



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: 06-25-2026

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 2688 BMS2600000041 1	Change Order No:	Procurement Folder:	1973424
Document Name:	Payment Error Rate Measurement (PERM) RY26 Ph III		Reason for Modification:	
Document Description:	Payment Error Rate Measurement (PERM) RY26 Ph III			
Procurement Type:	Central Delivery Order			
Buyer Name:	Crystal G Hustead			
Telephone:	(304) 558-2402			
Email:	crystal.g.hustead@wv.gov			
Shipping Method:	Best Way		Master Agreement Number: CMA 0511 HHR2100000003 1	
Free on Board:	FOB Dest, Freight Prepaid			

VENDOR	DEPARTMENT CONTACT																				
Vendor Customer Code: 000000100150 BERRY DUNN MCNEIL & PARKER LLC 2211 CONGRESS ST PORTLAND ME 04102 US Vendor Contact Phone: 6813138905 Extension: Discount Details: <table><thead><tr><th></th><th>Discount Allowed</th><th>Discount Percentage</th><th>Discount Days</th></tr></thead><tbody><tr><td>#1</td><td>No</td><td>0.0000</td><td>0</td></tr><tr><td>#2</td><td>No</td><td></td><td></td></tr><tr><td>#3</td><td>No</td><td></td><td></td></tr><tr><td>#4</td><td>No</td><td></td><td></td></tr></tbody></table>		Discount Allowed	Discount Percentage	Discount Days	#1	No	0.0000	0	#2	No			#3	No			#4	No			Requestor Name: Stuart Sellears Requestor Phone: 304-352-4319 Requestor Email: stuart.sellears@wv.gov 2026 FILE LOCATION _____
	Discount Allowed	Discount Percentage	Discount Days																		
#1	No	0.0000	0																		
#2	No																				
#3	No																				
#4	No																				

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

Purchasing Division's File Copy

Total Order Amount:

\$343,440.00

CH 6/25/26

PURCHASING DIVISION AUTHORIZATION
DATE: <i>[Signature]</i> 6/25/26
ELECTRONIC SIGNATURE ON FILE

ENCUMBRANCE CERTIFICATION
DATE: <i>[Signature]</i> 6-26-26
ELECTRONIC SIGNATURE ON FILE

Extended Description:

Payment Error Rate Measurement (PERM) Reporting Year 2026 Phase III

Service Period: 06/29/2026 -06/14/2027

Total: \$343,440.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
1	80101600	0.00000		\$0.0000	\$64,500.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2026-06-29	2027-06-14				

Commodity Line Description: Lead Project Manager: Optional Renewal Year Three**Extended Description:**

Lead Project Manager: Optional Renewal Year Three

Hourly Rate: \$215.00

Estimate: (1) 2000 Hours

300 Hours @ \$215.00 = \$64,500.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
2	80101600	0.00000		\$0.0000	\$6,480.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2026-06-29	2027-06-14				

Commodity Line Description: Engagement Manager: Optional Renewal Year Three**Extended Description:**

Engagement Manager: Optional Renewal Year Three

Hourly Rate: \$270.00

Estimate: (1) 2000 Hours

24 Hours @ \$270.00 = \$6,480.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
3	80101600	0.00000		\$0.0000	\$4,920.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2026-06-29	2027-06-14				

Commodity Line Description: Lead MMIS Project Manager: Optional Renewal Year Three**Extended Description:**

Lead MMIS Project Manager: Optional Renewal Year Three

Hourly Rate: \$205.00

Estimate: (1) 2000 Hours

24 Hours @ \$205.00 = \$4,920.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
4	80101600	0.00000		\$0.0000	\$247,380.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2026-06-29	2027-06-14				

Commodity Line Description: General Project Manager: Optional Renewal Year Three

Extended Description:

General Project Manager: Optional Renewal Year Three

Hourly Rate: \$190.00

Estimate: (10) 20000 Hours

1,302 Hours @ \$190.00 = \$247,380.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
5	80101600	0.00000		\$0.0000	\$20,160.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2026-06-29	2027-06-14				

Commodity Line Description: Project Management Support Staff: Opt. Renewal Year Three

Extended Description:

Project Management Support Staff: Optional Renewal Year Three

Hourly Rate: \$80.00

Estimate: (25) 50000 Hours

252 Hours @ \$80.00 = \$20,160.00



June 9, 2026

To Whom It May Concern:

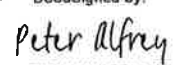
Berry, Dunn, McNeil & Parker, LLC (BerryDunn) submitted a Staffing Plan and Scope of Work (SOW) document to assist the West Virginia (State) Department of Human Services (DoHS) and Bureau for Medical Services (BMS) by providing support for the Payment Error Rate Measurement (PERM) Reporting Year (RY) 2026 Phase III project under our master contract (CMA HHR21*03). As stated in the SOW document, the duration of this work is estimated to be 13 months. BerryDunn agrees to a SOW start date effective June 29, 2026.

Assuming a start date of June 29, 2026, the work would then conclude on June 14, 2027.

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,

DocuSigned by:

2DAAA44ADB3A477...

Peter Alfrey
Principal | Berry, Dunn, McNeil & Parker, LLC
207-541-2242

Ok




West Virginia Department of Human Services, Bureau for Medical Services

Payment Error Rate Measurement (PERM) Reporting Year
(RY) 2026 Phase III

Staffing Plan and Scope of Work

Prepared for Centralized Master Agreement HHR 21*03



Submitted By:

Berry, Dunn, McNeil & Parker, LLC
300 Capitol Street
Charleston, WV 25301
681-313-8905

Peter Alfrey, Principal
Berry, Dunn, McNeil & Parker, LLC
palfrey@berrydunn.com

Submitted On:

June 9, 2026



Staffing Plan and Scope of Work for the West Virginia Department of Human Services, Bureau for Medical Services Payment Error Rate Measurement Reporting Year 2026 Phase III

This scope of work (SOW) describes the tasks Berry, Dunn, McNeil & Parker, LLC (BerryDunn) will perform to assist the West Virginia (State, WV) Department of Human Services (DoHS), Bureau for Medical Services (BMS) with the remaining Payment Error Rate Measurement (PERM) Reporting Year (RY) 2026 cycle activities. This SOW also provides transition support to help promote State readiness to progressively assume ownership of PERM activities in preparation for the ongoing administration of future PERM cycles. The work completed under PERM RY 2026 Phase III will be completed in accordance with the terms and conditions of the Centralized Master Agreement (CMA) HHR 21*03 BMS Project Management Services contract between Berry, Dunn, McNeil & Parker, LLC and the WV BMS.

1.0 Introduction

The intent of this document is to help ensure common expectations for deliverables and services BerryDunn will provide under this staffing plan and SOW. BerryDunn considered the following information in preparing this SOW.

1.1 Key Information

The objective of this project is to provide project management services and transition support to the State with the Centers for Medicare & Medicaid Services (CMS) PERM RY 2026 review, which will aim to:

- Support the analysis of the root cause for system-based payment findings related to PERM and Medicaid Eligibility Quality Control (MEQC) reviews to help formulate a corrective action plan (CAP) and requirements for system logic corrections, configuration development and implementation
- Support the implementation of Medicaid Management Information System (MMIS) and Eligibility and Enrollment (E&E) system updates reported in CAPs
- Support post-implementation validation and CAP monitoring
- Support PERM CAP reporting and federal coordination

The PERM RY 2026 Phase III project will also aid the State in meeting its identified Medicaid Information Technology Architecture (MITA)-specific goals, such as:

- Help ensure program quality
- Enhance and improve efficient, effective, and meaningful outreach and communication
- Improve healthcare outcomes for members
- Increase use of evidence-based clinical and appropriate services
- Improve operational efficiency and reduce costs in the healthcare system



- Improve consistency of program management processes and effective communication of policy

1.2 Assumptions

Estimates for this SOW are based on the following assumptions:

- The State leadership team will consist of Sarah Young, BMS Deputy Commissioner of Policy and Operations, as the BMS project sponsor, Andrew Pack, BMS Director of Program Integrity, as the Medicaid State project lead, and Stacey Shamblin, WV Children's Health Insurance Program (CHIP) Deputy Commissioner, as the CHIP State project lead.
- The State project leads will provide timely decision-making and responses to information requests from the BerryDunn project team.
- The BerryDunn leadership team will consist of Peter Alfrey as the engagement manager (EM), Dawn Webb as the lead project manager (LPM), Emily McCoy as the lead MMIS project manager (LMPM), Crystal Fox as the project manager (PM), and Christiaan Colston as the deputy PM.
- BerryDunn and the State will explore strengthening WV partnerships with states and other territories and leverage any needed tools and procedures when applicable.
- Deliverables will be provided in an agreed-upon format.
- All project documents—including meeting outcomes, action items, issues, risks, and decisions—will be on the State-designated site and will be brought to the attention of the BMS project sponsor.
- This work will begin upon approval of this SOW and a mutually agreed-upon date and is projected to continue for 13 months.
- State staff with the required knowledge base to support the PERM RY 2026 project will attend project-related meetings. If these individuals are not available or do not participate in the error-review sessions, the project schedule, scope, and cost might be impacted.
- Multiple State vendors might be involved in gathering information, reviewing errors to determine root causes, and attending State and PERM Contractor meetings. If the vendors are unable to provide information or representatives when needed, the project schedule, scope, and cost might be impacted.
- The State project team will progressively assume ownership of PERM-related activities.

1.3 Project Funding

The State intends to utilize the PERM Implementation Advance Planning Document Update (IAPD-U) for this SOW. CMS has previously approved the PERM IAPD-U on April 18, 2025, for total State and federal funds in the amount of \$3,236,530, under project identifier WV-2025-02-18-MMIS-IAPDU-PERM-FFY2025-2027. The estimated cost under this SOW is \$343,440. Any



expansion of scope may require an update to the PERM IAPD-U to allocate additional project management funds. The CMS funding includes the following breakdown for implementation and operational costs.

- 82% of project costs will be funded at 90%
- 18% of project costs will be funded at 75%



2.0 Project Scope and Staffing Plan

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

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

Ref	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
1.0	Engagement Oversight <i>Service Approach</i> BerryDunn's leadership team will oversee and coordinate the activities, services, and deliverables of BerryDunn staff. The project leadership will regularly meet with the project lead and key team members to review project status, address issues affecting timely completion, and help ensure thorough oversight and evaluation of staff, services, and deliverables. <i>Deliverable(s)</i> D01: Commissioner Briefing <i>Completion Criteria</i> All parties will deem Engagement Oversight complete upon completion of project closeout meeting and acceptance of the final monthly status report (MSR) by the project sponsor or their designee.	Eduardo "Ed" Daranyi Nicole Becnel Peter Alfrey Dawn Webb Emily McCoy	246
2.0	Project Execution and Control <i>Service Approach</i> At the start of the project, BerryDunn will conduct a kickoff meeting. Throughout Project Execution and Control, BerryDunn's leadership will regularly meet with the project sponsor to review project status, address any issues impacting timely completion, and provide oversight of BerryDunn staff, services, and deliverables. Project Execution and Control will also include: - 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 - Managing project logs (action item, decision, issue, and risk tracking)	Dawn Webb Christiaan Colston Hilary Foster Moles Crystal Fox Hailey Holden Matthew Oatten Shelly Schram Derica Smith Kristine West Anna Beatriz Banks Caitlin Cabral Stephanie Duncan Aubrey Duplissie Rachel Eggleston Carole Ann Guay	209



Ref	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	- Storing project documentation repository in an agreed-upon SharePoint location <i>Deliverable(s)</i> - D02: MSR <i>Completion Criteria</i> All parties will deem Project Execution and Control complete upon completion of project closeout meeting and acceptance of the final MSR by the project sponsor or their designee.	Megan Hamilton Diane Maines Grace Min Alycia Minshall Jordan Ramsey Jonathan "Jon" Williams	
3.0	PERM Error Validation and Remediation Support <i>Service Approach</i> BerryDunn will review errors identified during the PERM RY 2026 cycle in collaboration with State stakeholders to validate accuracy, assess root causes, formulate a CAP addressing each error, and support resolution of incorrect error citations with the review contractor (RC) and eligibility review contractor (ERC), with responsibility for these activities progressively shifting to the State. As part of the PERM Error Validation and Remediation review, BerryDunn will: - Review each error identified and associated medical records, data processing outputs, and eligibility determination data, with responsibility for ongoing review transitioning to the State - Collaborate with State stakeholders to confirm root causes, with the State assuming primary responsibility for root cause validation over time - Support the State with assessing Medicaid and CHIP provider and eligibility determination manuals for update needed to address policy-related errors - Support the State with identification of corrective actions, with the State assuming primary responsibility for determining and implementing remediation strategies and monitoring - Support the State with the PERM CAP submission and federal coordination, with the State assuming primary responsibility for submissions and coordination BerryDunn estimates the PERM Error Validation and Remediation review sessions will require two, two-hour meetings with State-designated personnel and necessary vendor stakeholders each week. Over the	Christiaan Colston Hilary Foster Moles Crystal Fox Matthew Oatten Shelly Schram Derica Smith Stephanie Duncan	988



Ref	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	course of this SOW, facilitation and coordination of these sessions will transition to the State. BerryDunn will integrate validated findings into a PERM Error Validation Report and will support the State's ownership of the report as a tool for tracking progress across eligibility, MMIS, policy, and provider updates. <i>Deliverable(s)</i> - D03: PERM Error Validation and Remediation Report <i>Artifact(s)</i> - A01: PERM CAP <i>Completion Criteria</i> All parties will deem PERM Error Validation and Remediation Support complete upon completion of project closeout meeting and acceptance of the final MSR by the project sponsor or their designee.		
4.0	PERM Standard Operating Procedures (SOP) Support <i>Service Approach</i> BerryDunn will support BMS in the review, revision, and finalization of the PERM SOP. This SOP also includes a section for MEQC. This support will include documenting updated processes, clarifying roles and responsibilities, and aligning procedural guidance to facilitate the transfer of responsibility for SOP-governed activities to the State upon completion of the updates. <i>Artifact(s)</i> A02: Updated PERM SOP <i>Completion Criteria</i> All parties will deem PERM SOP Support complete upon completion of project closeout meeting and acceptance of the final MSR by the project sponsor or their designee.	Christiaan Colston Hilary Foster Moles Crystal Fox Matthew Oatten Shelly Schram Derica Smith Stephanie Duncan	22
5.0	MEQC Support <i>Service Approach</i> BerryDunn will support MEQC activities required by the State, with a structured approach that enables a progressive transition of responsibility and execution to the State. As part of the MEQC activities, BerryDunn will: Participate in system contractor and CMS status meetings as needed	Christiaan Colston Hilary Foster Moles Crystal Fox Matthew Oatten Shelly Schram Derica Smith Stephanie Duncan	240



Ref	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	- Support MEQC in sampling paid claims and conducting the required quality control measures for the selected sample - Review each error or deficiency and associated claims or eligibility determination data in coordination with the State, with ongoing review activities transitioning to State-led execution - Collaborate with MEQC to confirm root causes, with the State assuming primary responsibility for root cause validation over time - Support the State with assessing Medicaid and CHIP eligibility determination manuals for updates needed to address policy-related errors - Support the State with identification of corrective actions, with the State assuming primary responsibility for determining and implementing remediation strategies and monitoring BerryDunn estimates the MEQC activities will require two-hour meetings with MEQC-designated personnel and necessary vendor stakeholders biweekly. Over the course of this SOW, facilitation and coordination of these sessions will transition to the State. <i>Artifact(s)</i> - A03: MEQC Case Level Report <i>Completion Criteria</i> All parties will deem MEQC Support complete upon completion of project closeout meeting and acceptance of the final MSR by the project sponsor or their designee.		
6.0	PERM Pre-Cycle Support <i>Service Approach</i> BerryDunn will support the State in completing the PERM pre-cycle documentation requested by the CMS PERM contractors, with responsibility for preparation and submission transitioning to the State. - Support coordination and participation in CMS- and PERM contractor-hosted meetings, with participation and facilitation transitioning to the State - Coordinate communications with CMS, the MMIS vendor, BMS, and CHIP stakeholders, with responsibility for communication management transitioning to the State - Support the State with the review and update of the State policy collection documents and survey	Christiaan Colston Hilary Foster Moles Crystal Fox Matthew Oatten Shelly Schram Derica Smith Stephanie Duncan	187



Ref	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	content, with ongoing ownership of these materials transitioning to the State Support the State with feedback received and additional requests from CMS or PERM contractors, with responsibility for intake, tracking, and response management transitioning to the State <i>Completion Criteria</i> All parties will deem PERM Pre-Cycle Support complete upon completion of project closeout meeting and acceptance of the final MSR by the project sponsor or their designee.		
7.0	Advance Planning Document (APD) Support <i>Service Approach</i> BerryDunn will assist with the preparation and coordination of APD approvals to help ensure the project maintains ongoing support and financial commitment from key federal partners. <i>Completion Criteria</i> All parties will deem APD Support complete upon completion of project closeout meeting and acceptance of the final MSR by the project sponsor or their designee.	Christiaan Colston Hilary Foster Moles Crystal Fox Matthew Oatten Shelly Schram Derica Smith Stephanie Duncan	10
Total Hours			1,902
Total Not-To-Exceed Cost Estimate			\$343,440



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 Optional Year 3 in CMA HHR 21*03.

