



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: 02-09-2023

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 BMS2300000024 1	Procurement Folder:	1167191
Document Name:	Medicaid Enterprise System Incident and Case Management	Reason for Modification:	
Document Description:	Medicaid Enterprise System Incident and Case Management		
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:	Requestor Name: Lucinda L Carroll Requestor Phone: (304) 352-4235 Requestor Email: lucinda.l.carroll@wv.gov 23 FILE LOCATION _____																				
<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			
	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: \$705,650.00

Purchasing Division's File Copy

CH 2/9/23

PURCHASING DIVISION AUTHORIZATION
SIGNED BY: Gregory Clay
DATE: 2023-02-09
ELECTRONIC SIGNATURE ON FILE

ENTERED

ENCUMBRANCE CERTIFICATION
DATE: 2/10/2023
ELECTRONIC SIGNATURE ON FILE

Extended Description:

Medicaid Enterprise System (MES) Incident and Case Management System Procurement Assistance Program

Dates of Service 02/10/2023 - 12/31/2023

Total \$705,650.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
1	80101600	0.00000		\$0.0000	\$26,230.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2023-02-10	2023-12-31				

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

Lead Project Manager: Base Year One

Hourly Rate: \$215.00

Ed Daranyi 122 Hours @ 215 = \$26,230.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
2	80101600	0.00000		\$0.0000	\$32,940.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2023-02-10	2023-12-31				

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

Engagement Manager: Base Year One

Hourly Rate: \$270.00

Nicole Becnel 122 hours @ \$270 = \$32,940.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
3	80101600	0.00000		\$0.0000	\$501,200.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2023-02-10	2023-12-31				

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

General Project Manager: Base Year One

Hourly Rate: \$175.00

Peter Alfrey, Meghann Slaven 283 Hours @ \$175 = \$49,525

Nicole Spears 436 Hours @ \$175 = \$76,300

Julie DuPuis 665 Hours @ \$175 = \$116,375

Julie Bandy, Kat Crumpton, Kristan Drzewiecki 1,405 Hours @ \$175 = \$245,875

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

Total 2,864 Hours @ \$175 = \$501,200.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
4	80101600	0.00000		\$0.0000	\$145,280.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2023-02-10	2023-12-31				

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

Extended Description:

Project Management Support Staff: Base Year One

Hourly Rate: \$80.00

Jon Watkins, Matt Oatten, AJ Mong 1,278 Hours @ \$80.00 = \$102,240

Jordan Ramsey, Caitlin Cabral, Janine DiLorenzo, Jonathan Williams, Emily Hendrickson, Alycia Minshall, Carole Ann Guay, Megan Hamilton 538 Hours @ \$175 = \$43,040

Total 1,816 Hours @ \$175 = \$145,280.00



STATE OF WEST VIRGINIA
DEPARTMENT OF HEALTH AND HUMAN RESOURCES
Bureau for Medical Services

Jeffrey H. Coben, MD
Interim Cabinet Secretary

Cynthia E. Beane
Commissioner

TO: Robert L. Price, CPPO, CPPB, NIGP-CPP
Administrative Services Manager II
WV DHHR Office of Purchasing

FROM: Lucinda Carroll *LC*
Procurement Specialist, BMS Procurement Services

DATE: January 20, 2023

RE: PF1167191, CDO BMS23*24

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 Medicaid Enterprise System (MES) Incident and Case Management System (ICMS) project. The total not-to-exceed cost is \$705,650.00. The service period of this project is 02/10/2023-12/31/2023.

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 304-352-4235 or lucinda.carroll@dhhr.wv.gov.

Robert Price
Agree



STATE OF WEST VIRGINIA
DEPARTMENT OF HEALTH AND HUMAN RESOURCES
Bureau for Medical Services

Jeffrey H. Coben, MD
Interim Cabinet Secretary

Cynthia E. Beane
Commissioner

DATE: January 20, 2023

TO: DHHR Finance

FROM: Lucinda Carroll, Procurement Specialist *jc*
BMS Procurement Services

RE: Funding Memo for PF1167191 CDO BMS 23*24

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

BMS anticipates making payments for months 1-3 in SFY23 and months 4-11 in SFY24.
Contract service period: 02/10/23-12/31/23. Funding allocation table below:

	CDO BMS23*24		
	MES_ICMS Project		
	02/10/23-12/31/23		
	11 months		Total:
	PR05 SFY23 02/10/23-04/30/23	PR07 SFY24 05/01/23-12/31/23	
EM	36 Hours @ \$270=\$9,720	86 Hours @ \$270=\$23,220	\$32,940
LPM	36 Hours @ \$215=\$7,740	86 Hours @ \$215=\$18,490	\$26,230
GPM	1,052 Hours @ \$175=184,100	1,812 Hours @ \$175=\$317,100	\$501,200
SS	659 Hours @ \$80=\$52,720	1,157 Hours @ \$175=\$92,560	\$145,280
	\$254,280	\$451,370	\$705,650

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 304-352-4235 or lucinda.l.carroll@wv.gov.



January 19, 2023

To Whom It May Concern:

BerryDunn submitted a Staffing Plan and Scope of Work (SOW) document to assist the Bureau for Medical Services (BMS) by providing support for the Medicaid Enterprise System (MES) Incident and Case Management System (ICMS) Procurement Assistance Project, under our master contract (CMA # HHR21*03). As stated in the SOW document, the duration of this work is estimated to be 11 months. BerryDunn agrees to a SOW start date effective February 10, 2023.

Assuming a start date of February 10, 2023, the work would then conclude on December 31, 2023.

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

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

Best Regards,

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

Nicole Y. Becnel, PMP®
Principal
nbecnel@berrydunn.com

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 and Bureau for Medical Services Incident and Case Management System Procurement Assistance Project

This scope of work (SOW) describes the tasks BerryDunn will perform to assist the West Virginia (State) Department of Health and Human Resources (DHHR) and Bureau for Medical Services (BMS) with the planning activities for a Home and Community-Based Services (HCBS) Waiver Incident and Case Management System (ICMS).

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 ICMS Procurement Assistance Project.

The objective of this project is to:

- Plan and estimate implementation costs for the ICMS
- Create the Implementation Advance Planning Document (IAPD) to be submitted to the Centers for Medicare & Medicaid Services (CMS) to request federal funding for the implementation costs for the ICMS
- Coordinate joint outcomes based requirements planning (JRP) sessions to confirm specifications and requirements for the ICMS and to inform the development of the draft request for proposals (RFP)
- Develop the draft RFP to solicit competitive proposals to meet State business outcomes, solution specifications and requirements according to technical and cost evaluation criteria

The ICMS Procurement Project will also aid the State in meeting several of its identified Medicaid Information Technology Architecture (MITA) specific goals, such as:

- Improve the State's effectiveness and efficiency by establishing a real-time data-retrievable case management system
- Improve operational efficiency and reduce costs as assessments are shared across providers in the healthcare system
- Promote an environment that supports flexibility, adaptability, and rapid response to changes that impact program objectives and reporting
- Improve the management of member and provider data so that it is timely, accurate, usable, and easily accessible to support analysis and decision-making for client case management and program administration

Estimates for this SOW are based on the following assumptions:

- BerryDunn will support the development of one draft RFP.



- Explore strengthening WV partnerships with other states and territories (such as United States Virgin Islands) and leverage the tools and procedures utilized during the ICMS activities.
- All project documents—including meeting outcomes, action items, issues, risks, and decisions—will be on the BerryDunn SharePoint site and will be brought to the attention of the BMS project sponsor.
- BerryDunn deliverables will be provided in an agreed-upon format.
- The State leadership team will consist of Sarah Young as the BMS project sponsor and Randy Hill and Brandon Lewis as the BMS project leads.
- State staff with the required knowledge base to support Medicaid Enterprise System (MES) HCBS ICMS will attend project-related meetings, including JRP sessions. If these individuals are unavailable or do not participate in the fact-finding interview sessions, the project schedule, scope, and cost might be impacted.
- The State project leads will provide timely decision-making and responses to information requests from the BerryDunn project team.
- The State intends to utilize the ICMS Planning Advance Planning Document (PAPD) for the purposes of this SOW. CMS previously approved the ICMS PAPD on December 2, 2022, for total State and federal funds in the amount \$882,097 under project identifier WV-2022-10-04-MMIS-PAPD-HCBS-ICMS. The estimated cost of the services to be delivered under this SOW is \$705,650 (included in the approved PAPD). Therefore, any additional scope added to the services to be provided under this SOW might require the State to update its ICMS PAPD to allocate additional funds for project management.
- The BerryDunn leadership team will consist of Eduardo Daranyi as the lead project manager (LPM) and Nicole Spears as the project lead. This work will begin upon approval of this SOW and a mutually agreed-upon date.
- This work is scheduled to span approximately 11 months.



2.0 Project Scope and Staffing Plan

The table below describes the service approach, deliverables, and acceptance criteria for BerryDunn's work; identifies BerryDunn team members responsible for conducting the work; and lists the estimated hours for completion of each key task. A high-level timeline for the activities described below is provided in Section 4.0.

