Certifications and Education:	Currently working toward Bachelor of Science in Accounting, University of Southern Maine

Overview

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

Experience

BerryDunn (10/2014 to present). Carole Ann serves as a project coordinator with additional administrative duties. Selected project work includes:

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



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

- **Minnesota Health Benefit Exchange (MNsure) – Programmatic Audit (10/2015 to present).**

BerryDunn is performing the programmatic audit for the State's health insurance exchange. Carole Ann is the project coordinator for BerryDunn's audit team assessing whether MNsure's program is compliant with all federal requirements.

- **Sacramento Municipal Utility District (SMUD) – Information Security Audit (08/2016 to 12/2017).**

Carole Ann provided documentation support and deliverable assistance for SMUD's Information Security Audit.

- **West Virginia Department of Health and Human Resources (DHHR) – Eligibility and Enrollment Independent Security and Privacy Controls Assessment (01/2017 to 07/2017).**

Carole Ann served as an analyst for West Virginia Eligibility and Enrollment (E&E) Independent Security and Privacy Assessment project. The independent assessment was completed against the CMS MARS-E v2.0 framework.

- **Massachusetts State Ethics Commission – CMS Planning and Implementation Services (04/2017 to 06/2017).**

Carole Ann provided deliverable support, as well as data gathering and organization for this project. She also participated in on-site fact-finding meetings.

- **Washington State Auditor's Office (SAO) – Local Government IT Security Audits (11/2014 to 06/2017).**

Carole Ann served as a technical analyst assisting in the performance of information security audits for various municipalities throughout the State of Washington, sponsored by the SAO, conducting assessment activities and analysis of current environments. The team assisted in identifying threats, vulnerabilities, and risks, in addition to providing recommendations for remediation.

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



Molly Hawkinson

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Writer/Editor
Years of Experience Relevant to Proposed Role:	3 years
Certifications and Education:	Certificate, Editing, University of Washington Lean Six Sigma Green Belt Certification 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.



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; proficiency in schedule management. She also acted as Class Advisor to senior class, which involved organized fund-raising events and the senior trip.



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

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

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



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

Other Teaching Experience (2006 to 2010).

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



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.



Hailey Holden

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Engagement Coordinator
Years of Experience Relevant to Proposed Role:	6 years
Certifications and Education:	Bachelor of Arts in Psychology, Purdue University

Overview

Hailey is a leadership driven professional with more than 10 years' experience creating solution-focused, and collaborative partnerships in large volume and high stress situations. She is an excellent communicator with a passion for positive change who specializes in client-contractor coordination, personnel management, project management, event planning/marketing, recruitment, resource management, and process improvement.

Experience

BerryDunn (07/2022 to present). Hailey is currently serving as an Engagement Coordinator for the Medicaid Practice Group. She is responsible for updating and maintaining a variety of documents including master project trackers, funding trackers, and project timelines. She is collaborating with team members to develop, update, and/or maintain policies and procedures, firm and engagement templates, and documentation related to process improvements. She also collaborates with the resource coordinator(s), consultants, and project managers to create and process staffing requests to the WV client, as well as tracking the requests and approvals Hailey also works alongside team members and the New Business Development team to create, update, and maintain resumes as it relates to staffing requests. She performs a variety of overflow project coordination duties, such as creating meeting agendas, taking meeting notes and making updates as needed, and documenting service level agreements.

El Paso County Department of Human Services (04/2021 to 07/2022). Hailey served as an Adolescent Lead Social Caseworker IV to provide over 2500 hours of intensive casework services to families and children yearly. She developed productive working relationships with clients, creating a collaborative partnership between team members and stakeholders; successfully identified the needs of clients to create and implement solution-focused plans of action; and ensured the successful completion of short- and long-term goals by monitoring and documenting progress. Hailey conducted research and investigation to ensure proper reporting, prosecution, and documentation of child abuse and neglect reports. She also performed assessments of new cases, referred clients to appropriate resources creating a substantial decrease in repeat infractions, and provided accurate updates and testimony in court hearings and mediations. She trained and supervised new caseworkers and acted in a supervisory role to members of the casework team.



Lake County CASA Program (04/2016 to 04/2021). Hailey served as a Lake County Court Appointed Special Advocate who advocated for the best interests of abused and neglected children involved in child welfare proceedings. She provided representation and testimony in open court on behalf of the client's best interest, collaborated with the local Department of Child Services and service providers, and led and trained volunteers to properly conduct case management supporting the best interests of clients. She hosted and pioneered the recruitment, training, and management for over 100 community volunteers. Hailey also initialized and maintained the secure database to store documentation, and client demographic information. She compiled statistical data to best represent the organization allowing for a marked increase of both state and national grant funding. Additionally, she planned community outreach events, developed and implemented marketing plans for recruitment, and designed, created, and distributed marketing materials for the program including flyers, brochures, postcards, and other outreach items.