The following rates were used to compute the costs in the table:

- CL 21: EM (\$270/hour)
- CL 20: LPM (\$215/hour)
- CL 22: LMPM (\$205/hour)
- CL 23: General Project Manager (GPM) (\$190/hour)
- CL 24: Project Management Support Staff (SS) (\$80/hour)

Table 2: Project Resources – with Estimated Hours and Total Cost

CL	Role	Rate	Project Resources	Total Est. Hours	Total Est. Cost
21	EM	\$270	Peter Alfrey	24	\$6,480
20	LPM	\$215	Dawn Webb	300	\$64,500
22	LMPM	\$205	Emily McCoy	24	\$4,920
23	GPM	\$190	Nicole Becnel	24	\$4,560
23	GPM	\$190	Christiaan Colston	250	\$47,500
23	GPM	\$190	Eduardo "Ed" Daranyi	24	\$4,560
23	GPM	\$190	Hilary Foster Moles	13	\$2,470
23	GPM	\$190	Crystal Fox	454	\$86,260
23	GPM	\$190	Hailey Holden	44	\$8,360
23	GPM	\$190	Matthew Oatten	60	\$11,400
23	GPM	\$190	Shelly Schram	240	\$45,600
23	GPM	\$190	Derica Smith	180	\$34,200
23	GPM	\$190	Kristine West	13	\$2,470
23	SS	\$80	Anna Beatriz Banks	7	\$560
23	SS	\$80	Caitlin Cabral	6	\$480
23	SS	\$80	Stephanie Duncan	180	\$14,400
23	SS	\$80	Aubrey Duplissie	7	\$560
23	SS	\$80	Rachel Eggleston	6	\$480
23	SS	\$80	Carole Ann Guay	7	\$560



CL	Role	Rate	Project Resources	Total Est. Hours	Total Est. Cost
23	SS	\$80	Megan Hamilton	6	\$480
23	SS	\$80	Diane Maines	7	\$560
24	SS	\$80	Grace Min	6	\$480
24	SS	\$80	Alycia Minshall	7	\$560
24	SS	\$80	Jordan Ramsey	6	\$480
24	SS	\$80	Jonathan "Jon" Williams	7	\$560
Totals				1,902	\$343,440



4.0 Project Hours and Cost 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: Estimated Project Costs by Month

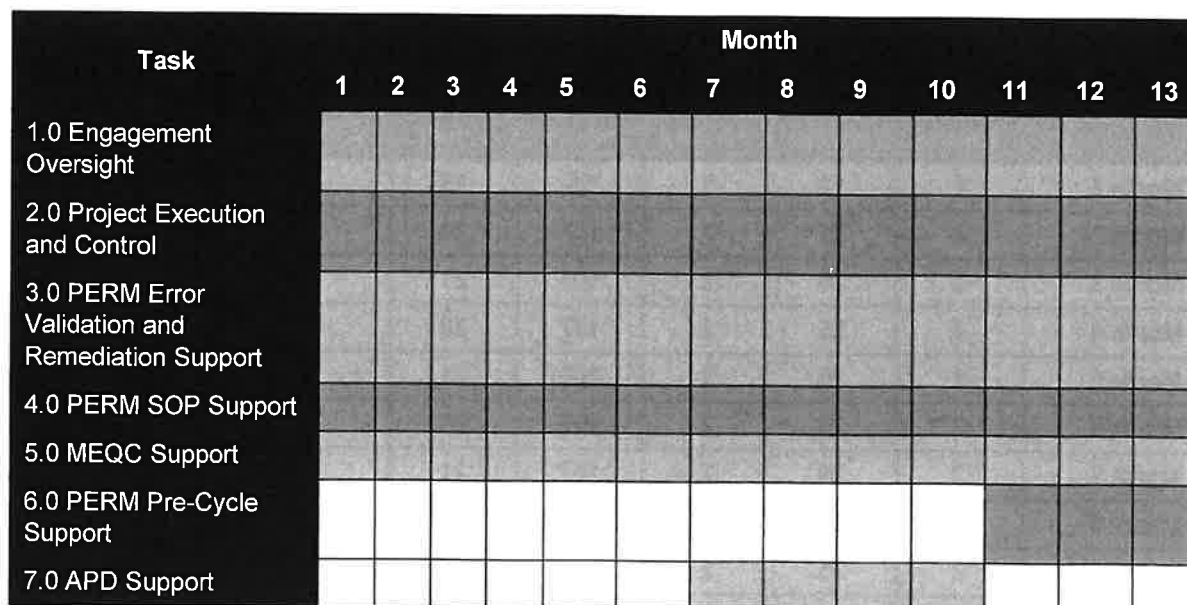
Month	EM Hours	LPM Hours	LMPM Hours	GPM Hours	SS Hours	Est. Hours Per Month	Est. Cost Per Month
Month 1	1	12	1	55	13	82	\$14,545
Month 2	2	25	2	107	20	156	\$28,255
Month 3	2	25	2	107	21	157	\$28,335
Month 4	2	25	2	107	20	156	\$28,255
Month 5	2	25	2	107	21	157	\$28,335
Month 6	2	25	2	107	20	156	\$28,255
Month 7	2	25	2	107	21	157	\$28,335
Month 8	2	25	2	108	20	157	\$28,445
Month 9	2	25	2	108	21	158	\$28,525
Month 10	2	25	2	108	20	157	\$28,445
Month 11	2	25	2	113	21	163	\$29,475
Month 12	2	25	2	113	20	162	\$29,395
Month 13	1	13	1	55	14	84	\$14,840
Total	24	300	24	1,302	252	1,902	\$343,440



5.0 High-Level Timeline

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

Figure 1: Proposed High-Level Timeline



b BerryDunn

Berry, Dunn, McNeil & Parker, LLC Authorized Signature

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

DocuSigned by:
Peter Alfrey
3DAAAMAD83A477

Signature

6/9/2026

Date

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

Sarah Young

Signature

6/24/2026

Date

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

Stacy Turner

Signature

6/25/2026

Date



Appendix A: Resumes

Peter Alfrey

MBA, MA, PMP®, LSSGB, Prosci® CCP

Principal | Berry, Dunn, McNeil & Parker, LLC



PROPOSED PROJECT ROLE

Engagement Manager

KEY QUALIFICATIONS

- Certified Project Management Professional® with over 17 years of project management experience
- Over 17 years of healthcare operations experience; 10 years of Medicaid experience
- Over 9 years of government HHS consulting experience
- Experience leading Medicaid system implementations, data management initiatives, and program Medicaid enterprise systems implementations in states such as Washington, Maryland, Vermont, New Jersey, and West Virginia

MEDICAID EXPERIENCE

12 year(s)

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- MBA, Organizational Management, Husson University
- MA, History, Providence College
- BA, Journalism and Communication, Spanish Minor, University of Oregon
- Certified Project Management Professional® (PMP®)
- Lean Six Sigma Green Belt (LSSGB)
- Prosci® Certified Change Practitioner

Peter Alfrey is an experienced project manager and healthcare operations professional with an extensive record of leading successful projects, providing portfolio and 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 General Project Manager (GPM) for the West Virginia Department of Human Services (DoHS) Bureau for Medical Services (BMS), Peter brings detailed knowledge about health plan operations, process improvement, procurements and vendor management, along with best practices that support Medicaid and health and human services (HHS) 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)

Peter is a principal and project manager supporting WV DoHS and BMS, performing duties that include, but are not limited to coordinating communications across the BerryDunn portfolio



management office, helping ensure resolution of project-related issues, and disseminating necessary information to the project team(s) and escalating appropriately to the engagement's portfolio manager, and/or program managers.

West Virginia DoHS, BMS, and West Virginia Children's Health Insurance Program (WVCHIP)

BerryDunn Project Management Office (10/2014 to present)

Peter provides strategic direction for BerryDunn's West Virginia engagement team and for specific DoHS/BMS/WVCHIP projects. Portfolios, programs, and projects include, but are not limited to:

- *Strategic Managed Care Technical and Systems Support (06/2024 to present)*
- *Partnership Management Support Project (06/2024 to present)*
- *Project Management Organization Services for the West Virginia Medicaid People's Access To Help (08/2018 to 11/2019; 06/2023 to present)*
- *Substance Use Disorder Waiver Initiative Project (07/2017 to 03/2019; 06/2023 to present)*
- *Medicaid Enterprise System Modernization Strategy and Procurement Phases I, II, and III (10/2020 to present)*
- *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (09/2020 to present)*
- *Medicaid Enterprise Data Solution (EDS) Implementation and CMS Certification Project Phases I, II, III and IV (09/2019 to present)*
- *Mountain Health Trust MCO Procurement Assistance Project 06/2019 to 06/2021; 12/2023 to 06/2024)*
- *Medicaid Enterprise System (MES) Incident and Case Management System (ICMS) Procurement Assistance Project (02/2023 to 06/2024)*
- *Public Health Emergency (PHE) Support Project (12/2021 to 06/2024)*
- *Data Improvement Project Phases I, II, III and IV (09/2019 to 06/2024)*
- *Coordinated Care Management Project Management and Procurement Assistance / Mountain Health Promise Implementation Project Management Support and Operational Readiness Review (02/2019 to 06/2020) and MHP Re-Procurement (10/2021 to 09/2022)*
- *Mental Health Parity Compliance Analysis (05/2020 to 09/2022)*
- *Contact Tracing (04/2020 to 09/2022)*
- *WVCHIP Out-of-Pocket Maximum Project (05/2021 to 06/2022)*
- *MCO Encounter Data Quality Phases I and II (06/2020 to 02/2022)*
- *WVCHIP MCO Transition Planning Project Phases I and II (03/2019 to 06/2021)*
- *WVCHIP Operational Readiness Review (09/2020 to 01/2021)*
- *Asset Verification System Project Management Services and Procurement Assistance (04/2017 to 02/2018)*



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

State of Hawaii, Department of Human Services. Med-QUEST Division

Business Process Redesign and Associated Support Services Project

(01/2026 to present)

Peter is supporting Hawaii's State Medicaid agency as financial officer for the project helping support BerryDunn project team's delivery of project management services, quality management and communications, and overseeing project resource planning and invoicing.

Washington Health Care Authority (HCA)

Public Health Emergency Unwind Project (03/2023 to 12/2023)

Peter served as engagement manager for the project helping support HCA, Washington's single state Medicaid agency, with PHE unwind efforts by overseeing the BerryDunn project team's project deliverables and reporting; coordination of Washington inter-agency meetings and information sharing; and stakeholder management.

New Jersey Division of Medical Assistance and Health Services (DMAHS)

MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 08/2017)

Peter supported DMAHS, New Jersey's single state Medicaid agency, with testing efforts for New Jersey MMIS implementation in areas such as system integration testing (SIT) test case and results review, SIT test case analysis, user acceptance testing (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 03/2014)

As the operations manager, Peter provided performance monitoring, process improvement support, project management, data management, and operational efficiency and effectiveness support 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 (01/2006 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 the Centers for Medicare & Medicaid Services (CMS). He also managed cross-functional implementation teams, maintained communication 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 a third-party vendor.

Ernst & Young (12/2002 to 12/2005)

As the communications and pursuit strategist, Peter managed internal activity and coordination for strategic new business pursuits that offered tax and audit services to Ernst & Young's existing internal audit clients and managed the creative services team on production of all press, client, and internal materials.

Cisco Systems, Inc. (11/2000 to 04/2001)

Peter served as the public relations manager for the Customer Contact Business Unit (CCBU)/Internet Communications Software Group (ICSG), during which time he managed CCBU on press and analyst activities, including product launches, customer and partner announcements, and other CCBU-related programs. He also managed a public relations agency in execution of press and analyst activity, creation of written materials, industry event coordination, and all CCBU public relations initiatives. He created product and business unit messaging and positioning, drove CCBU public relations strategy, and worked with Cisco marketing teams, CCBU/ICSG executives, and corporate public relations on all public relations initiatives.

Text 100 Corporation (01/1998 to 11/2000)

While working as an account manager, Peter helped to ensure the execution of approved public relations strategic plans and initiatives, as well as core public relations activities. He counseled clients on messaging and positioning, drove account strategy and tactics, including all press and analyst activity, creation of all client materials, industry event coordination, and all client global public relations initiatives, and co-developed all annual and quarterly strategic plans and initiatives.

Davé and Bairey Communications (03/1997 to 12/1998)



While working as an account executive/account manager, Peter oversaw the execution of public relations plan activities and initiatives for a technology client base of Netmosphere Inc., Intergraph Computer Systems, eCommerce, and Warp Drive Networks. He developed relationships with top-tier media and analysts through client product launches, customer and partner announcements, and other client initiatives.

Copithorne and Bellows Public Relations (05/1995 to 03/1997)

Peter worked as an account coordinator, where he supported day-to-day account administration, provision of information for the collation of reports for client base of Hewlett-Packard Company (corporate desktop and notebook PCs), and EIZO Nanao Technologies.

PUBLICATIONS

- Facilitator, *Session, Organization Excellence: A Key Ingredient for a Successful Effort to Modernize the Medicaid Enterprise*, representatives from Iowa and West Virginia, New England States Consortium System Organization (NESCO) Medicaid Enterprise Systems Conference (MESC), Louisville, Kentucky, 08/2024
- Session abstract, *Transforming Systems, Culture and Operations to Support Your Medicaid Enterprise* selected by NESCO MESC in Denver, Colorado, featuring representatives from Hawaii, New Jersey, Oregon, and West Virginia (08/2023)
- Facilitator, Workshop: *Outcomes Based Certification*, MESC, Boston, Massachusetts, 08/2021
- *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 NESCO organizers for the MESC 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.



Dawn Webb

BS, PMP®, CPC, COC, Prosci® CCP, LSSGB

Manager | Berry, Dunn, McNeil & Parker, LLC

PROPOSED PROJECT ROLE

Lead Project Manager

KEY QUALIFICATIONS

- 32 years of experience in Current Procedural Terminology (CPT) coding, Current Dental Terminology (CDT), Healthcare Common Procedure Coding System (HCPCS) coding, Internal Classification of Diseases Ninth Revision (ICD-9) coding, ICD Tenth Revision (ICD-10), Diagnosis Related Grouping (DRG) calculations, National Correct Coding Initiative (NCCI) editing, and Electronic Data Interchange (EDI) transactions
- 32 years of experience applying medical and dental coding reimbursement methodologies
- 15 years of project management experience for government and private entities
- 14 years of experience working within WV's Medicaid Information Management System (MMIS), including system configuration, system analysis, and MMIS configuration validation against Medicaid policies
- Eight years of experience leading and supporting West Virginia Payment Error Rate Measurement (PERM) cycles
- 14 years of experience analyzing the MMIS for potential cost savings



MEDICAID EXPERIENCE

14 years

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- BS, Healthcare Leadership, Wheeling Jesuit University
- Certified Project Management Professional® (PMP®)
- Certified Professional Coder (CPC)
- Certified Outpatient Coder (COC)
- Prosci® Certified Change Practitioner (CCP)
- Certified Lean Six Sigma Green Belt Certification (CLSSGB)

Dawn Webb serves as a manager within BerryDunn's Medicaid Practice Group (MPG), where she offers leadership and oversees project management for West Virginia's MMIS and policy unit initiatives. With three decades of experience in medical claims processing and revenue cycle administration, including 14 years dedicated to MMIS, state Medicaid programs and policies, and federal funding requests such as Advance Planning Documents (APDs), Dawn brings substantial expertise to her role. Her 15 years of project management experience, along with credentials as a CPC, COC, and Prosci® CCP, equip her with a distinctive perspective that benefits clients throughout the Medicaid sector.