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

Ref #	Deliverable/Service Approach and Acceptance Criteria	Responsible	Hours Estimate
1.0	<p>Engagement Oversight</p> <p><i>Service Approach</i></p> <p>BerryDunn's leadership team will oversee and coordinate BerryDunn staff, services, and deliverables. BerryDunn's project leadership will regularly meet with the BerryDunn project lead and other key team members to discuss project status and issues impacting the timely completion of the work and oversee BerryDunn staff, services, and review of deliverables.</p> <p><i>Deliverable(s)</i></p> <ul style="list-style-type: none">• Deliverable 1: Commissioner Briefing <p><i>Completion Criteria</i></p> <p>Engagement Oversight will be completed upon signature acceptance of the Project Closeout Summary by the DHHR project sponsor or their designee.</p>	Nicole Becnel Eduardo Daranyi Peter Alfrey	197
2.0	<p>Project Execution and Control</p> <p><i>Service Approach</i></p> <p>BerryDunn will provide project management assistance to facilitate the ICMS procurement. In support of Project Execution and Control, BerryDunn's leadership will regularly meet with the project sponsor to discuss project status and issues impacting the timely completion of the work and will oversee BerryDunn staff, services, and deliverables. Project Execution and Control will also include the following:</p> <ul style="list-style-type: none">• Facilitating meetings, preparing meeting materials, and taking notes for BerryDunn and State-owned meetings.• Preparing monthly project status updates, risks, issues, and briefings for the State leadership team.	Eduardo Daranyi Nicole Becnel Peter Alfrey Meghann Slaven Nicole Spears Julie DuPuis Julie Bandy Kat Crumpton Kristan Drzewiecki Jon Watkins Matt Oatten AJ Mong Jordan Ramsey Caitlin Cabral	2,084



Ref #	Deliverable/Service Approach and Acceptance Criteria	Responsible	Hours Estimate
	<ul style="list-style-type: none">• Provide resources with relevant expertise to assist DHHR with facilitating, planning, and designing state partnerships with initial support and new opportunities.• Managing project logs (action items, decisions, issues, and risk tracking).• Storing project documentation repository in an agreed-upon SharePoint location.• Creating the Implementation Timeline, including the plan and approach to modular implementation for the modernized MES. <p>Deliverable(s)</p> <ul style="list-style-type: none">• Deliverable 2: Monthly Status Report• Deliverable 3: Implementation Timeline <p>Completion Criteria</p> <p>Project Execution and Control will be completed upon successful completion of the project and signature acceptance of the Project Closeout Summary by the DHHR project sponsor or their designee.</p>	Janine DiLorenzo Jonathan Williams Emily Hendrickson Alycia Minshall Carole Ann Guay Megan Hamilton	
3.0	<p>Procurement Advisory Services</p> <p>Service Approach</p> <p>BerryDunn will provide project management services to support the activities surrounding the procurement of the ICMS.</p> <p>During the pre-procurement phase:</p> <ul style="list-style-type: none">• BerryDunn will prepare for the outcomes based JRP sessions by researching requirements specific to the proposed modules to compile outcomes based specifications and requirements for the ICMS and to inform the development of the draft RFP.• This research will include facilitating internal BerryDunn requirements sessions with BerryDunn team members who have experience with current DHHR policies and MESs.• BerryDunn will be responsible for meeting attendance, facilitation, and/or note-taking (when requested by the State) during	Peter Alfrey Meghann Slaven Nicole Spears Julie DuPuis Julie Bandy Kat Crumpton Kristan Drzewiecki Jon Watkins Matt Oatten AJ Mong Jordan Ramsey Caitlin Cabral Janine DiLorenzo Jonathan Williams Emily Hendrickson Alycia Minshall Carole Ann Guay Megan Hamilton	2,205



Ref #	Deliverable/Service Approach and Acceptance Criteria	Responsible	Hours Estimate
	<p>discussions in which requirements may be impacted.</p> <ul style="list-style-type: none">BerryDunn will inventory and review all DHHR HCBS forms to identify redundancies and opportunities for consolidation. <p><i>Deliverable(s)</i></p> <ul style="list-style-type: none">Deliverable 4: ICMS RFPDeliverable 5: HCBS Forms Analysis <p><i>Completion Criteria</i></p> <p>The ICMS RFP will be deemed complete upon submission of the deliverable(s) and signature acceptance of the Deliverable Acceptance Forms (DAFs) by the DHHR project sponsor or their designee.</p>		
4.0	<p>IAPD Development</p> <p><i>Service Approach</i></p> <p>To support the implementation cost and requirements of the ICMS, BerryDunn will develop and assist in facilitating the approval of IAPDs to help ensure the project continues to maintain buy-in and financial support from relevant federal partners.</p> <p><i>Deliverable</i></p> <ul style="list-style-type: none">Deliverable 6: IAPD <p><i>Completion Criteria</i></p> <p>The IAPD Development phase of the project will be completed upon signature approval of the Project Closeout Summary by the DHHR project sponsor or their designee.</p>	<p>Peter Alfrey Meghan Slaven Nicole Spears Dawn Webb Jason Hargrove Jon Watkins AJ Mong Jordan Ramsey Caitlin Cabral Janine DiLorenzo Jonathan Williams Emily Hendrickson Alycia Minshall Carole Ann Guay Megan Hamilton</p>	411
5.0	<p>Project Closeout</p> <p>BerryDunn will prepare a Project Closeout Summary that includes an inventory of all project documentation and deliverables being transferred to BMS at the project close. Additionally, the summary will document the disposition or reassignment of all action items, issues, and risks that remain open to an agreed-upon State operations team member.</p> <p><i>Deliverable(s)</i></p> <ul style="list-style-type: none">Deliverable 7: Project Closeout Summary	<p>Eduardo Daranyi Nicole Becnel Peter Alfrey Meghan Slaven Nicole Spears Julie DuPuis Jon Watkins Jordan Ramsey Caitlin Cabral</p>	27



Ref #	Deliverable/Service Approach and Acceptance Criteria	Responsible	Hours Estimate
	Completion Criteria BerryDunn services will be considered complete when the State project sponsor or their designee formally accepts and signs the Project Closeout Summary.	Janine DiLorenzo Jonathan Williams Emily Hendrickson Alycia Minshall Carole Ann Guay Megan Hamilton	
Total Hours			4,924
Total Not-To-Exceed Cost Estimate			\$705,650



3.0 Project Resources and Hours

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

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

Table 2: Project Resources

CL Year 2	Role	Rate	Project Resources	Total Est. Hours	Total Est. Cost
2	EM	\$270	Nicole Becnel	122	\$32,940
1	LPM	\$215	Eduardo Daranyi	122	\$26,230
4	GPM	\$175	Peter Alfrey Meghann Slaven	283	\$49,525
4	GPM	\$175	Nicole Spears	436	\$76,300
4	GPM	\$175	Julie DuPuis	665	\$116,375
4	GPM	\$175	Julie Bandy Kat Crumpton Kristan Drzewiecki	1,405	\$245,875
4	GPM	\$175	Dawn Webb Jason Hargrove	75	\$13,125
5	SS	\$80	Jon Watkins Matt Oatten AJ Mong	1,278	\$102,240
5	SS	\$80	Jordan Ramsey Caitlin Cabral Janine DiLorenzo Jonathan Williams Emily Hendrickson Alycia Minshall Carole Ann Guay Megan Hamilton	538	\$43,040
			Total:	4,924	\$705,650



3.1 Project Hours and Costs Per Month

The table below displays an overview of the project hours and estimated costs per month over the lifetime of the project.

Table 3: Project Costs by Month

Month #	EM Hours	LPM Hours	GPM Hours	SS Hours	Est. Hours Per Month	Est. Cost Per Month
Month 1	18	18	426	260	722	\$104,080
Month 2	9	9	313	200	531	\$75,140
Month 3	9	9	313	199	530	\$75,060
Month 4	9	9	240	165	423	\$59,565
Month 5	9	9	240	160	418	\$59,165
Month 6	9	9	235	160	413	\$58,290
Month 7	9	9	220	150	388	\$54,865
Month 8	9	9	220	145	383	\$54,465
Month 9	9	9	215	130	363	\$52,390
Month 10	11	11	208	120	350	\$51,335
Month 11	21	21	234	127	403	\$61,295
Total	122	122	2,864	1,816	4,924	\$705,650



4.0 High-Level Timeline

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

Figure 1: Proposed High-Level Timeline

Task	1	2	3	4	5	6	7	8	9	10	11
1.0 Engagement Oversight											
2.0 Project Execution and Control											
3.0 Procurement Advisory Services											
4.0 IAPD Development											
5.0 Project Closeout											



BerryDunn Authorized Signature

As a principal of this firm in our Medicaid Practice 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 G. Becnel

Signature

January 19, 2023

Date

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

A. Brandon Lewis

Signature

1/19/2023

Date



Appendix A: Resumes

Nicole Becnel, PMP®

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

Overview

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

Experience

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

- **West Virginia 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 MMIS vendor. BerryDunn provides ongoing project management support; diagnoses and assesses necessary modifications to the MMIS as it relates to encounter data; supports the development, deployment, and implementation of applicable MMIS edits and enhancements to support compliance encounter data processes; and supports, monitors, and troubleshoots MCO testing and deployment of 837 files.
 - *Electronic Visit Verification (EVV) Solution Implementation Project (03/2018 to*



present)

Nicole leads the project team implementing the overall EVV solution, which includes strategic planning, organizational change management, requirement development, RFP draft narratives and supporting documentation, certification planning and assistance, APD development and updates, evaluation and scoring support/facilitation, vendor onboarding, vendor deliverable review, and user acceptance testing (UAT) planning and support.

- o *Integrated Eligibility Solution (IES)/People's Access to Help (PATH) Procurement Support and Design, Development, and Implementation (DDI) Project Management (10/2015 to present)*

Nicole is the lead project manager for the State's largest information technology transformation project, the Medicaid enterprise IES, known as PATH. PATH supports the eligibility, enrollment, and administration of the DHHR's human services programs, including Medicaid, Children's Health Insurance Program (CHIP), Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Low Income Energy Assistance Program (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 SOWs, deliverables, and risk and issue management.

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

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

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

Nicole led the team that assisted the State with its response to the COVID-19 Public Health Emergency. She supported the DHHR commissioners and the secretary to help ensure the State had the support they needed to address COVID-19 and the response to its aftermath. She oversaw the procurement and implementation of a contact tracing and disease investigation software system, the procurement of federal funding for epidemiological activities and testing and staffing and organizational development activities for DHHR and Bureau for Public Health (BPH). The software helped the State coordinate its contact tracing initiatives and use of the contact tracing platform across a workforce of DHHR volunteers, the National Guard, West Virginia University staff, and State local health departments. The outcome of the project was the successful statewide launch of the new contact tracing and disease investigation software and the procurement of \$37 million in federal relief funding for public health initiatives related to COVID-19.



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

Nicole was the lead project manager overseeing the team, assisting the State to help ensure a successful implementation and smooth operational transition of the MHP program. The program was administered by a specialized MCO serving children in the child welfare populations, including foster care (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 system demonstrations of three MCOs selected to provide services to WVCHIP members. The team developed a framework and approach to performing the review; developed a comprehensive readiness assessment tool; facilitated Operational Readiness Review (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 prepare an Ongoing Performance Monitoring Transition Plan and facilitate a Virtual MCO Systems Review to assist WVCHIP in assessing MCO readiness.

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

Nicole was the lead project manager overseeing BerryDunn's procurement assistance and project management support for managed care and readiness review services for the MHT program, the State's risk-based managed care program. The team assisted in population expansion under the current comprehensive MCO contract to add CHIP to the program. BerryDunn assisted the State with developing an RFP to procure vendors to administer Medicaid and CHIP services on behalf of the State through the MHT. The competitive re-procurement of the MHT program was valued at over \$5 billion and promoted the increased quality of care, health outcomes, and data quality and efficiency for the State's managed care populations.