Second Chance for Pets Network (01/2015 to 01/2017). Hailey served as a Board Member to monitor animals in their respective foster homes, ensuring all needs were met. She evaluated business and fiscal plans to ensure the proper running of the organization, organized social media campaigns, and hosted fundraisers for over 400 people. She also assisted in recruiting and training volunteers and conducted outreach to collaborate with local businesses to develop partnerships for raising funds.



Appendix B: Deliverable Dictionary

Table 4: Deliverable Dictionary

Deliverable/Artifact #	Deliverable Name	Deliverable Description
D01	Commissioner Briefing	Monthly status update
D02	Monthly Status Report	Monthly status update
D03	Communication Packet	The Communication Packet will include the three-phased communication approach for notifying Medicaid members and providers whose benefits are impacted by "unwind" activities.
D04	PHE Flexibility Tracking Tool	The PHE Flexibility Tracking Tool is a listing of flexibilities, waivers and memorandums that State has implemented during the PHE. The document will be updated based on the decisions made by project stakeholders and in accordance with CMS-guidance.
D05	PHE Unwinding Playbook	The PHE Unwinding Playbook is the documented step-by-step unwinding process that will be triggered upon the 60-day advance notice of the PHE expiration.
A01	PHE Unwinding Playbook with Dates	The PHE Unwinding Playbook with Dates is a spreadsheet that documents the timing and point of contact of the step-by-step unwinding process that will be triggered upon the 60-day advance notice of the PHE expiration.
D06	CMS-Required State Renewal Approach Report	The CMS-Required State Renewal Approach Report is a document summarizing the State's plan for initiating renewals for its total caseload within the State's 12-month unwinding period. This required document is due to CMS by the 45 th day before the end of the month in which the PHE ends.
A02	Waivers, SPAs, and Biweekly News Round-Ups	BerryDunn will provide support through the creation and amendments of waivers and SPAs at the request of the State. A biweekly compilation of research will be delivered to the State help identify immediate, short-term, and long-term impacts to PHE waivers and guidance for the State.
D07	IAPD	The IAPD will be developed in compliance with requirements, including, but not limited to, 45 Code



Deliverable/Artifact #	Deliverable Name	Deliverable Description
		of Federal Regulations (CFR) 95.610. An implementation project management approach will also be submitted with this deliverable.
D08	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
APD	Advanced Planning Document
BMS	Bureau for Medical Services
CFR	Code of Federal Regulations
CL	Commodity Lines
CMA	Central Master Agreement
CMS	Centers for Medicare and Medicaid Services
C&S	Conditions & Standards (C&S)
DHHR	Department of Health and Human Resources
DHHS	Department of Health and Human Services
E&E	Eligibility & Enrollment
EM	Engagement Manager
EPMO	Enterprise Project Management Office
FAST	Families Accessing Services through Technologies
GHS	Goold Health Systems
GPM	General Project Manager
Health PAS	Healthcare Administrative Payer Solution
HIPAA	Health Insurance Portability and Accountability Act
IAPD	Implementation Advance Planning Document
ICD-10	International Classification of Diseases, Tenth Edition
IT	Information Technology
IV&V	Independent Verification and Validation
LPM	Lead Project Manager
MESC	Medicaid Enterprise Systems Community
MITA	Medicaid Information Technology Architecture



Acronym/ Abbreviation	Definition
MMIS	Medicaid Management Information System
NPI	National Provider Identifier
PHE	Public Health Emergency
POS	Place of Service
QA	Quality Assurance
SOW	Scope of Work
SPAs	State Plan Amendments
SS	Support Staff
State	West Virginia
WVCHIP	West Virginia Children's Health Insurance Program



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

Bill J. Crouch
Cabinet Secretary

Procurement Services
350 Capitol Street, Room 251
Charleston, West Virginia 25301-3712
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Cynthia E. Beane
Commissioner

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

FROM: James Atkins II *JA II*
BMS Procurement Services

DATE: September 21, 2022

RE: PF1108961, CDO BMS23*17

The West Virginia Bureau for Medical Services (BMS) respectfully requests approval of the above-referenced CDO for services performed by Berry, Dunn, McNeil & Parker, LLC under PF785940 CMA HHR21*03.

The purpose of this delivery order is for the vendor to assist BMS by providing support for the Public Health Emergency (PHE) Support Phase II project. The total not-to-exceed cost is \$888,740.00 The service period of this project is 10/11/2022-09/10/2023.

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

Robert Price
Agree