EXPERIENCE



BerryDunn (08/2017 to present)

Commonwealth of the Northern Mariana Islands (CNMI) Medicaid Enterprise System (MES) Modernization

Medicaid Program Integrity (PI) Manager (9/2025 to present)

As the Medicaid PI Manager, Dawn provides leadership to the PI team and delivers expert guidance as they develop a modernized MES and Medicaid PI unit within the CNMI Medicaid Agency, the designated single state Medicaid agency in the CNMI.

Guam Enterprise Portfolio Management Office (EPfMO)

Medicaid PI Manager (3/2025 to present)

As the Medicaid PI Manager, Dawn supports the PI team and offers expert guidance as they help establish a Medicaid PI unit within the Department of Public Health and Social Services (DPHSS), which serves as Guam's single state Medicaid agency.

West Virginia Bureau for Medical Services (BMS)

Client and Engagement Operations Program Deputy Manager (01/2024 to present)

As client and engagement operations manager, Dawn provides engagement support in process improvement, best practices, staffing allocations, and project managers for the WV Engagement.

APD and Procurement Consulting Services (05/2023 to present)

Dawn currently manages the BerryDunn team for the WV Engagement, providing support with facilitating the development and approval of APDs for the Department of Human Services (DoHS) Medicaid enterprise. This involves coordinating the appropriate staff to gather necessary information for the development of APDs, to write APD narratives, and to 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 and annual and as-needed updates to 10 established APDs.

PERM Project (05/2018 to present)

Dawn serves as the program manager for the PERM project, managing budgets and project deliverables and collaborating 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 WV.

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.



Partnership Management Support Project (12/2022 to 12/2023)

Dawn held the position of Program Manager for the Partnership Management Support project, overseeing budgets and project deliverables while collaborating closely with the client to help ensure that the team fully met all project requirements and expectations.

Quality Improvement Initiatives Portfolio Manager (05/2019 to 12/2023)

As quality improvement initiatives portfolio manager, Dawn provided project support in the areas of process improvement, best practices, and staffing allocations for the Fee Schedule and Edit Quality Review, PERM, and Third-Party Liability Procurement projects. Dawn also provided support for other engagement projects, including:

- IT Control Environment Review (07/2024 to 6/2025)
- Certified Community Behavioral Health Clinics (CCBHC) State Plan Amendment (06/2024 to 12/2023)
- System Development Life Cycle (SDLC) Coordination Project (06/2024 to 6/2025)
- Medicaid and Children's Health Insurance Program (WVCHIP) Enterprise System (MCES) Procurement Assistance Project (04/2022 to 12/2023)
- MES Modernization Strategy and Procurement (MSP) Project (07/2021 to 3/2022)
- State Plan Review and Support (SPRS) Project (02/2020 to 12/2023)
- MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (05/2019 to 12/2023)
- Substance Use Disorder (SUD) Waiver Initiative Project (07/2017 to 12/2023)
- Public Health Emergency (PHE) Support Project (12/2021 to 12/2024)
- Data Improvement Project (09/2019 to 06/2024)
- Provider Management Support Project (11/2019 to 10/2023)
- Third-Party Liability (TPL) Options Analysis and Procurement Assistance Project (05/2019 to 03/2022)
- Managed Care Organization (MCO) Encounter Data Quality (EDQ) Project (08/2020 to 02/2022)

MMIS Fee Schedule and Edit Quality Review (09/2017 to 04/2023)

Dawn served first as project subject matter expert (SME) before beginning her tenure as project manager. She collaborated closely with the client to evaluate the MMIS fee schedules and claim edits to help ensure MMIS setup followed Medicaid policy and to provide analysis of cost savings opportunities for BMS.

Colorado Office of State Auditor (OSA)

Medicaid Recovery Audit Contractor (RAC) Program Evaluation (09/2023 to 01/2025)

As the Medicaid manager for the RAC project, Dawn provided oversight to the Medicaid teams' research of State Medicaid Agencies (SMAs) RAC program to assist BerryDunn's Government Assurance Practice Group in evaluating the Colorado Medicaid RAC program. Dawn collaborated directly with members of the OSA, the Colorado Department of Health Care Policy & Financing (HCPF), the Colorado SMA, and the HCPF RAC vendor to gather information and address the findings of the evaluation.

Detroit Wayne Integrated Health Network (DWIHN)

Medicaid Claims Audits (10/2024 to 10/2025)



Dawn functioned as the Medicaid engagement manager responsible for supervising the auditing services of DWIHN's Medicaid claims. She efficiently coordinated BerryDunn resources and managed all auditing activities in close collaboration with DWIHN leadership to help ensure high-quality execution of the work.

United States Virgin Islands (USVI) Department of Human Services

Enterprise Portfolio Management Office Project (10/2022 to 10/2024)

Dawn supported USVI with the development and approval of APDs to support key program initiatives. Dawn also provided project management support for key initiatives to support and enhance the USVI Medicaid program.

Hawai'i Department of Human Services Med-QUEST Division (MQD)

Organizational and Business Process Redesign (11/2021 to 06/2022)

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

Alaska Division of Legislative Audit (DLA)

NCCI Compliance Evaluation (07/2019 to 09/2019)

Dawn supported the DLA in the development of an NCCI questionnaire to help assess Alaska Medicaid's compliance with the NCCI technical guidelines. The results of the assessment provided the DLA with confidence that 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 receivable. 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 healthcare providers and employees on the revenue cycle. Dawn worked with insurance payers such as Medicare, Medicaid—including WV, Ohio, and Kentucky—Public Employee's Insurance Agency (PEIA), and 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 WV Medicaid line of business. Dawn was a liaison for the MMIS configuration team and the WV 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 to perform billing audits of patient medical records.



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 medical claims examiner.

PUBLICATIONS AND PRESENTATIONS

- *Keeping the PERM Manual Update in focus during the PHE*, a BerryDunn blog, September 2020



Emily McCoy

RN, BSN, PMP®

Senior Manager | Berry, Dunn, McNeil & Parker, LLC

PROPOSED PROJECT ROLE

Lead MMIS Project Manager

KEY QUALIFICATIONS

- More than four years supporting and leading Medicaid policy for long-term care (LTC), Pre-Admission Screening and Resident Review (PASRR), hospice, and home health programs
- Over two years of experience leading the Transformed Medicaid Statistical Information System (T-MSIS) efforts as the WV state representative
- Design, development, and implementation (DDI) experience with large-scale Medicaid Management Information Systems (MMIS) implementations, in various roles,
- Three years of project management experience with West Virginia's large-scale integrated eligibility system, WV, People's Access to Help (PATH)
- Over 20 years of experience interacting and collaborating with federal agencies
- Experience leading enterprise-wide portfolio management
- Over 15 years of experience with Minimum Data Set (MDS) coordination, including the use of MDS assessments and Resource Utilization Groups (RUGs) in Medicaid rate setting and claims processing
- Served on the Outcomes-Based State Self-Assessment (SSA) Workgroup through the Private Sector Technology Group (PSTG)

MEDICAID EXPERIENCE

22 years

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- BS, Nursing, Marshall University
- Registered Nurse (RN)
- Certified Project Management Professional® (PMP®)
- Executive Coaching Certification



Emily McCoy is an experienced project manager and RN with deep expertise in healthcare consulting, including LTC and Medicaid/MMIS. Her clinical experience includes direct care for individuals requiring skilled and LTC services, inpatient behavioral health services, and neurological care. Emily also has over 25 years of combined program management, project management, and leadership experience for both private and public sectors, including hospitals and state health and human services (HHS) agencies, of which over 13 years was spent working in Medicaid and MMIS



supporting and leading Medicaid projects within the WV MMIS, with the last two and a half years as the WV Director of MMIS Operations.

EXPERIENCE

BerryDunn (07/2016 to present)

Emily serves as a senior manager in BerryDunn's Medicaid Practice Group, bringing her years of experience to state Medicaid agency clients, particularly in the MMIS area. Throughout her role, Emily has provided support to BMS, WV's single state Medicaid agency.

West Virginia Department of Human Services (DoHS) & Bureau for Medical Services (BMS)

Client Relationship Manager and Program Manager – WV Engagement: Portfolio Management Office (11/2023 to present)

Emily provides strategic direction for BerryDunn's WV engagement team and for specific DoHS/BMS/WVCHIP projects. Portfolios, programs, and projects include:

- *Third Party Liability (TPL) Recovery Audit Contractor (RAC) Procurement Phase II (06/2025 to present)*
- *School-Based Health Services (SBHS) Support Phase II (06/2025 to present)*
- *Mountain Health Reprocurement Assistance (06/2025 to present)*
- *Transformed Medicaid Statistical Information System (T-MSIS) Support Project (06/2025 to present)*
- *Electronic Visit Verification (EVV) Reprocurement (06/2025 to present)*
- *Child Welfare Initiative (CWI) Phase VI (06/2024 to present)*
- *Medicaid Enterprise Data Solution (EDS) Implementation and CMS Certification Project Phases VI (11/2023 to present)*
- *WV RISE Procurement Assistance Project Phase II (06/2024 to present)*
- *Medicaid Information Technology Architecture (MITA) SS-A Maintenance and Annual Update Assistance Project (06/2024 to present)*
- *Advance Planning Document (APD) Assistance Phase III (06/2024 to present)*
- *Partnership Management Support Project Phase III (06/2024 to present)*
- *Payment Error Rate Measurement (PERM) Project Reporting Year (RY) 2026 Phase II (06/2024 to present)*
- *Technical and Program Support Project (TAPS) Phases VII (11/2023 to present)*
- *PATH Project Management Phase III (06/2024 to present)*
- *Child Welfare Initiatives Project Management Services Phase V (06/2024 to present)*
- *State Plan Review and Support Project Phase V (06/2024 to present)*
- *Certified Community Behavioral Health Clinics (CCBHC) State Plan Amendment (SPA) Phase IV (06/2024 to present)*
- *1915(c) Children with Serious Emotional Disturbance (CSED) Waiver Development Project Phase VI (06/2024 to present)*
- *1115 Demonstration Behavioral Health Project Phase II (06/2024 to present)*
- *Strategic Managed Care Technical and Systems Support (06/2024 to present)*
- *Justice-Involved Program Support Phase II (06/2024 to present)*



- *Mental Health Parity (MHP) and Behavioral Health Support (BHS) Project Phase V (06/2024 to present)*
- *Office of Nutrition Services (ONS) Product Management Office (PMO) Crossroads User Group (11/2023 to present)*
- *Organizational Development Phase II (07/2024 to 06/2025)*
- *IT Control Environment Review (07/2024 to 06/2025)*
- *System Development Lifecycle (SDLC) Coordination Project Phase I (06/2024 to 06/2025)*
- *ARPA Section 9817: Home and Community Services (HCBS) Implementation Project Phase II (06/2024 to 06/2025)*

Eligibility and Enrollment Implementation Assistance (01/2018 to 12/2022)

Emily was the deputy project manager within the State PMO, leading and providing oversight to various teams within the project, including requirements and design, deliverables, testing, organizational change management (OCM), and certification and compliance. Emily was able to combine her experience and knowledge of State policy and system implementations with this unique opportunity to integrate three separate systems to improve service delivery to State citizens.

Public Health Emergency (PHE) Support Project (10/2021 to 07/2022)

Emily served as a SME for the PHE “Unwinding” project. Emily’s State government employment and eligibility experience allowed her the opportunity to work with the State to create a strategic plan to help with the unwinding efforts and get the policies and eligibility processes back to a pre-COVID state once CMS determined that these PHE flexibilities will end.

Portfolio Coordination and Management (PCM) (11/2020 to 10/2021)

Emily served as the project manager for the PCM project, leading a team providing project management and support services to assist with the continued establishment of PCM processes and templates to help DoHS align and manage its projects across the enterprise. Emily’s State government employment experience, coupled with her knowledge of project and portfolio management, provided a valuable perspective and ability to help the State obtain its desired outcomes.

Enterprise Program Management Office (EPMO) Project (11/2019 to 10/2020)

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

West Virginia Department of Health Facilities (DHF)

Contract Labor Management Services (CLMS) Request for Proposal (RFP) Development (07/2024 to 5/2025)



Emily served as a project manager for the CLMS project, leading and providing oversight to a team of individuals assisting the State in the creation of an RFP and other procurement activities.

American Samoa Medicaid State Agency (ASMSA)

Medicaid Training (10/2025 to 01/2026)

Emily served as the Medicaid SME and trainer for a two-day on-site training session with the ASMSA team. In addition to providing training, Emily assisted with the final recommendations and report to close out the project.

New Jersey Department of Human Services (DHS)

MMIS Modernization (07/2022 to 12/2023)

Emily served as the engagement manager for the PMO in collaboration with the Implementation Team Office (ITO). The MMIS Modernization was the opportunity for DHS, NJ's single state Medicaid agency, to update their monolithic legacy MMIS with a modular approach within the CMS guidelines. Emily led a team of experts in areas of project management, documentation support, deliverable review, certification support, testing support, APD support, MITA support, and change control.

New Jersey Division of Medical Assistance and Health Services (DMAHS)

MMIS Implementation and Certification Leverage and Reuse Project (04/2017 to 01/2018)

Emily led the BerryDunn Medicaid testing team, in collaboration with the New Jersey ITO, for the Replacement MMIS (R-MMIS). She applied her WV MMIS testing experience to the implementation of the New Jersey R-MMIS.

Henrico County, VA

Henrico Area Mental Health and Development Services (HAMHDS) Electronic Health Record (EHR) System Consulting (08/2016 to 04/2017)

Emily was a key resource on BerryDunn's team to provide Henrico with planning and procurement support for its EHR system, which incorporates behavioral and mental health, and substance abuse services. The work included requirements development, RFP development, and system selection.

WV Department of Health and Human Services (DHHR) [DoHS], Office of Management Information Services (OMIS) (11/2013 to 06/2016)

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

- Interpreting regulatory policy to determine possible impacts to the MMIS and other systems
- Monitoring system performance against Medicaid policies and federal regulations for compliance and reimbursement



- Oversight and management of multiple federal regulations within the MMIS, such as 5010/D.0, ICD-10, MITA, and Transformed Medicaid Statistical Information System (TMSIS)
- Participating in CMS Pilot Certification gate level reviews with CMS representatives, including presenting system evidence to meet MITA 3.0 requirements
- Participating in the development and review of the MMIS RFP
- Participating in the development and updates of various APDs, as well as seeing these documents through approved status with CMS
- Oversight and management of the Adult Medicaid Quality Grant
- Management of and participation in an MMIS implementation from RFP development through implementation, as well as post-implementation monitoring and defect resolution

WV Bureau for Medical Services (BMS) (01/2003 to 10/2013)

During her 10 years with BMS, WV's single state Medicaid agency, Emily held multiple positions, as described below.

MMIS (01/2007 to 10/2013)

Emily served as the manager of operations with the MMIS with overall duties involving multiple areas of the system, including claims processing, member, and provider. She also acted as a SME in various areas of Medicaid systems, including LTC and hospice services.

Office of Behavioral and Alternative Health Care (01/2005 to 12/2006)

Emily served as program manager of the State Medicaid LTC Program with overall duties involving the development, implementation, and supervision of the following programs: nursing facilities, hospice in nursing facilities, home health, PASRR Level II), and Nurse Aide Training and Competency Evaluation (NATCEP). Specific duties involved with the above-mentioned programs included interpreting regulatory policy for reimbursement, monitoring provider compliance with Medicaid policies for reimbursement, and providing formal and informal education to providers regarding State Medicaid policies and reimbursement.

Office of Behavioral and Alternative Health Care (01/2003 to 12/2004)

Emily served as a health and human resource specialist in the State Medicaid LTC Program with overall duties involving the supervision and oversight of claims processing for nursing facility reimbursement. Her duties included providing direct communication with the nursing facility provider network regarding reimbursement issues related to the MDS, billing, and medical eligibility.

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

Transitional Care Unit (05/1999 to 12/2002)

Clinical Management Coordinator.

Emily served in a hospital-based skilled nursing unit with overall duties involving the management of nursing and ancillary staff, as well as assisting in program administration to maintain compliance with federal LTC regulations.



MDS Coordinator.

Emily served in a hospital-based skilled nursing unit with overall duties involving the coordination of the federally mandated Resident Assessment Instrument (RAI) process.

Clinical Nurse II.

Emily served on a 19-bed skilled nursing unit with overall duties involving the advocacy of residents while providing direct resident care. The focus was to provide quality, holistic skilled care to residents while complying with federal LTC certification requirements.