- *Provider Management Support (7/2019 to 1/2021)*

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



- *Substance Use Disorder (SUD) Waiver Initiative Project (07/2016 to 6/2017)*
Nicole was the lead MMIS project manager overseeing the SUD waiver initiative "Creating a Continuum of Care for Medicaid Enrollees with Substance Use Disorders" Section 1115 Waiver demonstration. The waiver allows the State to strengthen its SUD delivery system to improve the care and health outcomes for State beneficiaries with SUD through expanded SUD service coverage and new programs to improve the quality of care. The team provides annual and quarterly reporting to CMS and financial reporting requirements for budget neutrality, future technology procurements to support the five-year demonstration, and MCO contract requirements specific to the SUD demonstration.
- *MITA 3.0 State Self-Assessment (SS-A) Maintenance and Annual Update Assistance Project (8/2015 to 01/2020)*
Nicole was the lead project manager for BMS's MITA SS-A efforts, including the annual maintenance of SS-A activities and Data Management Strategy (DMS). She led the OD planning to support the State's MITA maturity and modernization efforts. The team created a roadmap and schedule to help the State assess areas for improvement specific to departmental and bureau(s) structure, operational improvements, talent development, and training. OD for the project took the MITA SSA findings and focus on the DHHR goals and objectives for its MMIS, the technical architecture assessment of the State's Medicaid modules' maturity levels, and business area assessments of the State's Medicaid system modules. These activities clarified BMS's short-term and long-term strategic goals and helped BMS request enhanced federal funding to achieve those goals.
- *Project Management of MMIS Procurement, DDI, and Certification (12/2012 to 09/2013)*
Nicole served as a project manager for the DDI of the Molina HealthPAS MMIS. Her work on the project included oversight of contract start-up activities and system design sessions. She was responsible for managing the project team and providing oversight of the start-up and analysis/design activities.
- *Provider Enrollment (PEA) Project (07/2011 to 12/2012)*
Nicole supported the Bureau with her project, program, and portfolio management and subject matter expertise as they implemented healthcare reform. This work included implementation of provider enrollment screening requirements for various provider classifications to reduce potential fraud and abuse. Nicole also assisted with provider outreach activities including presentations and training at Provider Workshops held throughout the State.
- *5010 Refresh Project (10/2011 to 08/2013).*
Nicole served as project manager for the successful implementation of the 5010/D.0 standards required by federal mandate. In this role, Nicole supported the Bureau with her project management and subject matter expertise during the conversion of Health Insurance Portability and Accountability Act (HIPAA) Accredited Standards



Committee (ASC) X12 version 4010A1 to ASC X12 version 5010 and National Council for Prescription Drug Programs (NCPDP) version 5.1 to NCPDP version D.0. This work included project management of deliverable review, subject matter expert (SME) advisory services, UAT plan assistance, operational readiness assessment, and post-implementation project management and monitoring.

- o *Data Warehouse/Decision Support System (DW/DSS) Project Management (06/2010 to 06/2011).*

Nicole served as the project manager to assist the State with the development of procurement documentation for the DW/DSS re-procurement. In this role, Nicole was responsible for managing the project team, serving as liaison with the Bureau, reviewing project deliverables, and providing subject matter knowledge and support.

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

- o *Managed Care Organization (MCO) Operational Readiness Review (ORR) Assistance (09/2020 to 12/2020)*
- o *Medicaid Management Information System (MMIS) Fee Schedule and Edit Quality Review Project: Phase III (06/2020 to 11/2020)*
- o *Mountain Health Trust (MHT) Managed Care Organization (MCO) Procurement Assistance Project: Phase II (05/2020 to 09/2020)*
- o *Substance Use Disorder (SUD) Waiver Initiative Phase 4 (04/2020 to 05/2021)*
- o *Mountain Health Promise (MHP) Implementation (Coordinated Care Management) (03/2020 to 06/2020)*
- o *Managed Care Organization Transition: Phase II (03/2020 to 02/2021)*
- o *State Plan Review and Support (SPRS) (02/2020 to 05/2021)*
- o *Technical Assistance and Program Support (TAPS): Phase 2 (11/2019 to 04/2021)*
- o *Children with Serious Emotional Disorder Waiver (CSEDW) Initiative: Phase II (10/2019 to 05/2020)*
- o *West Virginia Children's Health Insurance Program (WVCHIP) MCO Transition Planning (01/2019 to 07/2019)*
- o *Substance Use Disorder (SUD) Waiver Initiative: Phase III (03/2019 to 03/2020)*
- o *Medicaid Management Information System (MMIS) Payment Error Rate Measurement (PERM) Phase II (05/2020 to 05/2021)*
- o *Coordinated Care Management Transition Project Management and Procurement Assistance (02/2019 to 01/2020)*
- o *Medicaid Management Information System (MMIS) Fee Schedule and Edit Quality Review Phase II (01/2019 to 04/2020)*
- o *Enterprise Program Management Office (EPMO) (11/2018 to 10/2020)*
- o *Technical Assistance and Program Support (TAPS) (11/2018 to 10/2019)*
- o *Electronic Visit Verification Solution Implementation (06/2018 to 12/2019)*
- o *Provider Enrollment (PEA) Year 2 (05/2018 to 05/2019)*



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

Presentations

"Modularity GPS: Defining the Roadmap and Understanding the Landscape," Presentation for Medicaid Enterprise Systems Conference (MESC) 2016, co-presented with Lisa Alger (CSG Government Solutions) and Andrea Danes (CSG Government Solutions), 8/16/2016
"Managing in a Modular MMIS Implementation," Presentation for MESC 2014, 8/21/2014.



Eduardo Daranyi, MEd, PMP®

Proposed Project Role:	Lead Project Manager
Role at BerryDunn:	Principal
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Bachelor of Science in Physics, Mathematics, and Business Administration, Hillsdale College Master of Education, Lesley College Certified PMP® Systems Engineering Development Program, Electronic Data Systems

Overview

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

Experience

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

- **West Virginia Bureau for Medical Services (BMS) (2012 to present).** In his role as lead project manager, Ed provides oversight of BerryDunn's contract with BMS to provide project management services for multiple projects, including the Molina Health PAS MMIS implementation; Medicaid DW/DSS implementation; SUD 1115 Waiver development and implementation; Affordable Care Act (ACA) analysis and advisory services; ICD-10 compliance; E&E systems modernization; Adult Quality Measures; CMS advance planning development; MITA 3.0 State Self-Assessment; CHIP implementation and stabilization; access to care planning and monitoring; provider re-enrollment; asset verification system procurement; and other related initiatives. Since Ed joined the West Virginia project on a full-time basis in 2012, he has held many roles, including Engagement Manager, Lead Project Manager and General Project Manager. In 2012, Ed took responsibility for stabilizing and growing the local Charleston office to now employ over 25 local staff. Ed has overseen over 100 projects for West Virginia. Several are described and listed below.
 - *West Virginia Children's Health Insurance Program (WVCHIP) Operational Readiness Review (WVCHIP ORR) (2019 to present)*
Ed is the engagement manager overseeing the State's transition of the WVCHIP



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

- *WVCHIP MCO Transition Planning Project Phases I and II (03/2019 to present)*
Ed provides engagement management oversight to help the State transition members from an FFS model to managed care. BerryDunn provides project management and support services; systems transition and readiness planning; facilitation of MCO, MMIS, and Enrollment Broker (EB) file testing; facilitation of weekly Out-of-Pocket (OOP) Maximum workgroup discussions with the fiscal agent, MCOs, WVCHIP, and other key stakeholders and development of the WVCHIP managed care contract. BerryDunn supported technical implementation activities for WVCHIP in advance of the January 1, 2021, go-live date.
- *People's Access to Help (PATH) DDI Project Management (10/2017 to present)*
Ed, alongside other principals engaged in work for the State, provides strategic direction and oversight to the project team implementing the largest information technology transformation project that West Virginia has ever undertaken, the Medicaid enterprise IES, known as People's Access To Help (PATH). PATH supports the eligibility, enrollment, and administration of the DHHR's human services programs, including Medicaid, Children's Health Insurance Program (CHIP), Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Low Income Energy Assistance Program (LIEAP), Child Welfare, and Child Support. Ed provides executive leadership working with the internal team, the State, and all vendors, ensuring that all project deliverables are met, and risks and issues are appropriately escalated and addressed.
- *Substance Use Disorder (SUD) Waiver Initiative Project (02/2016 to present)*
As engagement manager, Ed, along with the BerryDunn team of specialists, developed and successfully negotiated a Section 1115 Waiver Demonstration Project to undertake SUD delivery system transformation efforts in the State. The SUD waiver strengthened the State's SUD delivery system to improve the care and health outcomes for State beneficiaries with SUD through expanded SUD service coverage and the introduction of new programs to improve the quality of care. The team provides annual and quarterly reporting to CMS and financial reporting requirements for budget neutrality, future technology procurements to support the five-year



demonstration, and MCO contract requirements specific to the SUD demonstration. Through this Section 1115 Waiver, the State has the opportunity to test innovative policy and delivery approaches to reform systems of care for individuals with SUD.

- *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (2012 to present)*
Ed has been the engagement manager overseeing several of the State's MITA State Self-Assessments (2.0 and 3.0) and roadmap over the past eight years. Ed helped the State develop their Medicaid modernization strategy and determine the path of their future system direction and investments. He worked to understand their priorities and help ensure prioritization and resources were aligned. The team is currently creating a roadmap and schedule to help the State assess areas for improvement and change specific to departmental and bureau(s) structure, operational improvements, talent development, and training. OD for the project will take the findings of the MITA SS-A and focus on DHHR goals and objectives for its MMIS, the technical architecture assessment of the maturity levels of the State's Medicaid modules, and business area assessments of the State's Medicaid system modules. These activities clarify BMS' short-term and long-term strategic goals and help BMS request enhanced federal funding to achieve those goals.
 - *Data Visioning and Warehouse Development and Procurement Assistance (2012 to present)*
Over the past eight years that Ed has served as the engagement manager, the State has engaged in two major data warehouse procurements and implementations. Ed has formed teams to assist with data visioning activities, facilitate the integration of data sources with the DW/DSS, develop two Request for Proposals (RFP), and provide procurement support for a new DW/DSS. The team identified, consolidated, and subsequently retired duplicative DHHR databases and systems. In the current procurement effort, the team developed a charter and mission with the State, collaborating with stakeholders, developing standardized project artifacts, and developing an overlap map. After completing this Enterprise Data Integration and Consolidation Initiative, the team is now focused on assisting DHHR in the development of a Medicaid Enterprise DW RFP, as well as the subsequent evaluation and award of a solution to support the data warehousing, analytics, and reporting needs of DHHR.
 - *QA Oversight of MMIS and Pharmacy POS Implementation (10/2005 to 03/2008)*
Ed provided quality assurance services for West Virginia's MMIS implementation. In addition, Ed worked with the State to oversee several new initiatives that needed to be implemented while the new MMIS was becoming operational, including Medicare Part D and the HIPAA NPI. Ed also focused on establishing and assisting in the management of change management processes, and participated in the certification process and report process development.
- Additionally, Ed has overseen the following projects as the West Virginia engagement manager under the current contract and past contracts:



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



- *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (08/2015 to 08/2018)*
- *Technical and Information Enterprise Project Management Services (TEPMS) Project (05/2017 to 07/2018)*
- *Gap Analysis and Project Management Services (GAPMS) (10/2016 to 06/2018)*
- *Asset Verification System (AVS) Project Management Services and Procurement Assistance (04/2017 to 01/2018)*
- *West Virginia/New Jersey MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 01/2018)*
- *Eligibility and Enrollment RFP Development Assistance (10/2015 to 12/2017)*
- *Income Maintenance Manual Update Project (09/2016 to 09/2017)*
- *Updates to West Virginia Health IT (HIT) Plans and HIT and Health Information Exchange (HIE) APD Assistance (03/2016 to 04/2017)*
- *Project Management of MMIS Procurement, DDI, and Certification (07/2015 to 12/2016)*
- *Safe at Home Advance Planning Document (APD) Update (08/2015 to 11/2016)*
- *RAPIDS (Eligibility System) Transition Facilitation Project (02/2016 to 05/2016)*
- *ICD-10 Transition Planning and Implementation (09/2013 to 03/2016)*
- *Eligibility and Enrollment APD (06/2015 to 09/2015)*
- *PPACA Workgroup Oversight (2012 to 2015)*
- *5010 Refresh Project (2012 to 2015)*
- *State Medicaid Health IT Planning and Health Care Reform Consulting (2012 to 2014)*
- *Non-Emergency Medical Transportation (NEMT) RFP Development (2012 to 2013)*
- *MITA 3.0 Organizational Redesign (2013)*
- *Policy Workflow Assessment (2013)*
- *Prior Authorization Forms Revisions (2013)*
- *ePrescribing Helpdesk and Support (2012)*
- **West Virginia Department of Health and Human Resources (DHHR) (06/2012 to present).** In his role as engagement manager, Ed provides oversight of BerryDunn's contract with DHHR to provide project management services for multiple projects, including the E&E System modernization; procurement services; eligibility systems planning, procurement, and implementation; and other related initiatives.
- **Maine Department of Health and Human Services (DHHS) – Independent Verification & Validation (IV&V) and QA Services (04/2011 to 06/2012).**



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

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

- **North Carolina Office of the State Auditor – Independent Audit of the State IT Services 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.

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

Goold Health Systems (GHS) (1999 to 2005).

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

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



- **Maine DHHS (05/2001 to 01/2002).** While employed by GHS, Ed served as technical project coordinator for Maine's MMIS Pharmacy Preferred Drug List and Supplemental Rebate implementation. In this role, Ed coordinated implementation activities; prepared reports for senior management; developed and monitored work plans; and performed research, analysis, and evaluation of programs, projects, and operational procedures.

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

Presentations

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

Moderator, MESC Conference sessions (2015-2019)

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

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



Peter Alfrey, PMP®, Prosci® CCP, LSSGB

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Manager
Years of Experience Relevant to Proposed Role:	15 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. EPMO projects and programs include:
 - *Organization Development Services (06/2022 to present)*
 - *Public Health Emergency (PHE) Support (12/2021 to present)*
 - *Medicaid Enterprise System Modernization Strategy and Procurement—Phase I, II and III (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 09/2022)*
- *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 08/2022)*
- *Contact Tracing (04/2020 to 09/2022).*
- *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 09/2022)*
- *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).*
- *Asset Verification System (AVS) Project Management Services and Procurement Assistance (04/2017 to 02/2018).*
- *Project Management of MMIS Procurement, DDI, and Certification (10/2014 to 12/2016).*

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).*
- *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).

- **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 (MESC), Boston, MA, August 2021.

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

Podcast, "Medicaid and 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: Substance Use Disorder (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 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 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.
- *MITA State Self-Assessment (SS-A) Maintenance (08/2020 to 04/2021)*
As a business analyst, Meghann provided guidance and assistance to the project management team to update the West Virginia's MITA 2018 HIT Companion Guide Report.
- *EPMO Project (07/2019 to present)*
As a business analyst, Meghann assists West Virginia in developing and updating its annual HIT and HIE APD, to help the client gain over \$9 million in federal funding for HIT activities and initiatives.
- *Data Visioning and Warehouse Development and Procurement Assistance Project (10/2017 to 09/2019)*
Meghann supported the Data Visioning and Warehouse Development and Procurement Assistance Project, a project focused on supplying project management services to West Virginia in an effort to assist with the integration of data sources, systems, and databases within BMS. As a project coordinator, Meghann developed agendas, captured meeting notes, tracked action items, and supported the development of project deliverables. As project coordinator Meghann managed the development process and contributed to the following deliverables: monthly status reports; DW/DSS RFP; Implementation Advance Planning Document Update (IAPDU); Requirements Traceability Matrix (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 MMIS (PRMMIS) Project (11/2020 to 12/2020)*
As a SME, Meghann provided guidance and assistance to the project management team to update PRMP's MMIS APD and corresponding federal funding documentation.

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

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

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

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

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

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



A. Nicole Spears, MBA

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

Overview

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

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

- **West Virginia Department of Health and Human Resources (DHHR)**
 - *Managed Care Program Management (06/2022 to present).* Nicole serves as the program manager for the managed care related projects under the enterprise portfolio management structure. Nicole provides oversight to the project managers of the projects within the Mountain Health Promise (MHP) Procurement Assistance, Mountain Health Trust (MHT) Procurement Assistance, Mental Health Parity, WVCHIP MCO Transition, and Maximum Out-of-Pocket (MOOP) projects. Nicole 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.
 - *Mountain Health Promise (MHP) Re-Procurement Project (11/2021 to present).* As project manager, Nicole assists the client with management and facilitation of MCO procurement activities for MHP, including RFP development, proposal response evaluation, and project tracking. Nicole tracks the budget, project status, risks, and issues, develops monthly status reports to keep the client informed and helps ensure the project meets its goals and objectives.
- **West Virginia BMS**



- *Mountain Health Trust (MHT) Re-Procurement Project (3/2022 to present)*
As project manager, Nicole assists the client with management and facilitation of MCO procurement activities for MHT, including RFP development, proposal response evaluation, and project tracking. Nicole tracks the budget, project status, risks, and issues, develops monthly status reports to keep the client informed and helps ensure the project meets its goals and objectives.
- *Medicaid Enterprise System (MES) Modernization Strategy and Procurement (MSP) Project (7/2021 to Present)*
As project manager, Nicole assists the client with development of a modernization strategic plan, procurement planning activities, and providing subject matter expertise on MES. Nicole tracks the budget, project status, risks, and issues, develops monthly status reports to keep the client informed and helps ensure the project meets its goals and objectives.
- *Managed Care Encounter Data Quality Project (7/2021 to 2/2022).*
Nicole worked as an SME assisting with the transition of managed care encounter claims from a proprietary format to electronic data interchange (EDI). For this project she developed a SDLC Coordination Plan to provide a process for reviewing and prioritizing BMS enterprise system updates.

Gainwell Technologies (formerly DXC Technology) (12/2017 to 07/2021). Nicole worked as a senior business advisor for the Member Management Module Team as Kansas developed a new modular MMIS. The Member Management Module includes Member Eligibility, Medicare Management, Eligibility Verification Systems (EVS), and Early and Periodic Screening, Diagnosis, and Treatment (EPSDT). Nicole also led the Business Analysts in the module and produced the end products User Interface (UI) design, role-based access security (RBAC), all system documentation for her subsystems (Design Expectations Document, Detailed System Design, Business Design Documentation, etc.), led her subsystem through the Medicaid Enterprise Certification Toolkit (MECT), and provided subject matter expertise for testing and training.

SR Advise (01/2016 to 12/2017). Nicole worked as a director and account manager to provide creative, strategic and executive services to clients within the healthcare marketing space. She developed and implemented operational plans and strategies to meet clients' individual business objectives and focused on improving organizational performance through enhanced business processes and management strategy planning. Nicole spearheaded a new internship program as well as business growth in the public health arena. She also directed RFP response development, including coordination with both sub and prime vendors. Her efforts resulted in adding several new clients and contracts valued at over \$2 million in her short time with the company.

SVC, Inc. (07/2012 to 12/2015). Nicole worked as the director of business development and a senior health policy advisor as a systems and managed care SME. She managed high-profile, complex program and system implementations reporting to and advising senior leadership. Nicole assisted in the development of key Medicaid pilot programs, including ones developed to serve as ACA Medicaid expansion vehicles, by identifying potential operational and implementation impacts and proposing best practices. Nicole also identified areas of opportunity and recommended strategies for



process improvement for clients' established programs through the consideration of potential impact(s) of policy and programmatic changes on operations, systems, and vendors. Nicole also led non-financial business operations and business development for the company, including business development and procurement, hiring and onboarding of staff, website management, and office operations.

State of Indiana (07/2008 to 04/2012).

- *Medicaid Technical & Systems Integration Manager (02/2011 to 04/2012)*
Nicole worked as the technical & systems integration manager in the Office of Medicaid Policy & Planning to manage, approve, and track Indiana Medicaid system changes and ensure successful integration with vendors. She directed relationship and project management, including leading staff and team members through new initiatives and constant change. As the Managed Care technical SME with extensive knowledge of both the MMIS and vendor systems, Nicole helped establish and design the new SDLC change control board. This team oversaw scope and budget, ensured requirements and design served business needs, and provided the opportunity for improved system integration by giving vendors a voice at the table. In this role, she also directed staff in executing audits and quality control on MMIS and MCO systems changes & MCO performance reporting to help ensure vendor compliance. She was also a key stakeholder in Indiana's initiative to determine its response to the ACA and recommended actions to the unit's compliance team on contractual delinquencies.
- *Board Director (08/2010 to 02/2011)*
As Board Director of the Professional Licensing Agency (2010 to 2011) Nicole managed staff operations, including establishing & achieving group goals and ensuring training and employee growth. She established strong relationships with related organizations and governing bodies in which boards had a stake and resolved board issues, including bringing boards into federal compliance and developing new compliancy division.
- *Medicaid Policy & Procedure Analyst (07/2008 to 08/2010)*
As Policy & Procedure Analyst in the Office of Medicaid Policy & Planning (2008 to 2010) Nicole directed the project implementation, policy development, and program management of Governor Daniel's 1115 waiver program, HIP. She served as the technical resources liaison between vendors and program management with extensive knowledge of the State's Medicaid systems. In this role, she oversaw SDLC and policy impacts for all large initiatives impacting the Managed Care Unit. Nicole also oversaw seven vendors, which included the development of program manuals, dashboards and on-site review processes to ensure contractual and regulatory compliance of four MCOs.