Neuroscience Unit (01/1998 to 05/1999)

As a Clinical Nurse II, Emily served on a neuroscience unit with overall duties involving the advocacy of patients while providing direct patient care to individuals with neurological conditions. Specific duties included:

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

Behavioral Health Unit (07/1996 to 01/1998)

Emily began her nursing career in the Behavioral Health Unit. Overall duties involved the advocacy of patients while providing direct patient care to individuals with mental health conditions.



Nicole Becnel

PMP®, ECCP

Principal | Berry, Dunn, McNeil & Parker, LLC



PROPOSED PROJECT ROLE

General Project Manager

KEY QUALIFICATIONS

- 22 years' HHS portfolio, program, and project management experience for single state Medicaid and other HHS agencies
- Large-scale IT and Medicaid Enterprise technical implementation and certification experience
- Currently leading the West Virginia project management (PM) team to support the State with the implementation of a fully integrated eligibility and enrollment solution—one of the first in the nation
- Proven project management track record of over 100 short and long-term projects delivered on time and within budget
- Led the project team that supported the State to secure over \$750M federal dollars for West Virginia's transformation initiatives for their state programs
- Private Sector Technology Group (PSTG) Past Vice-Chair
- Led the WV PM team, who became one of the first in the nation to help the State successfully implement a Medicaid Management Information System (MMIS) solution in accordance with the project's schedule and budgets, without issuing advanced payments to providers

MEDICAID EXPERIENCE

23.5 years

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- BA, Speech and Hearing Science, University of South Florida
- Certified Project Management Professional® (PMP®)
- Executive Coaching Certification®

Nicole Becnel has steered a career track for over 22 years leading to her current role as Principal at BerryDunn. Throughout her career, she has consistently demonstrated a deep grasp of processes, policies, analysis, and industry knowledge, earning a brand as an influential leader whose distinction interlaces a broader view of business needs to connect the dots between people, data, technology, and business strategy. This unique strength has enabled a different and fresh perspective in building and leading a Medicaid practice—reaching beyond the traditional role to help clients deliver transformations in their health and human services (HHS) programs.



Nicole delivers results with a passion for building and motivating top-performing teams. The combination of Nicole's experience, drive, business savvy, and emotional intelligence has influenced her transformational leadership style. She has shaped a credible executive presence and is credited with playing an instrumental role in BerryDunn's evolution to its now prominent standing as a national leader in the HHS industry. Nicole's talents are exemplified through the partnership with WV Medicaid leadership she championed to initiate a multi-state collaborative where states can share information and brainstorm solutions; Nicole leads the WV project team with this initiative, and since its inception, WV has increased membership to 14 state partners that participate monthly.

EXPERIENCE

BerryDunn (06/2010 to present)

Nicole works with BerryDunn's Medicaid Practice Group. Nicole has been expertly providing valuable project oversight and coordination while helping to establish and maintain engaging and productive client and vendor relationships for WV projects and initiatives for over a decade. Project highlights include:

West Virginia Department of Human Services (DoHS) Engagement Manager (2012 to present)

- *Payment Error Rate Measurement (PERM) Project Phase II (05/2020 to 05/2021)*
- *Substance Use Disorder (SUD) Waiver Initiative Project Phases III and IV (03/2019 to 05/2021)*
- *State Plan Review and Support (SPRS) Project (02/2020 to 05/2021)*
- *Technical Assistance and Program Support Project (TAPS) (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 (MCO) Transition Planning Project Phase II (03/2020 to 02/2021)*
- *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)*
- *Mountain Health Trust (MHT) MCO Procurement Assistance Project Phase II (05/2020 to 09/2020)*
- *Mountain Health Promise (MHP) Procurement Assistance (03/2020 to 06/2020)*
- *1915(c) Children with Serious Emotional Disturbance (CSED) Waiver Development Project Phase II (10/2019 to 05/2020)*
- *Coordinated Care Management Project Management and Procurement Assistance Project (02/2019 to 01/2020)*
- *Electronic Visit Verification (WVV) Solution Implementation Project (06/2018 to 12/2019)*
- *Data Visioning and Warehouse Request for Proposal (RFP) Development and Procurement Assistance (09/2017 to 08/2019)*
- *WVCHIP MCO Transition Planning (01/2019 to 07/2019)*
- *Provider Enrollment Application (PEA) Year 2 (05/2018 to 05/2019)*
- *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 Project (08/2015 to 08/2018)*
- *Technical Information and Enterprise Project Management Services (TEPMS) (05/2017 to 07/2018)*
- *Gap Analysis and Project Management Services (GAPMS) (10/2016 to 06/2018)*
- *Provider Re-enrollment Application Project (03/2017 to 02/2018)*
- *Eligibility and Enrollment RFP Development Assistance (10/2015 to 12/2017)*
- *Income Maintenance Manual (IMM) Update Project (09/2016 to 09/2017)*
- *R-MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 07/2017)*
- *Updates to Health Information Technology (HIT) Plans and HIT and Health Information Exchange (HIE) Advance Planning Document (APD) Assistance (03/2016 to 04/2017)*
- *Project Management of MMIS Procurement, Design, Development, and Implementation (DDI), and Certification (07/2015 to 12/2016)*
- *RAPIDS (Eligibility System) Transition Facilitation Project (02/2016 to 05/2016)*
- *ICD-10 Transition Planning, Implementation, and Policy Remediation (09/2013 to 03/2016)*
- *Medicaid Eligibility and Enrollment APD (06/2015 to 09/2015)*
- *PEA Project (2012 to 2015)*
- *PPACA Planning, Analysis, and Implementation Support (2012 to 2015)*
- *5010 Refresh Project (2012 to 2015)*
- *MITA 3.0 Organizational Redesign (2013)*
- *Policy Workflow Assessment (2013)*
- *State Medicaid Health IT Planning and Health Care Reform Consulting (2012 to 2014)*

Additional project details are provided below:

APD Assistance (07/2020 to present)

Nicole is the lead project manager overseeing the development and approval of APDs to help the State obtain federal funding for Medicaid Enterprise System (MES) modernization initiatives such as the Medicaid performance management and quality assurance, third-party liability (TPL) planning, adding Children's Health Insurance Program (CHIP) data to the Medicaid DW, PERM, and the People's Access to Help (PATH) implementation. Nicole's guidance within the APD process has helped WV secure and maintain millions of dollars in federal funding.

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 DW/DSS vendor and implementation of a fully compliant 837 encounter data process with the State's fiscal agent 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.



Project Management Organization Services for the West Virginia Medicaid People's Access To Help (10/2015 to present)

Nicole is the lead project manager for WV's largest information technology transformation project, the Medicaid Enterprise Integrated Enrollment System (IES), known as PATH. PATH supports the eligibility, enrollment, and administration of the DoHs's programs, including Medicaid, CHIP, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Low Income Energy Assistance Program (LIEAP), Child Welfare, and Child Support. Nicole provides executive leadership working with the internal team, the State, and all vendors. She reviews, coordinates, and oversees statements of work (SOWs), deliverables, and risk and issue management.

Electronic Visit Verification (EVV) Solution Implementation Project (03/2018 to 06/2023)

Nicole led the project team implementing the overall EVV solution. Her work included strategic planning, organizational change management, requirement development, RFP draft narratives and supporting documentation efforts, 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.

Provider Management Support (07/2019 to 01/2021)

Nicole served as the Lead Project Manager assisting WV with its leverage and reuse initiatives demonstrating the Leverage Condition established by Centers for Medicare & Medicaid Services (CMS) in the MITA Seven Standards and Conditions. The team also supported WV 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 WV with this initiative. Since its inception, WV has increased membership to 12 state partners that participate monthly.

WVCHIP Operational Readiness Review (ORR) (12/2019 to 10/2020)

Nicole was the lead project manager overseeing the State's transition of the WVCHIP program from fee-for-service (FFS) to managed care to provide seamless care between the two programs and offer greater efficiency and innovation opportunities. The team performed desktop audits of policies and procedures and on-site systems demonstrations of three MCOs selected to provide services to WVCHIP members. The team developed a framework and approach to performing the review; developed a comprehensive readiness assessment tool; facilitated ORR entrance conferences with the MCOs; and performed an evaluation of more than 1,000 MCO policies and procedures to complete the desk-level assessment for the WVCHIP transition to managed care. The team developed unique and tailored findings reports for each MCO and prepared an ongoing performance monitoring transition plan and facilitate a virtual MCO systems review to assist WVCHIP in assessing MCO readiness.

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

Nicole led the team that assisted the State with the response to the COVID-19 public health emergency. She supported the DoHS 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 DoHS 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 DoHS volunteers, the National Guard, WV 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.

MHT MCO Procurement Assistance Project Phases I II (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 increased quality of care and health outcomes as well as data quality and efficiency for the State's managed care populations.

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 and adoption assistance, as well as those enrolled in the CSED 1915(c) waiver.

MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (08/2015 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 organization development planning to support WV's MITA maturity and modernization efforts. The team created a road map and schedule to help the State assess areas for improvement and change specific to departmental and Bureau structure, operational improvements, talent development, and training. Organization development for the project took the MITA SS-A findings and focused on the DoHS 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.

SUD Waiver Initiative Project (07/2016 to 06/2017)

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 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.

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.

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 planning assistance, operational readiness assessment assistance, and post implementation project management and monitoring.

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 it 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.

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.

New Jersey Division of Medical Assistance and Health Services (DMAHS)

MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 01/2018)

As engagement manager working with DMAHS, New Jersey's single state Medicaid agency, 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.

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

Project Manager for Maine Integrated Health Management Solution (MIHMS) Provider Enrollment

Nicole served as project manager and SME for the Maine Department of Health and Human Services (DHHS), Maine's single state Medicaid agency, 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.

WV MMIS

Nicole managed the development, implementation, and evaluation of quality management and risk management activities to help ensure project compliance with all budget, time, and quality specifications to help assure client requirements across the Medicaid Enterprise. In her role, Nicole successfully project managed the on-time delivery of the National Provider Identifier (NPI) initiative in an accelerated time frame, successfully provided on-site support to BMS during the CMS certification evaluation, facilitated best practice cross communication, and met customer expectations by monitoring, evaluating, and assigning corrective actions.

Contract Configuration and Reports Lead for WV MMIS

Nicole developed, implemented, and documented processes and standards to help 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 helped to ensure 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. Her work involved 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 Road map and Understanding the Landscape," Presentation for MESC 2016, Co-presented with Lisa Alger (CSG Government Solutions) and Andrea Danes (CSG Government Solutions), 08/16/2016
- "Managing in a Modular MMIS Implementation," Presentation for MESC 2014, 08/21/2014



Christiaan Colston

MA
Senior Consultant | Berry, Dunn, McNeil & Parker, LLC

PROPOSED PROJECT ROLE

General Project Manger

KEY QUALIFICATIONS

- Over 10 years of experience working with federal and state public assistance programs
- Experience with researching and analyzing federal and state public assistance policies and regulations
- Provides subject matter expertise related to public assistance services and programs

MEDICAID EXPERIENCE

2.5 years

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- MA, Applied Behavioral Science, Concentration in Criminal Justice and Social Programs, Wright State University
- BA, History, University of Dayton

Christiaan Colston is an accomplished Senior Consultant with over 10 years of expertise in Medicaid and public assistance programs, specializing in eligibility, enrollment, and compliance. She has a proven track record of supporting federal and state agencies through strategic program development, policy guidance, and quality assurance initiatives.

Christiaan is experienced at leading complex projects, including Payment Error Rate Measurement (PERM) cycles and Medicaid Eligibility Quality Control (MEQC) programs. She is skilled in stakeholder engagement, training development, and corrective action planning to help ensure alignment with CMS regulations and best practices. She is recognized for driving operational efficiency, fostering community partnerships, and delivering impactful solutions that improve access to care and program integrity.

EXPERIENCE

BerryDunn (04/2023 to present)

Christiaan serves as a senior consultant within BerryDunn's Medicaid consulting practice group, bringing over ten years of experience in federal and state public assistance programs and policies to support BerryDunn's Medicaid and Human Services clients.

United States Virgin Islands (USVI) Department of Human Services

Enterprise Portfolio Management Office Project (12/2024 to present)



Christiaan serves as an Eligibility and Enrollment (E&E) subject matter expert (SME) for the USVI Medicaid Program, providing strategic guidance on eligibility-related state plan amendments (SPAs), compliance initiatives, and policy support. In this role, Christiaan helps ensure alignment with federal regulations, drives process improvements, and delivers expert support to strengthen program integrity and operational efficiency.

West Virginia Bureau for Medical Services (BMS)

Payment Error Rate Measurement (PERM) Project (07/2023 to present)

Christiaan serves as the deputy project manager and provides subject matter expertise on eligibility for the Reporting Year 2026 (RY26) PERM cycle. She supports West Virginia by addressing inquiries related to PERM eligibility, reviewing eligibility errors, and recommending remediation strategies to facilitate the development of the corrective action plan (CAP) at the conclusion of the PERM review.

Puerto Rico Medicaid Program (PRMP)

Enterprise Objective Monitoring and Control (EOMC) Services (04/2023 to present)

Christiaan lends her subject matter expertise to Puerto Rico's PERM initiatives, supporting PRMP's Medicaid Eligibility Quality Control (MEQC) program. She helps to make sure that MEQC pilot activities follow best practices from the Centers for Medicare & Medicaid Services (CMS), as well as federal regulations. In addition, she contributes SME support to the Spenddown Implementation Program and offers expert eligibility and enrollment guidance for the Medicaid Eligibility System.

Action for Children (05/2022 to 04/2023)

As the Child and Adult Care Food Program (CACFP) coordinator, Christiaan oversaw monthly report reviews to ensure compliance with US Department of Agriculture (USDA) policies and nutritional guidelines. She led strategic initiatives and outreach efforts aimed at increasing provider enrollment and engagement in the program. Christiaan provided instruction to providers on USDA nutrition standards to support wellness for children in their care while maintaining direct accountability for the delivery of quality programming, including core services, new projects, training, monitoring, and staff development. In addition, she managed all aspects of resource coordination and personnel management through planning, training, coaching, and delegation of responsibilities.

Montgomery County Department of Job and Family Services (05/2013 to 05/2022)

Christiaan was responsible for processing applications for public assistance programs such as Supplemental Nutrition Assistance Program (SNAP), Medicaid, and Temporary Assistance for Needy Families (TANF). She conducted applicant interviews and verified submitted documentation to determine benefit eligibility. Additionally, she researched and interpreted state and federal policies to ensure accurate case processing, calculated budgets both manually and within the state eligibility system, and effectively managed her caseload by updating changes, completing reports, and maintaining detailed case records.

Wright Patterson Air Force Base (05/2009 to 12/2012)



In her role as an engineering technician aide, Christiaan managed database operations and asset tracking, maintaining comprehensive and accurate records of computer equipment for the Air Force Research Laboratory. She supported engineering laboratories by overseeing stock plan inventories to ensure compliance with inspection standards, contributing to the laboratory's annual successful inspection outcomes. Additionally, she scanned and uploaded material safety data sheets into the resource database for the Air Force Research Laboratory.



Eduardo “Ed” Daranyi

M.Ed., PMP®

Principal, Medicaid Practice Group Lead | Berry, Dunn, McNeil & Parker, LLC



PROPOSED PROJECT ROLE

General Project Manager

KEY QUALIFICATIONS

- Senior project management professional, providing principal oversight in over 100 Medicaid projects and leads BerryDunn's Medicaid Practice Group (MPG) with a management team of 34 and over 134 full-time consultants
- 29 years of project manager experience, including 18 years as a Certified PMP®
- Over 20 years of health and human services (HHS) and Medicaid consulting experience on small and large projects, some impacting up to 60% of a state's population
- Over 15 years' experience working as a consultant, engagement manager, and project manager for West Virginia Medicaid-related engagements/projects
- Six years working for a Medicaid solution vendor in pharmacy benefits management, preferred drug list management, prior authorization systems, drug rebate negotiations, long-term care plan development, and medical claims management capacity

RELEVANT EXPERIENCE

26 years

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- M.Ed., Education, Lesley College
- BS, Physics, Mathematics, Business Administration, Hillsdale College
- Certified Project Management Professional® (PMP®)

Ed Daranyi is a principal and leads BerryDunn's MPG Consulting Team. He has provided executive leadership for Medicaid agencies across the country for over 20 years. Ed offers expertise in managing large-scale technology initiatives, quality assurance, strategic planning, business process improvement, procurement, vendor negotiations, and engagement oversight. He brings successful teams together with experience managing large-scale technology initiatives and policy implementations, utilizing project management best practices on all his engagements, and helping to ensure clients benefit from the breadth of deep expertise BerryDunn provides.