Keystone Builders (04/2005 to 07/2008). Nicole worked as a new homes sales consultant to assist clients with building new residential real estate properties. She managed all Indiana communities and launched the "On Your Lot" Division. This role included overseeing vendors and sales assistants



and managing all customer sales. Nicole directed sales operations resulting in the two most profitable years in the state for the builder, achieving 300%+ higher profit over prior years.



Julie DuPuis, MPA

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Bachelor of Arts in General University Studies, Western Michigan University Master of Public Administration with concentration in Health Care Administration, Western Michigan University Fundamentals in Project Management

Overview

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

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

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

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



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

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

Michigan Department of Health and Human Services (MDHHS) (12/1998 to 09/2012)
Departmental Specialist, Senior Analyst, Lead Worker, Executive Secretary, State of Michigan, Department of Community Health, Medical Services Administration, Bureau of Medicaid Policy and Actuarial Services, Actuarial Division, Rates and Financial Analysis Section.



Julie Bandy

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Bachelor of Science in Social and Behavioral Sciences, Indiana University

Overview

Julie is an experienced health and management professional with more than 20 years' working with Medicaid policy and planning, case management programs, and report analyses. She has worked in both private and public sectors and specializes in Medicaid waiver projects, community support programming, and eligibility.

Experience

BerryDunn (12/2022 to present)

- **West Virginia Bureau for Medical Services (BMS) – ARPA HCBS Implementation Project (12/2022 to present).**
Julie will serve as a General Project Manager on this project.
- **West Virginia BMS – Medicaid Enterprise Modernization Strategy and Procurement Project (12/2022 to present).**
Julie will serve as a General Project Manager on this project.

Indiana Division of Mental Health and Addiction (05/2013 to 12/2022). Julie served as a Youth Provider Specialist working on Care Select Reporting Analyst, Care Programs, Office of Medicaid Policy & Planning, Family and Social Services Administration (FSSA); Division of Disability and Rehabilitative Services (DDRS), and a Waiver Policy and Compliance Specialist, Office of Medicaid Policy & Planning, FSSA.

Arbitre Consulting, Inc (06/2008 to 06/2010). Julie served as an Evaluator with Inventory for Client and Agency Planning (ICAP) Assessments and worked on Level of Care for Indiana Medicaid Waiver programs. She conducted ICAP assessments and health/behavioral appendix as well as serving as a member of reevaluation team for assessments needing additional review.

Jacobs Home, Inc (12/2005 to 10/2007). Julie served in multiple roles at Jacobs Home, a Medicaid approved and enrolled 501(c)(3) agency providing residential and community supports for adults with autism and other developmental disabilities.

- *Executive Director (05/2006 to 10/2007)*
- *Assistant Director (12/2005 to 05/2006)*

Sycamore Rehabilitation Services (06/2003 to 11/2005). Julie served in multiple roles at



Sycamore Services, a CARF accredited, 501(c)(3) agency providing Medicaid funded home and community-based support services to adults with autism and other developmental disabilities

- *Director, Case Management Services (10/2004 to 11/2005)*
- *Director, Morgan County Adult Services (09/2003 to 10/2004)*
- *Targeted Case Manager (06/2003 to 09/2003)*

Independent Case Management (03/2002 to 06/2003). Julie served as a Targeted Case Manager for individuals receiving Medicaid 1915(c) waiver services transitioning from State operated facilities.

Professional Assessment of Indiana, Inc. (04/2000 to 10/2001). Julie served as a Diagnostic and Evaluation IDD Clinician to determine level of care eligibility for individuals seeking or receiving Medicaid funded services in group home and waiver settings.



Kat Crumpton

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	8 years
Certifications and Education:	Bachelor's, Business, Indiana Wesleyan University

Overview

Kat is an experienced HHS and Medicaid project management professional, with a strong background in governmental social services policy and administration. She is a skilled analyst with expertise in all facets of the Systems Development Life Cycle (SDLC), including requirements mapping and development, business analysis, and organizational change management. Kat also has experience specializing in organizational change management, communications, training, and documentation design and implementation. Her experience includes successfully implementing software, including designing specifications, and testing on a variety of project and platforms.

Experience**BerryDunn (03/2022 to present)**

Missouri Department of Mental Health (DMH) – Business Process Redesign and Organizational Development Project (6/2022 to present).

Kathryn is serving as organizational change management lead on this project to perform business process redesign for the Division of Developmental Disabilities and Division of Behavioral Health in preparation for procurement and implementation of an electronic health record solution for its state-operated facilities. BerryDunn is also developing solution requirements and a scope of work for the vendor; leading organizational change management and organizational development activities; and developing process and outcomes measures and an associated monitoring plan.

NTT Data Services (09/2019 to 03/2022)

As organizational change management (OCM) manager, Kathryn served on Medicaid and Economic Assistance eligibility and their associated programs. Her primary responsibilities included managing all aspects of OCM for Medicaid Eligibility, based on all requirements set forth in the RFP. She collaborated with State and System Integrator teams in creating goals, timelines, deliverable expectation documents (DED), and project status reports. She reviewed and produced comment resolutions in finalizing OCM, training, communications, change impact, knowledge transfer, and roll-out plans. She conducted periodic reviews to ensure the project was on track and conducted post-project reviews. She wrote and reviewed RFP's for release, and associated requirement documents.

In this role, Kat also ensured all project documentation was kept up to date and



communicated to the relevant stakeholders on a timely basis. She identified and communicated recommendations for allocating resources. She evaluated and implemented global best practices techniques to ensure goal achievement. She influenced and managed continuous improvement of project/program process, practices and initiatives. She maintained in-depth awareness of industry trends, business conditions, and internal processes and practices to meet program delivery requirements. She led, directed, coordinated, and provided visibility into change management efforts to maximize the anticipated benefits, value or ROI of change, while minimizing the resistance of stakeholders. She promoted and provided ongoing coaching and mentoring about change management practices to leadership, stakeholder managers, and project managers to increase effectiveness in driving sustainable change. She performed quantitative assessment of change success and change adoption by soliciting feedback from stakeholders to determine the success of change management activities to ensure behavioral changes align with strategic objectives.

NTT Data Services – Arkansas Department of Human Services (08/2018 to 08/2019)

As an information technology senior principal consultant and organizational change management (OCM) consultant, Kathryn was primarily responsible for documenting business processes for the State of Arkansas Integrated Eligibility System (ARIES). She was the track lead in Joint Architecture Design (JAD) sessions, performed detailed analysis, and created status reports on one or more program areas in preparation for implementing a new comprehensive case management solution by Next Gen (Deloitte solution). She identified approaches managing business requirements (RTM) by conducting extensive monitoring of the State's business process through research and discovery. She reviewed requirements for RFP for the State's procurement of case management system that supports its Medicaid, Long Term Care, SNAP and TANF programs, WIC, and Disability and Waiver Services. She identified gaps and solutions by providing advice and support in evaluating the eligibility system solution and ensured it aligned with State policies and business processes. She collaborated with State and System Integrator teams in creating goals, timelines, deliverable expectation documents (DED), and project status reports. She ensured all project documentation was kept up to date and communicated to the relevant stakeholders on a timely basis. She identified and communicated recommendations for allocating resources. She influenced continuous improvement of project/program process, practices and initiatives.

As OCM consultant, Kathryn's OCM responsibilities included serving on an OCM team on numerous projects, primarily Medicaid and Economic Assistance eligibility and their associated programs. She reviewed requirements for OCM for Medicaid Eligibility, based on the RFP. She collaborated with State and System Integrator teams in creating goals, timelines, deliverable expectation documents (DED), and project status reports. She reviewed and produced comment resolutions in finalizing OCM, Training, Communications, Change Impact, Knowledge Transfer, and Roll-Out plans. She conducted periodic reviews to ensure the project was on track and conducted post-project reviews. She reviewed RFP's for release and associated requirement documents. She ensured all project



documentation was kept up to date and communicated to the relevant stakeholders on a timely basis. She identified and communicated recommendations for allocating resources. She evaluated and implemented global best practices techniques to ensure goal achievement. She influenced and managed continuous improvement of project/program process, practices and initiatives. She maintained in-depth awareness of industry trends, business conditions, and internal processes and practices to meet program delivery requirements. She led, directed, coordinated, and provided visibility into change management efforts to maximize the anticipated benefits, value or ROI of change, while minimizing the resistance of stakeholders. She promoted and provided ongoing coaching and mentoring about change management practices to leadership, stakeholder managers, and project managers to increase effectiveness in driving sustainable change. She performed quantitative assessment of change success and change adoption by soliciting feedback from stakeholders to determine the success of change management activities to ensure behavioral changes align with strategic objectives.

Vector Consulting – Georgia Department of Human Services (10/2017 to 08/2018)

As the IES help desk analyst, Kathryn was primarily responsible for providing technological and helpdesk leadership for users of the Integrated Eligibility System for Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Medicaid, WIC, Energy Assistance and Childcare Assistance. She researched and documented system problems and procedures and provided problem resolution to user/customer and Division of Family and Children Services (DFCS) workers. She developed and wrote user updates for the systems. She completed analysis of State of Georgia helpdesk workflows to develop recommendations to improve call volume. These recommendations led to 40% call reduction for password resets and benefit renewals.

Circle Technologies (09/2014 to 10/2016)

Deloitte – Georgia/Kentucky Department of Health and Human Services – *Integrated Eligibility System Project (09/2014 to 10/2016).*

As a business analyst, systems integration tester, and technical trainer for the Georgia Eligibility Integrated System for the State of Georgia developing instructor-led learning solutions and eLearning courses in Deloitte's Next Gen Software product, Kathryn was responsible for conducting training classes throughout the state of Georgia on a new software application for Food and Nutrition Services, Medicaid, and other service programs for over 1200 participants. She participated in the course curriculum development, learning objectives, and hands-on scenario-based exercises. She developed content of job aides, web-based training, help desk, and classroom materials utilizing Captivate. She supported software testing related activities throughout the Georgia Integrated Eligibility System (GA IES) development lifecycle. She tracked issues utilizing the Requirements Traceability Matrix (RTM) spreadsheets and analyzed and developed business process solutions. She analyzed the need for Change Requests (CRs) and System Change Requests (SCRs) for the appropriate subsystems (utilizing Tracker and Clear Quest), in addition to monitoring the change through completion.



Kat also tested application functionality by analyzing software requirements, design specifications, and storyboards. Kathryn worked collaboratively with the testing team in the execution of over 3,000 deliverables for the GAIES project. She performed String testing, Graphical User Interface testing, System Integration, Interface, Conversion, Performance, Volume, Stress and User Acceptance Testing. She performed specialized testing for 508 Cross Browser Testing utilizing JAWS for Windows (testing for federal compliance for persons with disabilities). She used color contrast checker to analyze webpage colors to verify the contrast and ensure better accessibility. She evaluated results against requirements and expected results to assess system accuracy and deliverable milestone completion. She recorded defects and coordinated resolution with test leads, development team leads and Subject Matter Experts (SMEs). Kathryn coordinated testing activities with test team members and assisted in troubleshooting technical/environmental issues. She created test deliverables/test scripts in accordance with the Master Test Plan and Deliverable Expectations Document (DED) criteria. She participated as part of the IV&V team, responsible for tracking issues utilizing Requirements Traceability Matrix (RTM) spreadsheets, analyzed and developed business process solutions, and analyzed the need for change requests (CRs) and system change requests (SCRs) for the appropriate subsystem in addition to monitoring the change through completion. She reviewed vendor system test scripts for accuracy and participated in consortia User Acceptance Testing (UAT).

Federal Home Loan Bank (FHLB) of Indianapolis (06/2008 to 09/2014)

As a member services marketing and communication analyst and event planner, Kathryn was primarily responsible for designing and implementing software training to Member Banks using a variety of methods, including classroom, E-Learning, and online training. She responded to customer service requests and email from Member Banks. She provided eligibility review and approved disbursement requirements for FHLB Affordable Housing projects. She analyzed project scope of work and deliverables for systems personal financial information to determine key compliance criteria, including income. She oversaw strategic planning efforts through interaction with various functional areas within the various Bank teams to solicit input for requirements gathering sessions producing final documents. She assisted in the development of broad communication strategies to position the Bank in a manner that supports the mission, values, and business goals of the project charter. She directed the development, review, and delivery of accurate information in a timely fashion to internal and external recipients using the array of communication channels available. She managed and scheduled defined communication among team members, prepared and coordinated meeting materials, facilitated meetings, provided detailed reports, minutes, and prepared presentations for departmental meetings, symposiums, training, and Board of Director sessions.

McDonalds Corporation, LLC (02/2006 to 06/2008)

As a marketing, business research, event coordinator, and trainer, Kathryn was primarily responsible for negotiating with McDonald's Corporation owner operators, vendors, contractors, and suppliers in 7 regional markets to ensure proper advertisement and event promotion. Kathryn was a trainer for



McDonald's management for the State of Indiana/Ohio/Kentucky. She develop instructor-led learning solutions and eLearning courses in McDonald's corporate office, and Hamburger University. She planned, coordinated, and implemented company events. She responded to store complaints that were sent to corporate email/voicemail. She developed and adhered to detailed event budgets. She researched, secured all logistics, and maintained and updated McDonald's Indianapolis Region Marketing website. She communicated with advertising agencies responsible for restaurant promotions and community events. She provided regional staff with monthly reports of restaurant promotions and marketing.



Kristan Drzewiecki, PMP®, MP

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	Bachelor of Science in Foreign Service, Georgetown University Master of Planning, Housing, and Community Development, University of Virginia Certified Project Management Professional®, a designation of the Project Management Institute®

Overview

Kristan Drzewiecki is a Senior Manager in BerryDunn's Government Consulting Group, with more than ten years of professional project design, implementation, and management experience. She is a strong leader, facilitator, and technical writer with the ability to translate complex policies into clear, tangible actions. Kristan has a deep understanding of the systems and processes that support the delivery of government-funded health and human services.

Experience

West Virginia Department of Health and Human Resources (DHHR) (2016 – present). Kristan serves as a subject matter expert, policy analyst, and engagement manager for several DHHR projects:

- Kristan is currently leading the effort to redesign and update the Income Maintenance Manual (IMM). She has facilitated stakeholder review sessions, revised IMM content, and served as engagement manager.
- Kristan developed draft requirements, facilitated Joint Requirements Planning sessions, and served as a subject matter expert for the development of the Eligibility and Enrollment System RFP.
- Kristan served as project manager and lead analyst for a project to identify cost savings opportunities for Medicaid.

Michigan Department of Education (2016 to present). Kristan serves as Engagement Manager on this effort to define early childhood data needs and remove barriers to sharing early childhood data across state agencies.

Massachusetts HIX/IES Entities (2012 to 2015). Kristan served as QA Manager as part of BerryDunn's engagement providing IV&V services for implementation of Massachusetts' HIX/IES, a project conducted with the Massachusetts EOHHS, the Commonwealth Connector, and the University of Massachusetts Medical School (collectively known as the HIX/IES Entities). As QA Manager, Kristan led the review of the System Integrator's project deliverables and conducted QA reviews of overall project processes and deliverables.



Colorado Department of Human Services (DHS) (2014). Kristan served as Project Manager to conduct an assessment of DHS' current childcare automated tracking system to understand its technical feasibility relative to the Colorado Child Care Assistance Program. She also led the effort to define current and future system requirements.

West Virginia OIC (2011 to 2012). Kristan provided program management and strategic planning services to assist the State with evaluating its alternatives for implementing a HIX. As part of her work, she created an Exchange Implementation Work Plan; developed a HIX IT Strategic Plan; created a budget and sustainability model for the Exchange, with a focus on the IT components; drafted an I-APD and Cost Allocation Strategy for Medicaid-Exchange touch points; and assessed eligibility system options.

Maine DHHS (2009 to 2011). As Analyst for BerryDunn's contract providing IV&V, QA, and Technical Assistance for Maine's QNXT COTS MMIS and Fiscal Agent Solution project implementation, Kristan conducted reviews of project management and system design and development documents for clarity of content, consistency with project objectives, contractual compliance, and best practices and assisted with IV&V project management, including development of status reports. She also assisted with Go-live Readiness Assessments, including developing checklists, conducting stakeholder interviews, analyzing project status data, and preparing final deliverables.

Vermont Agency of Human Services (2011). Kristan served as an Analyst on BerryDunn's team to analyze the costs and benefits related to modernization of Vermont's legacy MMIS and associated systems, assess risks related to different future system options, and develop an I-APD.

Massachusetts EOHHS (2010 to 2011). Kristan served as Lead for the development of Massachusetts' State Medicaid Health IT Plan, with responsibility for managing the timeline, tasks, and team members associated with the development of the SMHP and the HIT I-APD.

West Virginia DHHR and BMS (2008 to 2011). Kristan worked with DHHR and BMS stakeholders to identify ACA provisions that impacted DHHR offices; evaluate specific ACA provisions in terms of their impacts on policies, programs, systems, budgets and operations; and monitor regulations and guidance. As Lead Analyst, she facilitated meetings with stakeholders, provided subject matter expertise, oversaw a team of BerryDunn analysts, and developed and reviewed project deliverables. During this time, she also served as an Analyst for the MITA 2.0 State Self-Assessment, assisted with the development of an RFP and APD for the MMIS Replacement project, and led the development of the DW/DSS APD.

Vermont Department of Children and Families (2010). Kristan was a Business Analyst on the team to develop requirements for a new unified data management system that improved the Children's Integrated Services client data management, billing and payment, and reporting capabilities.

West Virginia BMS (2006 to 2008). Kristan worked as part of BerryDunn's team to provide post-implementation QA oversight of West Virginia's MMIS. As QA Analyst, Kristan reviewed vendor



deliverables, implementation planning documents, and other project artifacts to identify and recommend strategies to address potential risks and issues.

North Carolina Office of the State Auditor (2007). BerryDunn was hired by the North Carolina Office of the State Auditor to conduct an independent evaluation of IT projects managed by the State's Office of IT Services' EPMO. Kristan served as an 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.

Project Development and Grant Writing (2002 to 2006). Kristan has extensive experience developing projects and writing proposals for Federal, state, and local government programs, including Low Income Housing Tax Credit, Federal Home Loan Bank, HUD (Continuum of Care, HOPWA, CDBG, HOME, Section 811), corporations, and private foundations.



Dawn Webb, BSHL, CPC, COC, Prosci®, CCP, LSSGB

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, providing leadership and project management to West Virginia's Medicaid Information Management System (MMIS) and policy unit projects. She has over 25 years of experience in medical claims processing and revenue cycle management – including over eight years of experience in MMIS, state Medicaid programs and policies, and requests for federal funding, such as the development of Advance Planning Documents (APDs).

Experience

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

- **West Virginia BMS**
 - **Quality Improvement Initiatives Portfolio Management (05/2019 to present).** As quality improvement initiatives portfolio 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. Dawn also provides support to other engagement projects including:



- *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (05/2019 to present).*
- *Data Improvement Project (09/2019 to present).*
- *Public Health Emergency (PHE) Support (12/2021 to present)*
- *Substance Use Disorder (SUD) Waiver Initiative Project (07/2017 to present).*
- *Provider Management Support (11/2019 to present)*
- *State Plan Review and Support (SPRS) (02/2020 to present)*
- *Managed Care Organization (MCO) Encounter Data Quality (EDQ) Project (08/2020 to 02/2022).*
- *Medicaid Enterprise System (MES) Modernization Strategy and Procurement (MSP) Project (7/2021 to Present).*
- *Advanced Planning Document Assistance (05/2018 to present)*

Dawn currently manages the BerryDunn team for the West Virginia engagement with facilitating the development and approval of APDs for the West Virginia DHHR's Medicaid enterprise. This involves coordinating the appropriate staff to gather needed information for the development of APDs, write APD narratives, and establish budget tables for the funding request via the Medicaid Detail Budget Tables (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 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.

- TPL Procurement (05/2019 to 03/2022)
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.