EXPERIENCE

BerryDunn (09/2005 to present)

PERM RY 2026 Phase III | June 9, 2026



Principal – MPG Lead (2014 to present)

As the leader of BerryDunn's MPG, Ed works with eight other principals to oversee all Medicaid projects, including managing risks, staffing/hiring, workload balance, strategy, pricing, contract negotiation, staff development, and business development. Ed's leadership has led to the growth of the Medicaid practice from two consultants in 2005 to over 135 team members in 2026.

His role as the MPG lead involves oversight for the preparation and implementation of an annual business plan, hiring of new resources, coordination of those resources across a national practice, development of staff, and client engagement support. He helps ensure that all projects are successful and client-focused, and that project resources are allocated to the appropriate interests of the client.

Under his guidance, the practice responds to emerging trends and helps Medicaid agencies respond to policy changes such as the HR 1 ("One Big Beautiful Bill Act" or OBBBA), American Recovery and Reinvestment Act (ARRA), the Affordable Care Act (ACA), Substance Use Disorder (SUD) waivers, and Public Health emergencies, as well as state policies.

Ed leads various initiatives internal to BerryDunn, including founding the Learning & Development (L&D) Department and serving as its chairperson. He led the search for the initial Director and collaborated with her to establish the program and reinforce staff development, which benefits BerryDunn's clients. With the L&D Director and the L&D committee, they developed behavioral competencies which are used as a firm-wide guide for performance feedback and individual development planning.

Ed has developed relationships with the Center for Medicare & Medicaid Services (CMS). He serves with other MPG leaders as a trusted partner to CMS, providing quarterly reporting on system modernization efforts, ongoing projects, and any changes to certifications. He has overseen several pilot programs with CMS related to certification of states' systems.

West Virginia Department of Human Services (DoHS)

Engagement Manager (2012 to 2021), Contributing Principal (2021 to present)

In his role as engagement manager, Ed provided oversight of BerryDunn's contract with the Bureau for Medical Services (BMS) to provide project management services for multiple projects, including the eligibility and enrollment system modernization, Molina Health Process Administration System (PAS) Medicaid Management Information Services (MMIS) implementation; Medicaid data warehouse/Decision Support System (DW/DSS) implementation; SUD 1115 Waiver development and implementation; ACA planning, analysis, and advisory services; procurement projects; ICD-10 implementation; Adult Quality Measures; CMS advance planning development (APD); CHIP claims system planning, implementation, and stabilization; access to care planning and monitoring; provider re-enrollment; state self-assessments (SS-As); and other related initiatives.

Since Ed joined the WV 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, he took responsibility for stabilizing and growing the local Charleston office to employ over 25 local staff. Ed has overseen over 150 projects for WV, several of which are described below. He now



contributes to WV as a contributing principal, assisting in oversight of the ongoing projects in that engagement.

SUD Waiver Initiative Project (02/2016 to 06/2025)

As engagement manager, Ed and the BerryDunn team of specialists developed and successfully negotiated a Section 1115 Waiver Demonstration Project to undertake SUD delivery system transformation efforts in WV. 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 managed care organization (MCO) contract requirements specific to the SUD demonstration. Through this Section 1115 Waiver, WV can test innovative policy and delivery approaches to reform systems of care for individuals with SUD.

Medicaid Information Technology Architecture (MITA) 3.0 SS-A Maintenance and Annual Update Assistance Project (2012 to 06/2025)

Ed has been the engagement manager overseeing several of the State's MITA SS-As (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. Organization development for the project will take the findings of the MITA SSA and focus on DoHS 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 Project (2012 to 2024)

The State 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 Requests for Proposals (RFP), and provide procurement support for a new DW/DSS. The team identified, consolidated, and subsequently retired duplicative DoHS databases and systems. In the most recent 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 DoHS 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 DoHS.

West Virginia Children's Health Insurance Program (WVCHIP) Operational Readiness Review (ORR) (2019 to 2022)



Ed was the engagement manager overseeing the State's transition of the WVCHIP program from fee-for-service (FFS) to managed care to provide more seamless care between the two programs and offer greater efficiency and opportunities for innovation. The team performed desktop audits of policies and procedures and on-site systems demonstrations of three MCOs selected to provide services to WVCHIP members. The team developed a framework and approach to performing the review; developed a comprehensive readiness assessment tool; facilitated ORR entrance conferences with the MCOs; and performed an evaluation of more than 1,000 MCO policies and procedures to complete the desk-level assessment for the WVCHIP transition to managed care. The team developed unique and tailored findings reports for each 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 2022)

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

Project Management Organization Services for the West Virginia Medicaid People's Access To Help (10/2017 to 2021)

Ed, alongside other principals engaged in work for the State, provided strategic direction and oversight to the project team implementing the largest information technology transformation project that WV has ever undertaken, the Medicaid enterprise Integrated Eligibility System (IES), known as PATH. PATH supports the eligibility, enrollment, and administration of the DoHS's human services programs, including Medicaid, CHIP, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Low Income Energy Assistance Program (LIEAP), Child Welfare, and Child Support. Ed provided executive leadership working with the internal team, the State, and all vendors, helping ensure that all project deliverables were met and risks and issues were appropriately escalated and addressed.

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

Ed provided QA services for WV'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 National Provider Identifier (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. The project was delivered on time, with no change request, and on budget.

Additionally, Ed has overseen the following projects as the WV 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)*
- *SUD Waiver Initiative Project (03/2019 to 05/2021)*
- *Technical Assistance and Program Support Project (TAPS) (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)*
- *WVCHIP MCO ORR Assistance (09/2020 to 12/2020)*
- *MMIS Fee Schedule and Edit Quality Review (09/2017 to 09/2018; 01/2019 to 04/2020; 06/2020 to 11/2020)*
- *Enterprise Program Management Office (EPMO) (11/2018 to 10/2020)*
- *Mountain Health Trust (MHT) MCO Procurement Assistance Project Phase II (05/2020 to 09/2020)*
- *Mountain Health Promise (MHP) Procurement Assistance (03/2020 to 06/2020)*
- *1915(c) Children with Serious Emotional Disturbance (CSED) Waiver Development Project 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)*
- *Eligibility and Enrollment Implementation Assistance (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; 03/2020 to 02/2021)*
- *Provider Enrollment Application (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)*
- *WV/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 WV 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 APD Update (08/2015 to 11/2016)*
- *RAPIDS (Eligibility System) Transition Facilitation Project (02/2016 to 05/2016)*
- *ICD-10 Transition Planning, Implementation, and Policy Remediation (09/2013 to 03/2016)*
- *Eligibility and Enrollment APD (06/2015 to 09/2015)*



- *PPACA Planning, Analysis, and Implementation Support (2012 to 2015)*
- *5010 Refresh Project (2012 to 2015)*
- *State Medicaid Health IT Planning and HIT Plan Updates (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)*
- *Pharmacy ePrescribing Planning, Communication, and Training (2012)*

Ohio Department of Medicaid (ODM)

Ohio Medicaid Enterprise System (OMES) Independent Validation & Verification (IV&V) Services (12/2016 to 06/2018)

BerryDunn provided IV&V support for ODM in implementing its vision for a modular MMIS in the OMES project. As project principal, Ed was responsible for the forming of the project team and initiating the project. Ed met with the Ohio sponsor monthly to review the project status and review identified risks, issues, and recommendations to mitigate those risks and issues. He oversaw the BerryDunn team helping ODM ensure a modular approach and implementation that will work for Ohioans and support ODM's modular certification process, including applying to Outcomes-Based Certification (OBC) approach. Ed monitored risks and mitigated exposure to the client, project, and firm. He managed the project and teamwork and facilitated appropriate stakeholder discussions, implementing smart practices. Ed helped ensure that all reporting was submitted accurately and timely to CMS. Ed transitioned from this project in 2018 to allow a new principal to establish and grow the relationship with the client.

Maine Department of Health and Human Services (DHHS)

IV&V, QA, and Technical Assistance (TA) Services (04/2008 to 06/2012)

Working with DHHS, Maine's single state Medicaid agency, BerryDunn provided IV&V, QA, and TA 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.

Ed served as project manager for 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.

North Carolina Office of the State Auditor

Independent Audit of the State IT Services EPMO (04/2007 to 06/2007)

Ed was the lead analyst for the North Carolina Office of the State Auditor in charge of conducting an independent evaluation of IT projects managed by the North Carolina Office of IT Services' EPMO. 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 the Medicaid North Carolina Families Accessing Services through Technologies, a program designed to improve the way North Carolina DHHS and county departments of social services do business. The Auditor's Office utilized the evaluation report to adjust their teams and processes, developing a plan based on the outcomes of our reporting.

Martin's Point Health Care

HIPAA Compliance Planning and Implementation (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) (now known as Change Healthcare) (1999 to 2005)

GHS is a leading provider of services to Medicaid agencies across the nation. Ed served as strategic project manager, technical writer, office manager, and training coordinator, which entailed developing and managing technical proposal preparation and writing; collaborating and developing strategy with senior management, the Medical Director, and staff pharmacist; providing company-wide management support for strategic project development; designing, developing, and authoring technical user documentation; and preparing and delivering training materials. As a result of the growth experienced while working as a strategic project manager, and in his office manager role, Ed oversaw a move of over 200 employees from one office into a larger office complex. His training role included developing trainings for systems such as prior authorization processes and customer service, and human resources related trainings for the pharmacies affiliated with GHS.

Iowa Department of Human Services (DHS)

Pharmacy Benefit Management Implementation Project Manager (06/2004 to 08/2005)

Ed served as technical project manager for the implementation of the Iowa Preferred Drug List/Prior Authorization project, working with DHS, Iowa's single state Medicaid agency. 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

Implementation Project Manager (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, working with DHHS, Maine's single state Medicaid agency. 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.

PUBLICATIONS AND 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, 2021, 2022, and 2023 reflections*



Hilary Foster Moles

RN, BSN, Prosci® CCP

Manager | Berry, Dunn, McNeil & Parker, LLC



PROPOSED PROJECT ROLE

General Project Manager

KEY QUALIFICATIONS

- 16 years of experience as a registered nurse (RN)
- 12 years of Medicaid-related experience, including nine years collaborating directly with state Medicaid agencies
- Prosci® Certified Change Practitioner

MEDICAID EXPERIENCE

12 years

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- BSN, West Virginia Institute of Technology
- Medicaid Learning Center (MLC) Certified Medicaid Professional (HIT + MCMP-II)
- Prosci® Certified Change Management Practitioner

Hilary Foster Moles is an RN and Manager in BerryDunn's Medicaid Practice Group with over 12 years of Medicaid experience supporting state agencies through federal compliance, certification, and enterprise program management initiatives. She brings extensive expertise in Payment Error Rate Measurement (PERM), Streamlined Modular Certification (SMC), compliance, Medicaid policy, and claims processing, supported by a strong clinical foundation and hands-on leadership across complex Medicaid enterprise environments.

EXPERIENCE

BerryDunn (04/2019 to present)

West Virginia Bureau for Medical Services (BMS)

PERM Project (04/2019 to current)

Hilary supports the project as a subject matter expert (SME). Hilary previously supported the project as the project and program manager, managing budgets and project deliverables and working closely with the client to help ensure the team fully meets the project requirements and expectations. This project includes support throughout all pre-cycle activities, validating claims payment or eligibility errors, researching error remedies, providing oversight for resolution of PERM errors cited for West Virginia, and supporting the Medicaid Eligibility Quality Control (MEQC) portion of the PERM review.

Quality Improvement Initiatives Program Manager (07/2022 to 12/2023)

As quality improvement initiatives program manager, Hilary provided project support in the areas of process improvement, best practices, and staffing allocations for the PERM, Advance Planning Document (APD) Assistance, and Medicaid Performance Management and Quality Assurance (MPMQA) Support Services projects.



Public Health Emergency (PHE) Support Project (10/2021 to 12/2024)

Hilary served as the project manager for the PHE Support project to assist West Virginia with the preparation, planning, and unwinding activities once the PHE ends. This project included tracking program flexibilities, assisting with the development of processes and initiatives to roll back current efforts, and supporting all PHE-related activities. Hilary managed budgets and project deliverables and worked closely with the client to help ensure the team met the project requirements and expectations.

State Plan Review and Support (SPRS) Project (09/2020 to 01/2021)

As a business analyst, Hilary worked with the project team to analyze the West Virginia Medicaid State Plan and assist the State to make process and document improvements for long-term policy compliance and sustainability.

COVID-19 Emergency Services Sub-Project (03/2020 to 10/2020)

Hilary supported the project with tracking of federal waivers, West Virginia Disaster Relief State Plan Amendments (SPAs), and other COVID-19-related legislative policy changes. Hilary researched and advised the client of other state policy implementations daily. She attended weekly Centers for Medicare & Medicaid Services (CMS) stakeholder calls and advised the client of noteworthy changes to help them stay current with the evolving changes during the PHE.

Medicaid Management Information System (MMIS) Fee Schedule and Edit Quality Review (04/2019 to 04/2023)

Prior to serving as program manager, Hilary served as a project SME completing analyses of the MMIS configuration of Medicaid benefits and prior authorization requirements in comparison to Medicaid policy. She completed an analysis of telehealth policies to identify opportunities to expand telehealth coverage for West Virginia. She has collaborated with BMS and Gainwell to evaluate claim edits to help ensure the MMIS setup and current processes comply with Medicaid policy and national standards.

Puerto Rico Medicaid Program (PRMP)

Enterprise Objective Monitoring and Control (EOMC) Services (03/2023 to present)

Hilary serves as program manager supporting the PRMP, overseeing the SMC Support Program, the Compliance Support Program, and the Program Management Office (PgMO) Domain Support Program.

In this role, she supports the certification of the MMIS Financial Module and will assist with upcoming certification efforts for Automated Verification Services (AVS) and Third Party Liability (TPL) implementations. Hilary also supports the Interoperability Support Project to coordinate and support PRMP engagement with managed care organizations (MCOs) and Medicare advantage organizations (MAOs) to address compliance with CMS Interoperability and Patient Access requirements.

She served as the TPL implementation support lead prior to becoming the program manager, providing guidance and support to PRMP to implement a TPL program and help ensure alignment with compliant TPL processes. Hilary previously led the TPL Roadmap sub-project



and supported the development of a roadmap to assist PRMP achieve its to-be vision for compliant TPL processes. She also provided PHE Unwind Support to PRMP through the unwinding efforts to help ensure compliance with CMS timeliness requirements.

Before assuming the compliance support program manager role in July 2024, Hilary provided project management services to PRMP as the PERM lead for PRMP's pilot PERM review working closely to help ensure and guide the team through the requirements and expectations. This project included both project management and subject matter expertise throughout the pre-cycle activities, validating claims payment or eligibility errors, researching error remedies, providing oversight for resolution of PERM errors cited for PRMP, and supporting the MEQC portion of the PERM review. PERM activities continue to be supported under the Compliance Support Program.

Washington State Health Care Authority (HCA)

PHE Unwind Project (03/2023 to 11/2023)

Hilary served as a SME for Washington's single state Medicaid agency, Washington State Health Care Authority. Hilary provided subject matter expertise and project support regarding PHE unwinding.

Kepro (09/2015 to 03/2019)

As the care coordinator lead and case manager, Hilary assisted in the development of local medical policies for the WV Medicaid program. She conducted training sessions for colleagues, providers, and physicians; provided case management to WV Medicaid members; and utilized InterQual and BMS criteria to determine medical necessity. Disciplines included hospice, home health, rehabilitation, and durable medical equipment.

West Virginia Medical Institute (02/2013 to 08/2015)

As a utilization review nurse, Hilary used InterQual and BMS criteria to determine medical necessity. Disciplines included acute care, imaging, hospice, and home health.

Charleston Area Medical Center (06/2009 to 02/2013)

With Charleston Area Medical Center, Hilary served as a Level II clinical nurse on the Labor and Delivery Unit and the Surgical Intensive Care Unit.



Crystal Fox

PMP®, Prosci® CCP

Senior Consultant | Berry, Dunn, McNeil & Parker, LLC



PROPOSED PROJECT ROLE

General Project Manager

KEY QUALIFICATIONS

- 13 years of MMIS operations and implementation experience
- 20 years of Medicaid-related experience working directly with single state Medicaid agencies

MEDICAID EXPERIENCE

20 years

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- Certified Project Management Professional® (PMP®)
- Medicaid Learning Center (MLC) Certified Medicaid Professional (HIT + MCMP-II)
- Prosci® Certified Change Practitioner (CCP)

Crystal Fox, a technical engineer and systems analyst, is a senior consultant in BerryDunn’s Medicaid Consulting Group. Crystal provides project management services for West Virginia’s Payment Error Rate Measurement (PERM) and Resource Integration Solutions for Enrollees (RISE) Procurement Assistance projects. Crystal has experience with financial system processing and requirements development and analysis. Crystal brings knowledge of Medicaid eligibility and enrollment criteria, and Medicaid Management Information System (MMIS) financial and claims processing systems from a technical and business perspective from both her consulting work and 13 years of experience working at DXC Technology, formerly Molina Healthcare. Crystal has helped clients achieve their project objectives in her roles as a subject matter expert (SME) and business analyst on MMIS operations and implementation.

EXPERIENCE

BerryDunn (10/2019 to present)

West Virginia Bureau for Medical Services (BMS)

RISE Procurement Assistance Project (08/2024 to present)

Crystal began the RISE project as a SME, before her current role as project manager, supporting the Bureau of Medical Services, West Virginia's (WV's) single state Medicaid agency. As a project manager, Crystal is responsible for the management of project objectives and resources and serves as a primary point of contact for project constraints that require escalation. Crystal 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. This project includes project management support,



subject matter expertise, procurement advisory services, Advance Planning Document (APD) development, and purchasing contract management support.

APD Assistance (06/2020 to 08/2020; 05/2023 to present)

Crystal serves as a SME for the APD Consulting Services project, supporting the strategic planning of APDs. In this role, Crystal assists the State team with processes for renewal and tracking progress in the development and submission of APD documents to Centers for Medicare & Medicaid Services (CMS), supporting the development, updates, and management of multiple APDs in support of funding for new Department of Human Services (DoHS) systems projects.

Previously, Crystal served as a business analyst for MMIS APD development and updates by updating expenditures and budget based on the previous prior requests to calculate a request for the current and upcoming years.

PERM Project (10/2019 to present)

Crystal began the PERM project as a SME, before her current role as project manager. As a project manager, Crystal is responsible for the management of project objectives and resources and serves as a primary point of contact for project constraints that require escalation. Crystal 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. Crystal drives milestone completion with consistent outreach to stakeholders and close monitoring of the project schedule and timeline. This project includes support throughout all pre-cycle activities, validating claims payment or eligibility errors, researching error remedies, providing oversight for resolution of PERM errors cited for WV, and supporting the Medicaid Eligibility Quality Control (MEQC) portion of the PERM review.

MMIS Fee Schedule and Edit Quality Review (10/2019 to 04/2023)

Crystal served as a project SME. Crystal reviewed documents and information compiled from policy as well as claim-related stored procedures and desk-level procedures (DLPs) to help ensure compliance with the State Medicaid Plan and State Medicaid provider manuals. Crystal also performed multi-state analysis of Medicaid policies and State Medicaid Plans/Amendments to identify opportunities for WV to expand covered services, reviewed the current MMIS configuration to support the Medicaid National Correct Coding Initiative (NCCI) editing, and reviewed MMIS system configuration to identify where the system does not match the current State Plan or Medicaid policy. Crystal also developed research summaries that provided the client with the findings of the reviews and recommendations to remediate.

Medicaid Enterprise System (MES) Modernization Strategy and Procurement (MSP) Project (02/2021 to 05/2022)

Crystal served as a project SME and research analyst, researching various states' Medicaid Module implementations and contracts. Crystal served on a team analyzing Vendor Request for Information (RFI) responses to provide estimated outcomes for the MES MSP team's strategic plan presented to the State.

Public Health Emergency Support Project (03/2020 to 06/2020)



Crystal served as a business analyst by researching the waivers and flexibilities implemented under the Coronavirus Aid, Relief, and Economic Security (CARES) Act during the Public Health Emergency (PHE). Crystal prepared summaries that project leads used to incorporate the research findings into presentations presented to the client.

Mountain Health Promise (MHP) Procurement Assistance (12/2019)

Crystal served as a project SME. Crystal supported the Operational Readiness Review (ORR) by performing secondary evidence review for the financial management section of the Request for Proposal (RFP) to help ensure that scoring, determinations, and findings were complete, accurate, and corroborated.

West Virginia Department of Human Services (DoHS)

Project Management Organization Services for the West Virginia Medicaid People's Access To Help (08/2020 to 02/2021)

Crystal served as a project SME for financial management and Flexi financial module reviews by providing insight into the Flexi functionality and feedback based on the scheduled deployment approach of the vendor.

Child Welfare Initiatives Project Management Services (06/2020 to 08/2020)

Crystal supported this project and served as a business analyst and project coordinator. Crystal scheduled meetings, captured notes during meetings, researched requirements for the development of a performance-based contract RFP for the Bureau for Children and Families' child placing agencies, and updated the RFP document based on reviews and feedback received during the requirement gathering sessions for the project.

West Virginia Children's Health Insurance Program (WVCHIP)

CHIP Out-of-Pocket Maximum (MOOP) Project (02/2021 to 10/2023)

Crystal served as the project manager for the MOOP project, assisting the State team with the planning activities for the MOOP solution. In this role, Crystal communicated with the State and vendor partners, reviewed deliverable documents, and facilitated meetings between the organizations. Crystal managed budgets, timelines, and project resources to help ensure the project remained compliant with federal and State regulations.

Managed Care Organization (MCO) Transition Planning Project (02/2021 to 04/2023)

Crystal served as the project manager for the MCO Transition Planning project where she assisted the State team in the daily operations and oversight of the MCOs that are transitioning the CHIP fee-for-service population to an MCO-based population. In this role, Crystal communicated with the State and vendor partners regularly, reviewed deliverable documents, analyzed enrollment reports, and facilitated meetings between the organizations. Crystal managed budgets, timelines, and project resources to help ensure the project remained compliant with federal and State regulations.

Colorado Office of the State Auditor (OSA)

Medicaid Recovery Audit Contractor (RAC) Program Evaluation (08/2023 to 03/2024)



Crystal served as a project SME providing research assistance to evaluate the design and operation of the RAC program for compliance with applicable federal requirements. Crystal reviewed other states' RAC programs policies and state plans to identify program features in comparison to the Colorado program.

Arizona Health Care Cost Containment System (AHCCCS)

Forensic Auditing and Accounting (04/2023 to 12/2023)

Crystal served Arizona's state Medicaid agency as a lead for claims analysis of claims processes and procedures and potential program integrity risks and review of payment activity post reimbursement to providers. Crystal provides analysis of findings to provide process recommendations for process improvements and timely detection and prevention of fraud waste and abuse.

Puerto Rico Medicaid Program (PRMP)

Enterprise Objective Monitoring and Control (EOMC) Services (08/2020)

Crystal served Puerto Rico's state Medicaid agency as a business analyst for the Medicaid Enterprise Organizational Structure (MEOS) sub-project by reviewing other agencies' Medicaid population and organizational structures and comparing them to the proposed organizational structure for Puerto Rico to support BerryDunn's recommendations.

DXC Technology/Molina Healthcare (MMS)/Unisys (04/2006 to 06/2019)

Svc Info Developer III (06/2016 to 06/2019)

Crystal served New Jersey's single state Medicaid agency, the Department of Human Services (DHS) by translating business requirements to system functionality. Crystal developed use case elaborations and business rules using industry best practices and designed unit test cases to help ensure the system was compliant with business rules and requirements. Crystal managed changes to base lined system requirements using established project change control processes and tools. Crystal wrote and executed SQL queries to validate data and troubleshoot results where applicable.

MITA Financial Systems Analyst III (02/2011 to 06/2016)

Crystal served WV's single state Medicaid agency (BMS), New Jersey's single state Medicaid agency (DHS), and Idaho's single state Medicaid agency (the Department of Health and Welfare) by collaborating with teams to analyze financial business processes. Crystal designed and documented system functionality using industry standard use cases. Crystal specialized in all phases of financial processes including, but not limited to; accounts payable/receivable, general ledger, claim payment, 1099 processing. Crystal managed changes to system requirements using established project change control processes and tools to include, but not limited to Application Lifecycle Management (ALM).

Systems Analyst 5-Financial Analyst (04/2006 to 02/2011)

Crystal served WV's single state Medicaid agency (BMS) by supporting the operational financial processing and reporting. Crystal collaborated closely with the client to understand the business needs and gather requirements/specifications for the project. Crystal designed and implemented



enhancements/modifications for the HealthPAS-Financial system to include conducting research and analysis on testing results to help ensure accuracy. Crystal resolved production support issues for the HealthPAS-Financials system as needed.



Hailey Holden



Staff Consultant | Berry, Dunn, McNeil & Parker, LLC

PROPOSED PROJECT ROLE

General Project Manager

KEY QUALIFICATIONS

- Over 10 years of experience providing solution-focused coordination
- Over five years of successful development, design, and implementation of business processes, education, and training

MEDICAID EXPERIENCE

3.5 years

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- BA, Psychology, Purdue University

Hailey Holden is a leadership-driven professional with more than 10 years of experience creating solution-focused and collaborative partnerships in large volume and high stress situations. She is an excellent communicator with a passion for positive change and brings a variety of skills such as timeline management, schedule deconflicting, client-contractor coordination, personnel and resource management, data and project management, event planning and marketing, recruitment, and process improvement.

EXPERIENCE

BerryDunn (07/2022 to present)

Hailey is a consultant for BerryDunn's Medicaid Practice Group. Hailey supports a variety of practice group initiatives, including:

- BerryDunn Medicaid Learning Center
- West Virginia Operations Improvement Team

West Virginia Bureau for Medical Services (BMS)

West Virginia Engagement Coordinator (07/2022 to present)

As the engagement coordinator, Hailey has supported BerryDunn leadership in change management across the engagement and provided a fresh perspective for improving internal and client processes emphasizing quality and consistency. Hailey has led the engagement in process automation, assisting with the design, implementation, and user training for several enterprise applications. She has designed and maintained a variety of trackers, budgets, and data stores used across the engagement, promoting an organized and efficient approach for enterprise management. Hailey manages and processes staffing requests and service level agreements for the engagement helping to ensure data quality and accurate reporting.

Advanced Planning Document (APD) Assistance (05/2023 to present)



Hailey assists in compiling, tracking, and reviewing a variety of APDs. Hailey also provides project management support and assists with aligning APD submissions with engagement initiatives.

Organizational Development (OD) Project Phase II (06/2024 to 06/2025)

Hailey served as a subject matter expert in instructional design and training. She supported the research, design, and development of four onboarding courses for the client. Hailey created visual assets including icons, informational graphics and videos to support user learning.

Partnership Management Support Project (12/2023 to 06/2024)

Hailey assisted with leverage and reuse initiatives and provided project management support.

Provider Management Support Project (01/2023 to 10/2023)

Hailey worked on leverage and reuse initiatives for West Virginia and the United States Virgin Islands, including support with compiling and reviewing APDs.

El Paso County Department of Human Services (04/2021 to 07/2022)

Hailey served as an adolescent lead social caseworker IV to provide intensive casework services to families and children. She developed productive working relationships with reluctant clients, establishing positive rapport and creating collaborative partnerships between all involved parties. Hailey successfully identified clients' needs to create and implement solution-focused plans of action to meet and exceed those needs. Additionally, Hailey helped to ensure the successful completion of short- and long-term goals by monitoring and documenting progress toward client goals. She conducted research, investigation, and strategic decision-making to help ensure proper reporting, prosecution, and handling of child abuse and neglect reports. Hailey also performed assessments of new cases, referred clients to appropriate resources, and provided accurate updates and testimony in court hearings and mediations. Her efforts resulted in a substantial decrease in repeat infractions. During her tenure, Hailey acted in a supervisory role to members of the casework team, providing feedback, continuous education, and training to other caseworkers.

Lake County Court Appointed Special Advocate (CASA) Program (04/2016 to 04/2021)

Hailey served as a Lake County CASA who advocated for the best interests of abused and neglected children involved in child welfare proceedings. She provided representation and testimony in open court on behalf of the client's best interest, collaborated with the local Department of Child Services and service providers, and led and trained volunteers to properly conduct case management supporting the best interests of clients. Hailey played an integral in the development of the organization. She worked alongside program leadership for annual goal setting and tracked the completion of milestones, facilitating the organization's strategic goals. Hailey pioneered creative strategies for the recruitment, training, and management of over 100 community volunteers. Hailey conducted an extensive analysis of program training content and protocols and transformed an outdated in-person training protocol into a tailored and refreshed eLearning program to continue the training of community volunteers during the COVID-19 pandemic. She also initiated the conversion of physical client files and demographic information to a secure web-based data store and case management system, allowing for the compilation of statistical data that best represented the organization. Her contribution allowed for a marked



increase of both state and national grant funding for the program. Additionally, Hailey planned and conducted education-focused community outreach events, developed and implemented marketing plans for recruitment, and designed refreshed marketing materials for the program to increase community education and awareness.

Second Chance for Pets Network (01/2015 to 01/2017)

As a member of the Board of Directors, Hailey provided oversight to help meet the organization's strategic goals, and managed strategies for the recruitment, training, and management of volunteers. She evaluated business and fiscal plans to help ensure the proper running of the organization, organized social media campaigns, and hosted fundraisers for over 400 people.



Matthew Oatten

BA

Consultant | Berry, Dunn, McNeil & Parker, LLC

PROPOSED PROJECT ROLE

General Project Manager

KEY QUALIFICATIONS

- 7+ years of project management experience
- 3+ years of experience writing, reviewing, and submission of status reports, Statements of Work (SOWs), Requests for Proposals (RFPs), and Advanced Planning Documents (APDs).

MEDICAID EXPERIENCE

4 years

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- BA, Communication, Michigan State University
- Medicaid Learning Center (MLC) Certified Medicaid Professional (HIT + MCMP-II)



Matthew Oatten is a problem-solving, results-oriented project manager with seven years of experience managing multiple projects while maintaining deadlines, project budgets, and providing consistent communication to clients. He has proven to take the initiative to generate more efficient practices, and retains strengths in time management, maintaining client relationships, and organizational skills. Matthew provides dedicated and outstanding service to clients through effective interpersonal communication, exceeding expectations, and continually developing professionally.

EXPERIENCE

BerryDunn (07/2022 to present)

West Virginia Bureau for Medical Services (BMS)

Advanced Planning Document (APD) Assistance (06/2025 to present)

Matthew serves the APD Assistance project by providing business analysis (BA) support. Matthew provides support to the APD team by managing the full APD lifecycle. He leads APD submission efforts by writing narrative language, coordinating stakeholder input, ensuring compliance with program requirements, helping to ensure project budgets are accurate, and preparing the APD package for State submission to Centers for Medicare & Medicaid Services (CMS).

Payment Error Rate Measurement (PERM) Project (11/2024 to present)

Matthew serves the PERM project providing BA and project coordination (PC) support. Matthew provides support in various areas, including meeting notes, artifact research, tracking project milestones, action items, risks/issues, and decisions. He also assists on project duties surrounding Data Processing (DP) and Medical Records (MR) by tracking and progressing Additional Documentation Requests (ADRs) from the Review Contractor (RC) and Statistical Contractor (SC) through to completion.



WV Resource Integration Solutions for Enrollees (WVRISE) Project (07/2022 to present)

Matthew serves the WVRISE project by providing BA and PC support. Matthew provides support to the WVRISE team in various areas including meeting notes, artifact research, tracking project milestones, action items, risks/issues, decisions, and maintaining project budgets. Matthew assists in the development of deliverables for contractual obligations, such as project status reports, SOWs, RFPs, APDs, and project closeout summaries. He also assists in the development, organization, and process flow of requirements for joint requirement planning (JRP) sessions with the client.

Matthew served as the project lead for the MES Purchasing Contract Management Support Subproject; a project focused on process improvement activities for the State. The project assisted in streamlining purchasing processes, researched procurement best practices, and provided aid to the State in meeting several of its identified purchasing goals.

Medicaid Enterprise Data Solution (EDS) Implementation and CMS Certification Project (07/2022 to 06/2025)

Matthew served the EDS project providing BA and PC support. Matthew provided support to the EDS team in various areas, including meeting notes, artifact research, tracking project milestones, action items, risks/issues, decisions, and maintaining project budgets. He also assisted in the development of deliverables for contractual obligations such as project status reports, SOWs, APDs, and project closeout summaries.

Arizona Health Care Cost Containment System (AHCCCS)

Forensic Auditing and Accounting (05/2023 to 03/2024)

Matthew served the Forensic Auditing and Accounting project providing BA and PC support for Arizona's single state Medicaid agency. Matthew provided support to the AHCCCS task order in various areas including meeting notes, tracking and completing action items, keeping the client informed, and helping ensure the project met its goals and objectives.