Hawai'i Department of Human Services Med-QUEST Division (MQD) – Medicaid Organizational and Business Process Redesign (11/2021 to June 2022).

Hawai'i Department of Human Services Med-QUEST Division (MQD) – Medicaid Organizational and Business Process Redesign (11/2021 to June 2022).

Dawn supported the MDQ in PERM corrective action planning and response.

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 the Revenue Cycle Administrator for a group of over 30 Federally Qualified Health Centers (FQHCs). In this role, Dawn was responsible for the organization's accounts receivables. This included providing oversight of each health center's frontline staff, providing communications to medical, dental, and behavioral health providers on billing and reimbursement issues. Her responsibilities included training over 400 doctors, dentists, and other health care providers and employees on the revenue cycle. Dawn worked with insurance payers such as Medicare, Medicaid—including West Virginia, Ohio, and Kentucky—Public Employee's Insurance Agency (PEIA), and Children's Health Insurance Program (CHIP) to help secure payment for services rendered by the FQHC providers. Dawn managed the on-site implementation of a new electronic medical record and billing system, Intergy. Under Dawn's leadership and guidance, at the end of her first year of service to Valley Health Systems, Inc., the accounts receivable had increased 5% over the prior year.

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. Dawn was a liaison for the MMIS configuration team and the BMS leadership.

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

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

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



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

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



Jason Hargrove, MBA, PMP®

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

Overview

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

Experience

BerryDunn (02/2018 to present). 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 BMS – EVV Solution Implementation Project (03/2018 to present)**
Jason is the project manager for BerryDunn's team assisting BMS with the implementation of their overall EVV solution, which includes support in several key areas:
 - Strategic planning
 - OCM
 - Requirement development
 - RFP draft narratives and supporting documentation
 - Certification planning and assistance



- APD development and updates
- Evaluation and scoring support / facilitation
- Vendor onboarding
- Vendor deliverable review
- UAT planning and support

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



Jon Watkins

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

Overview

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

Experience**BerryDunn (10/2019 to present)**

- **West Virginia DHHR**
 - *Mountain Health Promise (MHP) Re-Procurement Project (11/2021 to present).* Jon provides project coordination and monitors project risks and issues to assist the client with management and facilitation of MCO procurement activities for MHP. Jon's work will help to ensure the State has a comprehensive RFP and a successful procurement for MCO services, along with onboarding support for the chosen vendor.
 - *Public Health Emergency (PHE) Support Project (12/2021 to present).* Jon provides project coordination and monitors project risks and issues to assist the DHHR with temporary flexibilities that provide services to different beneficiaries during the Public Health Emergency. Jon's work helps to keep the client informed and helps ensure the project meets its goals and objective.
- **West Virginia Bureau for Medical Services (BMS)**
 - *MHT Re-Procurement Project (3/2022 to present)*
Jon provides project coordination and monitors project risks and issues to assist the client with management and facilitation of MCO procurement activities for MHT. Jon's work will help to ensure the State has a comprehensive RFP and a successful procurement for MCO services, along with onboarding support for the chosen vendor.
 - *MES MSP Project (11/2021 to present)*



Jon provides project coordination and monitors project risks and issues to assist the client with management and facilitation the MES MSP Project. Jon's work helps to keep the client informed and helps ensure the project meets its goals and objectives.

- o *Mental Health Parity Project (1/2022 to present).*

Jon provides project coordination and monitors project risks and issues to assist the client with management and facilitation for the BMS and WVCHIP Mental Health Parity and Behavioral Health Support Project. Jon's work helps to keep the client informed and helps ensure the project meets its goals and objectives.

CAMC Hospital (01/2021 to 11/2021). Jon worked as an admitting clerk to schedule and coordinate both inpatient and outpatient cases which included registering patients, verifying insurance, billing and customer service. In addition, he organized the day to day needs of the unit and performed basic bookkeeping duties.

Greenhills Country Club (05/2016 to 01/2021). Jon worked in administration to schedule and organize golf tournaments for the country club. This included coordination with the PGA Professional and all parties involved with the tournament. He was also responsible for organizing, taking minutes, and processing documents related to Board Meetings. His duties also included recruiting new members and employees, training new hires, day to day bookkeeping duties, and invoicing.

Jackson County 911 (01/2020 to 12/2020). Jon worked as a dispatcher to receive and dispatch all emergency and non-emergency calls for EMS, law enforcement and fire for the County. This role required the multitasking of multiple calls per minute, operating both radio and telephone console, and heavy documentation of the recording per call.



Matt Oatten

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

Overview

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

Experience

BerryDunn (07/2022 to present)

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

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

Michigan State University (08/2018 to present). Matt works as Assistant Cheer & Dance Coach to co-manage operations of a D1 athletic team of 80 co-ed athletes. He assesses athlete performance



while providing training to develop skill sets in compliance with NCAA and MSU Athletic Department safety protocols. He facilitates travel sporting, marketing, and community events to engage athletes, donors, and fans nationwide.

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

**AJ Mong**

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

Overview

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

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

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

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

Frederick Douglass Elementary School (FDES) (09/2013 to 06/2020). AJ served as an elementary school counselor with the School Leadership Team and Focus School Improvement Team to take FDES from one of the bottom 5% performing schools in the state to a nationally recognized Blue Ribbon School. He collaborated with stakeholders to identify areas of improvement and implement data collection and analyzation processes that would lead to measurable system-wide changes. He developed the Reflection Room suite to service mental health needs for all students with a focus on proactive vs. reactive procedures, trained staff on data entry, and



maintained schoolwide behavior database for all professionals to utilize for student growth. Additionally, he worked at the state level as a lead mentor and partnered with other counselors from around the state to score and provide feedback for school counseling plans following the American School Counselors Association model.

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

Union School District (02/2012 to 05/2012). AJ served as a long-term substitute for an elementary school counselor to conduct classroom guidance lessons and facilitated a peer partnership program for elementary students.

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



Jordan Ramsey, MA

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.



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. Caitlin also helps train new teammates and creates and presents educational materials to the Consulting Team. Caitlin is a Poynter ACES Certified Editor.

QualityMetric (08/2020 to 09/2021). Caitlin worked as a project research assistant and acted as project manager on several concurrent projects, with responsibilities including timeline management, client communications, and supervision of vendors. She provided administrative support to project teams by taking meeting minutes, scheduling calls, processing invoices, and quality-checking materials. She also served as the Deliverable Tracking Manager, which entailed maintaining detailed records and proper storage of deliverables for all ongoing projects. Caitlin was also responsible for copyediting proposals and deliverables for spelling, grammar, fluency, and consistency.

University of Hartford's Department of Psychology (01/2019 to 05/2020). Caitlin worked as a research assistant to aid in running experimental sessions by overseeing the distribution and collection of materials. She facilitated timely data processing by efficiently scoring participant response booklets with colleagues and maintained the integrity of experimental sessions by managing participant entry.

True Colors, Inc. (01/2019 to 05/2019). Caitlin worked as an intern to supervise vendors at the True Colors Annual Conference, which is the largest consistently run LGBTQ+ youth conference in America. She coordinated check-in and check-out, responded to vendor needs, and directed guests. She also secured donations, identified potential donors, established correspondence, and facilitated donation processes. Caitlin redesigned presentation materials to best represent True Colors' current mission and achievements.



University of Hartford's Department of Communication (09/2018 to 05/2020). Caitlin worked as an office assistant to streamline faculty responsibilities by completing deliveries, filing documents, and tackling office projects. She monitored departmental computer lab, assisted students, and maintained an environment conducive to productivity. Caitlin also served as a representative for the department at university events.



Janine DiLorenzo

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

Overview

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

Experience

BerryDunn (01/2022 to present). Janine is responsible for proofreading, copyediting, and formatting various types of documents, including proposals, reports, memos, presentations, and meeting notes.

Breakwater School (08/2019 to 08/2021). Janine worked as a preschool teacher to collaborate with co-teachers to write and implement culturally responsive and developmentally appropriate curriculum and assessments, emergent to children's individual interests, strengths, and needs. She wrote weekly curricular updates and quarterly developmental reports to relay children's growth and learning, and to foster home-school connections. Janine also led teaching team in developing centralized communication channels and organizational systems for unit explorations, documentation of learning, and family communications.

Community Connections of Brockton (06/2011 to 06/2018)

- *Program Coordinator (06/2014 to 06/2018)*
Janine worked to organize the Clemente Course in the Humanities and a cohort of College Unbound—alternative higher education opportunities for economically-disadvantaged adults—in partnership with local colleges, non-profits, and public/private funding sources. She taught writing and portfolio development to diverse groups of adult students matriculating into undergraduate programs. She worked on editing with students, designed outreach materials, set up databases, and reported on program outcomes. Janine led internal and external communications and managed all program operations, while also writing successful grant applications and sponsorship appeals to secure public and private funding.



- ***AmeriCorps*VISTA, Brockton's Promise Coordinator (08/2012 to 08/2013)***
Janine coordinated communications and logistics among five committees in a cross-sector, city-wide coalition that addresses youth education, health, safety, and civic engagement. She led strategic planning processes to heighten coalition's impact, calling for comprehensive, coordinated service delivery. She rewrote the mission, vision, and goals to better reflect coalition's purpose. She published a research-based series of indicators for Brockton's Promise to measure the well-being of the city's youth and assess collective impact and also wrote copy for website and social media outreach channels.
- ***AmeriCorps*VISTA, Brockton Parents Magazine (06/2011 to 08/2011)***
Janine led all aspects of production for the inaugural issues of Brockton Parents Magazine, in partnership with parent volunteer editorial team. She assigned, wrote, and edited articles; solicited and created advertisements, laid out 32-page full color spreads in InDesign; and completed pre-press packaging procedures for printing. Janine grew a 10,000-copy distribution via businesses, schools, municipal buildings, and social service agencies.

Stonehill College (08/2010 to 05/2011). Janine worked as the student co-director of volunteerism to maintain relationships with over 30 community partners and 600 student volunteers. She designed and led trainings and reflections for the Student Service Leadership team, recruited volunteers, met community partner service needs, arranged logistics, and organized events to promote awareness of local justice issues and service opportunities. Additionally, she tracked volunteerism data for college and national Carnegie reporting.