Concentra Health Services (01/2019 to 06/2022)

Matthew 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 while meeting timelines. Matthew 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 to achieve company strategic goal for three months of manager vacancy.

Michigan State University (MSU) Cheer and Dance (08/2018 to 07/2022)

Matthew worked as assistant cheer and dance coach to co-manage operations of a D1 athletic team of 80 co-ed athletes. He assessed athlete performance while providing training to develop skill sets in compliance with National Collegiate Athletic Association (NCAA) and MSU Athletic



Department safety protocols. He facilitated travel, sporting, marketing, and community events to engage athletes, donors, and fans nationwide.

Michigan State University (MSU) (03/2014 to 05/2017)

Matthew 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.



Shelly Schram

CAPM®

Senior Consultant | Berry, Dunn, McNeil & Parker, LLC



PROPOSED PROJECT ROLE

General Project Manager

KEY QUALIFICATIONS

- 20 years of healthcare and non-profit experience
- 10+ years of project management experience
- Six years of Medicaid consulting experience
- Managed major gift (\$10M+) prospects for special projects

MEDICAID EXPERIENCE

7 years

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- BBA, Computer Technology, University of Nebraska at Omaha
- Certified Associate in Project Management® (CAPM®), Project Management Institute®
- Medicaid Learning Center (MLC) Certified Medicaid Professional (HIT + MCMP-II)

Shelly Schram is a senior consultant in BerryDunn's Medicaid Practice Group (MPG) with excellent organizational, problem-solving, and analytical skills. She brings over 20 years' experience optimizing productivity, efficiency, and service quality across various environments. Shelly provides business analysis, research, requirements definition, fact-finding, procurement support, and project coordination for state and local agency projects to promote project success.

EXPERIENCE

BerryDunn (01/2019 to present)

West Virginia Department of Human Services (DoHS)

Medicaid Enterprise Data Solution (EDS) Implementation and Centers for Medicare & Medicaid Services (CMS) Certification (06/2021 to present)

Shelly provides federal regulatory and certification subject matter expertise on the project. Her work entails reviewing deliverables, including business/technical design documents and system specifications, for quality, compliance with contractual requirements, and alignment with industry standards and best practices and identifying issues and providing recommendations for remediation; in support of the State's preparation of CMS Streamlined Modular Certification (SMC).

Project Management Organization Services for the West Virginia Medicaid People's Access To Help (06/2020 to 06/2024)

Shelly supported the project activities related to the new West Virginia Integrated Eligibility Solution (IES) to consolidate and integrate DoHS program service systems into a single



enterprise. She assisted with requirements definition, design (configuration), testing, and the certification and compliance teams.

West Virginia Bureau for Medical Services (BMS)

Payment Error Rate Measurement (PERM) Project (06/2019 to present)

Shelly serves as a subject matter expert (SME) for the project. She focuses on identified error life cycles, tracking requests, data analysis, corrective actions, and Corrective Action Plans (CAPs). Shelly also works closely with the Medicaid Eligibility Quality Control (MEQC) team, developing and maintaining the pilot planning document for the State to identify vulnerable or error-prone areas. In addition, she tracks errors identified in PERM “off-years” through the MEQC review process and helps identify corrective measures and tracks implementation before PERM reviews begin. Shelly has developed many proactive processes to streamline PERM and MEQC tasks to assist the State with tracking errors and case level data entry.

Third-Party Liability (TPL) and Recovery Audit Contractor (RAC) Reprocurement (April 2025 – present)

Shelly serves as a SME for the WV TPL/RAC project, leading research and analysis of federal and collaborative procurement requirements and conducting comparative assessments to guide Request for Proposal (RFP) development. Facilitates stakeholder engagement, oversees project documentation, and supports compliance validation for vendor contracts. Provides strategic insights on emerging technologies and best practices in TPL operations to help ensure alignment with program integrity objectives.

TPL Options Analysis and Procurement Assistance Project (04/2019 to 03/2022)

Shelly served as the project SME for the TPL project. She focused on business analysis, project coordination, and management tasks. As a SME, Shelly supported deliverable development, requirements definition, conducted research on federal and state guidance, and performed gap analysis between the RFP and State-identified requirements.

Enterprise Program Management Office (EPMO) (01/2019 to 10/2021)

Shelly supported the EPMO project with business analysis, project coordination, and management tasks. She worked with the State to maximize productivity and developed State-approved templates used across the engagement. Shelly also worked as a SME for Advance Planning Documents (APDs) in development and updated project narratives and timelines.

Puerto Rico Medicaid Program (PRMP)

TPL Implementation (12/2024 to present)

Shelly serves as the SME for the TPL project. She focuses on business analysis, project coordination, and management tasks. As a SME, Shelly supports deliverable development and requirements definition. She also conducts research on federal and state guidance.

Enterprise Data Warehouse (EDW)/Business Intelligence (BI) Project (02/2024 to present)

Shelly serves as a certification SME for the project. She leads the certification process, helping ensure compliance with data governance, security, and regulatory requirements. Shelly



collaborates with cross-functional teams, including data architects and business analysts to define certification criteria and help ensure alignment with business objectives.

New Jersey Department of Division of Medical Assistance & Health Services (DMAHS)

Provider Management Module (12/2022 to present)

Shelly is a business analyst and SME on the certification team working alongside NJ's single state Medicaid agency, in collaboration with the New Jersey Implementation Team Organization (ITO), for the provider module. Her main focus is providing specialized knowledge and expertise to the State relating to CMS SMC.

CHI Health Foundation (08/2018 to 01/2019)

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

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

Development Project Specialist (01/2016 to 08/2018)

In this role, Shelly developed, maintained, and monitored detailed project schedules, including timelines, workflow, budgets, personnel, and resources. She researched high-profile donors via online data sources for the executive director and Senior Vice President of Development, and coordinated events hosted by National Development. During this time, Shelly also began integration of the Blackbaud Luminate Online system. For this project, she coordinated and took lead in helping to ensure timely completion. In addition to integration, she began the process of building online campaigns with matching appeals.

Training and Evaluation Data Specialist (05/2013 to 01/2016)

Shelly managed data files to help ensure accuracy and security. She summarized the results of training and evaluation activities; organized and prepared high-quality reports, graphs, and charts of departmental activities; and constructed and maintained staff evaluation and program fidelity instruments.

Project Support Specialist (12/2011 to 05/2013)

Shelly assisted with the migration of three databases into one newly created customer relationship management (CRM), assisting with accurately mapping data fields and migrating 7.3 million donor records. She researched foundations, organizations, and individuals using several online databases to compile into a constituent report.

Data Analyst (04/2008 to 12/2011)



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



Derica Smith

MPH

Senior Consultant | Berry, Dunn, McNeil & Parker, LLC



PROPOSED PROJECT ROLE

General Project Manager

KEY QUALIFICATIONS

- Over 14 years of health and human services (HHS) experience
- Experienced in developing state regulations and legislation, policy manuals and briefs, and program memoranda with the federal government
- Experienced in Program Integrity and policy requirements

MEDICAID EXPERIENCE

10 years

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- MPH, Health Policy and Management, Florida Agricultural and Mechanical University
- BS, Health Science, Florida Agricultural and Mechanical University

Derica Smith is a professional consultant with more than a decade of experience overseeing multifaceted healthcare-related projects, including five years of federal HHS experience. Her skills include project management, developing detailed communications, organizing learning events, interfacing with stakeholders, data and policy research and analysis, and meeting compliance requirements.

EXPERIENCE

BerryDunn (07/2022 to present)

West Virginia Bureau of Medical Services (BMS)

1915(c) Children with Serious Emotional Disturbance (CSED) Waiver Development Project (09/2024 to present)

Derica serves as a Medicaid subject matter expert (SME) for the CSED project by updating waivers, policy manuals, and other technical assistance items; assisting with the development of waiver amendments (as needed) and supporting the State with developing a monitoring and compliance approach for CSED.

Payment Error Rate Measurement (PERM) Project Phase II (01/2023 to present)

Derica serves as a PERM SME who focuses on validating data processing and eligibility errors, researching error remedies, and providing recommendations for the resolution of PERM errors cited for West Virginia to reduce the error rate, which impacts the federal match the State receives.

Puerto Rico Medicaid Program (PRMP)

PERM RY 2026 Phase III | June 9, 2026



Advanced Planning Document (APD) Assistance (09/2024 to present)

Derica serves as a senior consultant assisting with preparing APDs. In this role, she assists with updating the APD narratives and budget templates for submission to the Centers for Medicare & Medicaid Services (CMS) in support of funding for new PRMP systems projects.

PERM Project (05/2022 to present)

Derica serves as project manager responsible for overseeing the project team, helping to ensure that project deliverables are completed timely, tracking the project budget and project decisions, and monitoring for risks and issues. She also communicates with the client and facilitates regular meetings. In addition, she provides SME support and guidance.

Medicaid Information Technology Architecture (MITA) Single State Assessment (SS-A) Project (4/2023 to 9/2023)

Derica served as a senior business analyst supporting the PRMP MITA SS-A, where she collaborated with PRMP MITA stakeholders to complete the SS-A, co-lead the development of the MITA outcomes to assist in the assessment of each MITA business area, and supported the development of the annual MITA Investment Strategy report.

Minnesota Department of Human Services (DHS)

1115 Waiver for Justice-Involved Individuals (09/2024 to 03/2025)

Derica served as senior consultant assisting with research, developing deliverables, attending client-facing meetings, and assisting with meeting notes.

Hawai'i Department of Humans Services, Med-Quest Division

Organizational and Business Process Redesign (9/2024 to 03/2026)

Derica served as a senior consultant supporting the State with conducting quality reviews of sample eligibility cases for CMS' Medicaid Eligibility Quality Control Program (MEQC) program.

OptumServe Consulting/The Lewin Group (02/2019 to 07/2022)

Derica served as senior consultant who managed multiple healthcare management initiatives: the CMS Home and Community Based Services Special Populations Project, UnitedHealth Group STOP COVID Program, Vaccine Outreach Implementing Community Engagement Program, CMS PERM Statistical Contractor Project, and the CMS Transforming Clinical Practice Initiative Project. Her duties ranged from developing task deliverables such as toolkits, white papers, issue briefs, presentations, and environmental scans; allocating resources (including personnel and budgets); coordinating subcontractors; and organizing virtual and in-person learning events. She also served as PERM data manager for multiple states, managing quarterly processing of Medicaid and Children's Health Insurance Program (CHIP) claim data, overseeing the quality control review process, and sampling of claims for data processing, medical record, and eligibility reviews.

Anthem, Inc. (07/2018 to 02/2019)

Derica served as project manager for the District of Columbia and Maryland Medicaid compliance program markets, which included building and maintaining project work plans and



helping ensure project deliverables were met within established time frames and budgets. She balanced compliance requirements with contractual obligations; developed tools to identify, manage, and mitigate regulatory and/or compliance vulnerabilities; and prepared materials such as external audits, site reviews, accreditation, and required submissions to regulatory or oversight bodies. Derica also analyzed and interpreted data, metrics, and other information to build presentations and other formal briefing documents for management and the SMA.

Council for Affordable Quality Healthcare, Inc. (CAQH) (01/2018 to 07/2018)

Derica served as a project associate who examined and developed operating rules related to electronic information exchange to assist the healthcare industry with streamlining their day-to-day business practices. She managed the development of project tasks, external-facing presentations, and discussion materials related to the organization's initiatives and industry trends for monthly multi-stakeholder committee meetings with over 30 participants. Working collaboratively with management, she identified, documented, planned, and coordinated project tasks and milestones using detailed work plans. She developed various progress reports and helped ensure corrective actions were taken as needed for successful project completion.

National Academy for State Health Policy (12/2016 to 09/2017)

Derica served as a policy associate who managed federal projects and was a policy content expert on various policy topics. She used qualitative research methods to analyze state programs and developed a variety of written deliverables and online publications for both internal and external audiences. This included authoring or co-authoring case studies and articles used by state health officials for educational and training purposes; and developed and executed a national webinar with over 150 attendees and an in-person learning session with over 40 attendees for state-to-state learning and exchange. She conducted in-depth policy research and analysis on health policy topics related to women and children's health and provided technical assistance to five states in the areas of maternal and infant health.

Florida Agency for Health Care Administration (04/2011 to 12/2016)

Derica served as a government operations consultant for the Florida Agency for Healthcare Administration, Florida's single state Medicaid agency. Derica served both internal and external stakeholders by evaluating and developing state regulations and legislation, policy manuals and briefs, and program memoranda in reference to Medicaid program impact, resolving programmatic issues and providing technical assistance. Her policy consulting work involved analyzing program vulnerabilities, Medicaid reimbursement rates, and relevant policies; and monitoring compliance and creating action plans to resolve issues. She developed and presented policy recommendations both written and verbal. During her time at the agency, Derica successfully managed two statewide non-emergency medical transportation contracts exceeding \$11 million.



Kristine West

BSN, RN, CPC, CPMA, CPIP

Senior Consultant | Berry, Dunn, McNeil & Parker, LLC



PROPOSED PROJECT ROLE

General Project Manager

KEY QUALIFICATIONS

- Fraud, Waste & Abuse Prevention & Mitigation
- Medicaid Compliance Oversight
- Program Integrity Leadership & Governance
- Audit Strategy, Risk Management & Corrective Action
- Policy Development & Regulatory Alignment
- Cross-Functional Leadership
- Executive Collaboration
- Ethics, Accountability & Transparency

MEDICAID EXPERIENCE

14 years

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- BSN, Aspen University
- AD, Applied Science in Nursing, Rose State College
- Registered Nurse (RN), State of Oklahoma
- Certified Professional Coder (CPC), American Academy of Professional Coders (AAPC)
- Certified Professional Medical Auditor (CPMA), AAPC
- Certified Program Integrity Professional (CPIP), Medicaid Integrity Institute (MII)

Kristine West is a senior healthcare executive with 15 years of progressive leadership in Medicaid compliance, program integrity, and healthcare audit operations. She is adept at navigating complex regulatory landscapes, aligning state Medicaid programs with CMS requirements, and leading enterprise-wide strategies to mitigate risk and promote accountability. She is known for driving organizational transformation through data-informed decision-making, cross-agency collaboration, and regulatory foresight. Kristine has a proven ability to lead high-performing teams, direct federal and state audit initiatives, and serve as a trusted advisor to executive leadership, policymakers, and oversight bodies.

EXPERIENCE

BerryDunn (01/2026 to present)

Kristine is a senior consultant in BerryDunn’s Medicaid Practice Group.

Oklahoma Health Care Authority (04/2011 to 11/2025)

Kristine supported Oklahoma’s single State Medicaid Agency, the Oklahoma Health Care Authority in a variety of roles.

Chief of Compliance (07/2025 to 11/2025)



Kristine was appointed to lead agency-wide regulatory strategy, ensuring adherence to federal and state Medicaid requirements, CMS regulations, and internal audit standards. She directed comprehensive compliance initiatives, fraud prevention strategies, and policy alignment across programs and other state agencies. She also oversaw internal and external audits, risk assessments, and corrective action plans, reducing organizational risk and enhancing regulatory readiness. She collaborated with executive leadership, legal counsel, and operational divisions to embed on a culture of accountability, transparency, and ethical performance. Kristine provided compliance training, strategic guidance, and oversight to cross-functional teams, executive stakeholders, and operational staff. She represented the agency in formal communications with CMS and other oversight regulatory bodies. She also retained full leadership scope and responsibilities from her former position.

Senior Director of Program Integrity & Accountability (06/2023 to 06/2025)

Kristine directed and oversaw all audit operations across five key units: Clinical Provider Audits, Data Analytics & Payment Accuracy, Member Investigations, State & Federal Audits, and System Integrity. She directed federally mandated audits (e.g. PERM, MEQC, PAM) with tremendous success and served as liaison with CMS, contractors, and healthcare providers. She also served as subject matter expert on audit planning, risk assessments, SoonerSelect compliance and reporting, and Medicaid program integrity.

Additionally, she collaborated with internal and external stakeholders in all aspects of audit activities and risk assessments for the agency to reduce risk and promote federal and state compliance. She served as an expert witness in criminal and civil proceedings related to fraud, waste, and abuse. She also served as subject matter expert for Program Integrity and Compliance for State of Oklahoma. Kristine actively participated in the development and revision of the Oklahoma Administrative Code. She oversaw and directed all aspects of federally mandated audits.