Jonathan Williams

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Staff Editor
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Bachelor of Arts in English, Bowling Green State University

Overview

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

Experience

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

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

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

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

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



Emily Hendrickson

Proposed Project Role:	Project Management Support Services
Role at BerryDunn:	Editor
Years of Experience Relevant to Proposed Role:	22 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 published author and expert copywriter and editor with extensive experience reviewing business writing, catalog copy, and fiction and nonfiction manuscripts. She specializes in document quality assurance and editorial duties, working with clients across BerryDunn's areas of focus, including local government entities, higher education institutions, and state agencies.

Experience

BerryDunn (07/2017 to 06/2021, full-time; 06/2021 to present, per diem). Emily provides editorial and quality reviews of client deliverables such as IT strategic plans, feasibility studies, and assessment reports for the government consulting group. She supports BerryDunn consultants, offering content revision suggestions and ensuring that quality, style, and branding standards are met for all deliverables. She has developed and delivered numerous writing presentations focusing on best practices and addressing common business writing challenges.

Christianbook (06/2021 to present). As editor for the catalog copy department, Emily assigns and oversees writing for 12+ catalogs, and edits all advertising copy produced, revising content as needed for powerful sales messaging and target audiences. She also reviews catalogs throughout development stages, checking for internal consistency, accuracy, and incorporation of all reviewer comments. She was responsible for overhauling the department Style Guide and created training materials and process flows for new hires. To inspire creativity and continuously improve the copywriters' skills, she designs and presents monthly sessions to dissect elements of exceptional writing, highlight best practices, and address common errors.

Rose Publishing/Tyndale House (02/2021 to 12/2021). As freelance editor, Emily provided content edits for nonfiction books, performing line edits and developmental edits to improve structure, flow, and readability. She regularly rewrote significant content for tone, clarity, and structure and performed information-gathering to revamp text and fact-check quoted material.



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 workflow. She performed quality review of documents after scanning to ensure accuracy and completeness of the electronic file; assembled, collated, and logged tax returns for accountants; and reviewed returns to ensure figures tied, return was in order, and any attachments were included.

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

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

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

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



Alycia Minshall, MA

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Editor
Years of Experience Relevant to Proposed Role:	14 years
Certifications and Education:	Bachelor of Arts in English, Alma College Master of Arts in English Language and Literature, Central Michigan University

Overview

Alycia Minshall is a writer/editor on the Editorial/Quality Assurance Team with more than 10 years of experience in higher education and corporate settings. She provides document quality assurance and editing for BerryDunn client deliverables and marketing/communications documents. Alycia is a Poynter American Copy Editors Society (ACES) Certified Editor and holds a MA in English Language and Literature.

Experience

BerryDunn (8/2022 to present). Alycia will be working with the BerryDunn team in West Virginia to provide documentation support.

Alycia Minshall Editing Services (3/2014 to present). Alycia provides editing services to clients across a variety of assignments, including poetry books, master's theses, and doctoral dissertations. She fact-checks, copyedits, and proofreads documents, helping to ensure a well written final product. Past clients include Public Sector Consultants, Michigan Saves, and MedHealth.

Public Sector Consultants (4/2017 to 8/2021)

- **Senior Editor (6/2020 to 8/2021)**

As senior editor, Alycia wrote copy for various mediums, including websites, social media, landing pages, and event collateral. She copyedited, proofread, and fact-checked marketing collateral; web copy; press releases; research reports; financial, legal, and technical documents; presentations; social media copy; proposals and requests for proposals; case studies; meeting notes; and more. She helped to ensure consistency in voice, brand, and tone across messaging channels, as well as helping to ensure that all materials are well written, accurate, properly researched, objective, concise, and focused. She managed a team of editors, providing guidance on improving speed and accuracy as well as continuing education. She also maintained the company style guide, updating the document annually to help ensure proper terminology and appropriate treatment of diversity, equity, and inclusion principles.



- **Editor (4/2017 to 6/2020).** As an editor Alycia copyedited, proofread, and fact-checked marketing collateral; web copy; press releases; research reports; financial, legal, and technical documents; presentations; social media copy; proposals and requests for proposals; case studies; and meeting notes. She helped to ensure that all materials are well written, accurate, properly researched, objective, concise, and focused, as well as helping to ensure consistency in voice, brand, and tone across messaging channels.

University of Southern California Graduate School of Social Work (9/2015 to 6/2016).

Alycia served as Learning Support Writing Coach, working collaboratively with graduate students on a variety of writing topics and assignments, including research papers, theses, and dissertations. She taught biweekly seminars on mastering APA style, writing with clarity, conducting research, and organizing writing assignments.

Central Michigan University Writing Center (8/2013 to 6/2014). Alycia served as the Writing Across the Curriculum Coordinator to develop and schedule more than 100 writing center orientations, writing workshops, and presentations across campus; topics covered included APA style, business writing, and peer-review techniques. She trained writing center staff on delivering workshop and orientation materials, and she maintained a database of record for writing center presentations, including data on number of attendees, date of presentation, and lead presenter.

Central Michigan University (1/2012 to 6/2014). Alycia served as a graduate assistant to collaborate with students, staff, and faculty on writing assignments to improve clarity and organization. She conducted more than 1,000 writing sessions for undergraduates, graduates, and faculty, and served as lead consultant for ESL students, providing culturally sensitive, tailored sessions for their specific needs.

Alma College Writing Center (8/2008 to 12/2011)

- **Student Director (8/2010 to 12/2011)**
Alycia supervised and managed seven employees, worked closely with the faculty director to properly staff the center and manage campus presentations, and conducted monthly staff meetings. She created weekly work schedules for staff, scheduled and delivered writing center orientations, and managed monthly payroll submissions.
- **Writing Center Tutor (8/2008 to 12/2011).**
Alycia tutored and collaborated with undergraduate students on class assignments, resumes, and graduate school application essays to improve their writing. She also delivered writing center orientations across campus.

**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.



Megan Hamilton

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Editor
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	Bachelor of Arts in English, Kent State University Master of Arts in Literary and Cultural Studies, Carnegie Mellon University

Overview

Megan is an experienced editor with experience in corporate, research, and academic settings. She has a strong understanding of various citation styles as well as technical, journalistic, and academic editing.

Experience

BerryDunn (12/2022 to present). Megan will be working with the BerryDunn team in West Virginia to provide documentation support.

Fiverr (05/2022 to 12/2022). Megan served as a Freelance Editor and Proofreader on professional documents for clients.

Institute of Reading Development (05/2021 to 08/2021; 05/2022 to 12/2022). Megan served as a teacher responsible for instructing reading and writing for students in kindergarten through college. She organized and conducted meetings with parents regarding reading assessments and progress.

Carnegie Mellon University (08/2021 to 05/2022). Megan served as a Research Assistant to gather and articulate research findings for a range of academic projects

Brainchild Literary Magazine (08/2020 to 05/2021). Megan served as Editor in Chief to lead the process of soliciting poetry and prose submissions. She collaborated with staff to select and edit submissions and led discussions with staff about goals of publication and establishing a social media presence.

Academic Success Center (08/2018 to 05/2021). Megan served as a tutor and as Program Assistant to facilitate team meetings, assist with new tutor observations, and evaluate study materials. She assisted professors with navigating student technology and academic material.

Seglian Manufacturing Group (01/2012 to 01/2022 [seasonal]). Megan served as an administrative assistant, directly under Finance Director, to edit and update pertinent documents for ISO auditing and company records. She created Excel report to support General Ledger and maintained company records and documents to meet tax guidelines.



Appendix B: Deliverable Dictionary

Table 4: Deliverable Dictionary

Deliverable #	Deliverable Name	Deliverable Description
1	Commissioner Briefing	On a monthly basis, the State Project Management Office (PMO) will develop and deliver a status briefing report for DHHR BMS leadership. The status briefing report will include a status of project deliverables and timelines, as well as associated project issues and risks.
2	Monthly Status Report	On a monthly basis, the State PMO will develop and deliver a status report to the DHHR Executive Steering Committee. The project status report will include a status of project deliverables and timelines, as well as associated project issues and risks.
3	Implementation Timeline	The Implementation Timeline will outline the plan and approach to modular implementation for an ICMS.
4	ICMS RFP	The draft RFP(s) will solicit competitive proposals to meet solution requirements according to technical and cost evaluation criteria. HCBS ICMS assumes the development of one draft RFP in adherence with CMS and State Purchasing requirements.
5	HCBS Form Analysis	The HCBS Form Analysis will inventory and review all DHHR HCBS forms to identify redundancies and opportunities for consolidation.
6	IAPD	BerryDunn will assist DHHR in the development of the IAPD; however, the State will maintain responsibility for submission of the document. The IAPD will be developed in compliance with requirements, including, but not limited to, 45 Code of Federal Regulations (CFR) 95.610.
7	Project Closeout Summary	The Project Closeout Summary will include an inventory of all project documentation and deliverables being transferred to BMS at 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	Advance Planning Document
BMS	Bureau for Medical Services
CCP	Certified Change Practitioner
CFR	Code of Federal Regulations
CL	Commodity Line
CMA	Certified Master Agreement
CMS	Centers for Medicare & Medicaid Services
DAF	Deliverable Acceptance Form
DHHR	Department of Health and Human Resources
DHHS	Department of Health and Human Services
E&E	Eligibility & Enrollment
EDS	Enterprise Data Solution
EPMO	Enterprise Project Management Office or Enterprise Portfolio Management Office
EVV	Electronic Visit Verification
FFS	Fee for Services
HBE	Health Benefit Exchange
HCBS	Home and Community-Based Services
IAPD	Implementation Advance Planning Document
IAPDU	Implementation Advance Planning Document Update
ICMS	Incident and Case Management System
IES	Integrated Eligibility Solution
IT	Information Technology
JRP	Joint Requirements Planning
MCMP	Medicaid Learning Center Certified Medicaid Professional
MCO	Managed Care Organization
MES	Medicaid Enterprise System



Acronym/ Abbreviation	Definition
MESC	Medicaid Enterprise Systems Conference
MHP	Mountain Health Promise
MHT	Mountain Health Trust
MITA	Medicaid Information Technology Architecture
MMIS	Medicaid Management Information System
MSP	Modernization Strategy and Procurement
PAPD	Planning Advance Planning Document
PATH	People's Access to Health
PEA	Provider Enrollment Application
PERM	Payment Error Rate Measurement
PMP®	Project Management Professional®
POS	Point of Sale
RFI	Request for Information
RFP	Request for Proposal
RFQ	Request for Quotation
SOW	Scope of Work
SS-A	State Self-Assessment
State	West Virginia
SME	Subject Matter Expert
UAT	User Acceptance Training
WVCHIP	West Virginia Children's Health Insurance Program
WVU	West Virginia University