As part of her role, Kristine developed and directed corrective actions plans for the Oklahoma Health Care Authority and other state agencies as warranted in relation to audits and findings. She coordinated and corresponded with the Centers for Medicare and Medicaid Services (CMS), federal contractor(s), other state agencies, and healthcare providers regarding the performance of audits and compliance reviews. She provided oral and written presentations to the audit committee, CMS, and other parties upon request regarding audit plans and associated results. She also managed the Performance Management Process for all audit staff, developed job accountabilities, designated accountability priority, performed employee evaluations, documented performance and conveyed results to employees, and created employee development plans. Kristine developed and began the implementation of compliance plans and standards for Oklahoma's single state agency responsible for administering the Medicaid program.

Director, Clinical Provider Audits (07/2020 to 06/2023)

Manager, Clinical Provider Audits (10/2015 to 06/2020)

Kristine was promoted to director after serving as manager for Clinical Provider Audits, the unit responsible for performing all comprehensive, clinical audits for the State of Oklahoma. She retained oversight of the Clinical Provider Audits unit, expanding scope and strategic responsibilities in alignment with Oklahoma's transition to managed care. She led clinical audit



operations, collaborated with federal and state partners, and provided strategic consultation on fraud, waste, and abuse prevention. She also directed surveillance and utilization reviews to identify and address potential fraud, waste, and abuse by Medicaid providers. She led and reviewed comprehensive audit plans, managed caseload from intake through appeals, ensuring alignment with standards of care, state and federal regulations, and applicable Oklahoma policy.

Kristine served as an expert witness in legal proceedings related to audits and fraud investigations, collaborating closely with the OAG/MFCU on evidence and testimony. She acted as the primary liaison with Oklahoma's Unified Program Integrity Contractor (UPIC), coordinating audits and compliance initiatives. She also developed comprehensive audit plans based on risk analysis, data trends, and investigative processes. Kristine advised on managed care inquiries from contracted entities/managed care organizations including Program Integrity and Compliance directives, interpreting regulations, audit findings, and medical necessity standards.

In addition, Kristine oversaw training and quality assurance of physician consultants and clinical auditors. She provided oral and written reports to agency leadership, CMS, and external partners on audit findings, credible allegations of fraud, and compliance risks. She represented Oklahoma in external audits (e.g. CMS, federal contractors) and ensured state compliance with reporting mandates. She also contributed to internal policy development, quality improvement initiatives, and multi-agency workgroups.

RN Medical Audit Supervisor (11/2013 to 09/2015)

Kristine provided training and supervision of the clinical audit team. She participated in the development of audit plans, audit processes and programs, tracking audit progress, and coordinating staff assignments to ensure timely and accurate completion. She also led on-site audits and ensured that all team members were able to manage the review. She conducted comprehensive supervisory reviews of audit findings, audit reports, and supporting documentation. She also corrected and made improvements to the necessary elements of the report, findings, and comprehensive worksheets. Kristine conducted internal audits to help develop productivity requirements. She also coached and trained team members and completed annual performance evaluations of her team.

RN Medical Audit Specialist (11/2012 to 10/2013)

Kristine conducted comprehensive clinical audits of healthcare providers using clinical expertise, proficiency in coding principles, and application of applicable policies. She performed verification of provider credentials and ensured providers were properly contracted, licensed, and working within scope of practice. She also performed extensive reviews and research to ensure accuracy of audit results, as extensive knowledge of various fields of medicine and care is required to complete each review adequately and with confidence of the findings, Kristine referred cases to internal and external entities, as appropriate, under direction of management team. She also prepared detailed audit reports and supporting documentation and audits for appeals processes: reconsideration and formal appeal. She also closed cases per department protocols.

Exceptional Needs Coordinator/Nurse Care Manager (04/2011 to 10/2012)



Kristine completed case management of complex SoonerCare members. She identified medically complex and special health care needs through incident reports, verbal and written agency interfaces, provider referrals, and other state agency referrals. She also coordinated and communicated with community support and social services systems to link members with needed services, in addition to resolving eligibility issues of select members. She completed assessments and case management activities of assigned SoonerCare members based on applicable program requirements and/or high-risk circumstances.

Peters Agency Care Management & Provider Services (08/2010 to 04/2011)

Healthcare Innovations Private Services (09/2008 to 07/2010)

Case Manager/Transition Coordinator (09/2008 to 04/2011)

Kristine led and directed an interdisciplinary team to develop comprehensive plans and goals. She completed Uniform Comprehensive Assessment Tools to establish acceptable service plans, service plan goals, and appropriate interventions to promote safety and continued residence in community for members who were nursing facility level of care. She also communicated with members and informal support through telephone assessments and home visits to verify appropriateness of care and safe, effective delivery of services. She developed and maintained strict safety plans to promote physical, social, and emotional safety.

In addition, Kristine coordinated the care and resources necessary to meet the needs of the members and their informal support systems. She maintained accurate documentation and billing logs for all services performed. She also assigned responsibility of completing internal audits of documentation and billing logs for colleagues monthly through random selection processes.

Home Health/Skilled Nurse (09/2008 to 04/2011)

Kristine provided nursing services including skin care, wound care, medication assistance and/or administration, safety transfers, and coordination with physicians and other health care providers as necessary. She also obtained orders for delivery of care requiring prescription. Kristine's other responsibilities included nursing interventions such as crisis planning, safety measures and protocols, comfort care, education, and coordination of care. She conducted supervisory visits of licensed (LPN and RN) and unlicensed personnel (PCA, CNA) and trained licensed and unlicensed personnel to ensure safe and consistent delivery of care.

OU Medical Center (02/2008 to 09/2008)

As a staff RN, Kristine performed routine nursing tasks while adhering to standards of care and acceptable nursing process. She also served as lead RN/charge nurse.



Anna Beatriz Banks



Administrative Assistant | Berry, Dunn, McNeil & Parker, LLC

PROPOSED PROJECT ROLE

Project Management Support Staff

KEY QUALIFICATIONS

- Over four years' experience in administrative roles.
- Experienced in coordination, organization, and agenda creation.

RELEVANT EXPERIENCE

4 years

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- Psychology, Minor in Spanish, Worcester State University (*in progress*)
- Psychology, Quinsigamond Community College

Anna Beatriz Banks is a meticulous administrative assistant with a solid foundation in customer service. She is known for coordinating multiple responsibilities in fast-paced environments while maintaining a high standard of accuracy in data entry and analytical tasks.

EXPERIENCE

BerryDunn (03/2025 to present)

Anna is part of BerryDunn's consulting support services team, assisting project teams with administration and coordination tasks.

Telefluent Communications (07/2022 to 02/2025)

As a senior administrative assistant, Anna was responsible for coordinating meetings and conferences, managing logistics and vendor access, and maintaining the office. She compiled and analyzed data for daily, weekly, and monthly reports shared company-wide; managed shared inboxes; prepared weekly department meeting agendas; and acted as backup for teammates' reports.

Celedon Law (02/2022 to 06/2022)

Anna managed client payments, processed and mailed invoices, and maintained accurate records. She scheduled appointments for new clients, coordinated paperwork, managed multiple phone lines, and responded to client inquiries via phone, email, and automated text system. She also coordinated remote court sessions within office conference rooms and assisted with room scheduling for client meetings and collaborated with the team to prepare for and participate in weekly meetings.



Caitlin Cabral

BA

Writer/Editor | Berry, Dunn, McNeil & Parker, LLC



PROPOSED PROJECT ROLE

Project Management Support Staff

RELEVANT EXPERIENCE

6 years

KEY QUALIFICATIONS

- Over six years of technical writing and editing experience
- Over four years of experience developing and delivering business writing education to various consulting audiences
- Poynter ACES-certified editor with experience working on a variety of documents, including project reports, presentations, meeting notes, and communication materials

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- BA, Psychology, University of Hartford
- Poynter ACES Certificate in Editing

Caitlin Cabral is a Poynter-ACES-certified member of the BerryDunn Editorial/QA (EQA) team who has demonstrated experience in project management, copyediting, and teaching others business writing skills. She is a self-motivated learner who has helped develop EQA’s service offerings and educational materials and practices.

EXPERIENCE

BerryDunn (09/2021 to present)

As a member of BerryDunn’s EQA team, Caitlin is responsible for proofreading and copyediting meeting notes, memos, reports, and PowerPoint presentations for various projects. This requires helping to ensure that documents conform to BerryDunn’s formatting and writing standards as outlined in the BerryDunn Style Guide. Caitlin trains new teammates and creates and presents educational materials to the consulting team about various aspects of business writing. She helps to maintain the Style Guide and continuously improves EQA’s service offerings.

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 Department of Psychology (01/2019 to 05/2020)

Caitlin worked as a research assistant to aid in running experimental sessions by overseeing the distribution and collection of materials. She facilitated timely data processing by efficiently scoring participant response booklets with colleagues and maintained the integrity of experimental sessions by managing participant entry.

True Colors, Inc. (01/2019 to 05/2019)

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

University of Hartford 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.



Stephanie Duncan

BA

Project Coordinator | Berry, Dunn, McNeil & Parker, LLC

PROPOSED PROJECT ROLE

Project Management Support Staff

RELEVANT EXPERIENCE

10+ year

KEY QUALIFICATIONS

- Over 10 years professional experience
- Experience in project creation and organization
- Experienced in relationship management and communication

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- BA, Broadcast Journalism, Marshall University

Stephanie Duncan is a project coordinator in BerryDunn's Medicaid Practice Group (MPG). She brings experience in content creation, social media engagement, and digital marketing to the projects she supports. Stephanie is adept at leveraging her expertise in relationship management, internal and cross-team collaboration, and communication and strategy development to support project outcomes.

PROJECT EXPERIENCE

BerryDunn (10/2025 to present)

Stephanie provides project coordination support to BerryDunn's state Medicaid agency clients, supporting meeting coordination and scheduling, managing meeting materials, supporting deliverable management, and assisting with other project coordination needs, all while adhering to established Service Level Agreements.

West Virginia Bureau for Medical Services (BMS)

- *Justice Involved Program Support (JIPS) Phase II (10/2025 to present)*
- Stephanie serves as project management support staff to support JIPS Phase II. She assists in organization and preparation for meetings, attending meetings, and maintaining a written record of discussions, risks, issues, and decisions, and supporting daily project coordination activities.
- *1115 Behavioral Health Demonstration Project Phase II (10/2025 to present)*
- Stephanie serves as project management support staff to support the 1115 Behavioral Health Demonstration Project Phase II. She assists in the organization of and preparation for meetings, attending meetings, and maintaining a written record of discussions, risks, issues, and decisions, and supporting daily project coordination activities.



- *Payment Error Rate Measurement (PERM) Reporting Year (RY) 2026 Phase II (10/2025 to present)*
- Stephanie provides project coordination activities such as meeting coordination, note-taking, preparing meeting agendas, tracking action items, decisions, risks, issues, and other ad hoc requests as needed.
- *WV Resource Integration Solutions for Enrollees (RISE) Procurement Assistance Project Phase II (10/2025 to present)*
- Stephanie serves as project management support staff to support the WV RISE Procurement Assistance Project Phase II. She assists in the organization of and preparation for meetings, attending meetings, and maintaining a written record of discussions, risks, issues, and decisions, and supporting daily project coordination activities.
- *WV Project Management Organization Services for West Virginia (10/2025 to present)*
- Stephanie provides project coordination activities such as meeting coordination, note-taking, preparing meeting agendas, tracking action items, decisions, risks, issues, and other ad hoc requests as needed.

West Virginia Department of Human Services (DoHS)

- *Medicaid People's Access To Help (PATH) Phase III (10/2025 to present)*
- Stephanie provides project coordination activities such as meeting coordination, note-taking, preparing meeting agendas, tracking action items, decisions, risks, issues, and other ad hoc requests as needed.

Hurricane Media (11/2023 to present)

Stephanie serves as owner and creative lead, specializing in video production and photography for branding, portraits, events, and commercial projects. In this role, she provides portraits, action photography, and unique photoshoot creation and design. Published in a variety of magazines in 2024 and 2025. Within this role, Stephanie has garnered an aptitude for utilizing Microsoft Teams to facilitate collaborative coordination, scheduling, planning, communication, and organization.

West Virginia Junior College (08/2016 to 05/2025)

Stephanie served as an adjunct instructor and content creator, where she developed and delivered course materials, assessed student work, and provided guidance to students. Stephanie also created syllabi, lectures, assignments, and assessments that aligned with the course curriculum and learning objectives; conducted lectures, led discussions, and facilitated learning activities in the classroom or online; evaluated student work, including papers, quizzes, exams, and projects, and gave feedback; and provided support and guidance to students outside of class time. She worked with other faculty members and staff to enhance the curriculum and support students; handled photography and videography for promotional materials; collaborated with teams to grow social media engagement and audience retention; documented, coordinated and scheduled for internal/external College needs; and taught marketing, communications and other general education courses. Stephanie also guided students on using digital media and marketing to enhance their work and business; utilized



digital media for unique classroom instruction; and led recruitment efforts through digital media strategies, including social media marketing, photography, and promotional videos.

Northwestern Mutual (2013 to 2016)

Stephanie served as director of client relations and sales execution team (SET) leader, where she focused on building and maintaining strong, positive relationships with a company's clients. She helped ensure client satisfaction and retention, as well as identifying opportunities for business growth. Stephanie developed and implemented client engagement strategies to address client concerns, collaborating with internal teams to improve service delivery.

WVNN Infusion Services (2011 to 2013)

Stephanie served as marketing and Public Relations administrator. In this role, Stephanie created and executed a comprehensive marketing plan, including social media and digital content. She also managed media relations and networking with healthcare professionals.



Aubrey Duplissie

BS

Administrative Assistant | Berry, Dunn, McNeil & Parker, LLC



PROPOSED PROJECT ROLE

Project Management Support Staff

RELEVANT EXPERIENCE

5 years

KEY QUALIFICATIONS

- One year of experience proofreading WV engagement deliverables.
- Over three years' experience in operational roles, including editing support, organizational management, and project startup.

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- BS, Business Administration – Marketing, University of Maine
- BA, Economics, University of Maine

Aubrey Duplissie is an experienced client and administrative support professional, with a developed attention to detail that helps her provide thorough support in all her tasks. Aubrey is skilled in project support, operational management, editing and proofreading, web management, and communication.

EXPERIENCE

BerryDunn (02/2025 to present)

Aubrey works within the Consulting Services Support team, contributing in an administrative setting and with project support. Aubrey assists BerryDunn project principals with administration and coordination tasks. Aubrey also provides project support through creating deliverable shells, project startup documents, and surveys with results analysis, as well as managing meeting requests and website creation.

ATX Advisory (05/2024 to 11/2024)

As an Operations Support Specialist, Aubrey maintained a customer relationship management (CRM) database of new and prospective clients, including contact information, communication efforts, meeting reminders, and in-process deals. She also generated and proofread engagement letters and client contracts; helped to ensure smooth and efficient office operations including troubleshooting technology issues, space planning and scheduling, and coordinating maintenance as needed; coordinated key projects for senior leadership; worked with the marketing team on conference and tradeshow preparation and event logistics; and maintained incoming and outgoing mail, including invoices and payments, as well as secure deposits to the bank. She was responsible for the execution of quarterly all-staff meetings, team building events, and holiday parties, as well as for soliciting information from vendors about hotel bookings, office maintenance, product ordering, and restaurant booking.



University of Maine Foundation (08/2022 to 03/2024)

As an annual fund, marketing, and events associate, Aubrey oversaw day-to-day website operations, content management, web design, and timely updates. Aubrey was the primary point of contact for website-related tasks and issues and successfully redesigned primary website pages. She managed membership for 1400+ donors, including data processing and record keeping in CRM systems, design of certificates and letters, managing product inventories and reordering. She also co-managed social media including Facebook, Instagram, and the Foundation's blog, and aided in all aspects of event planning.

Undiscovered Maine (09/2020 to 05/2022)

As a social media team leader, Aubrey was responsible for managing all social media accounts. Aubrey oversaw the coordination of weekly posts, managed all social media team members, edited 600+ web pages to help ensure accuracy, and produced creative media for publishing on the project site and social media accounts.



Rachel Eggleston

MBA

Administrative Assistant | Berry, Dunn, McNeil & Parker, LLC



PROPOSED PROJECT ROLE

Project Management Support Staff

KEY QUALIFICATIONS

- One year of proofreading/editing WV documents
- Over two years' experience with project set up and PowerPoints
- Over five years of administrative tasks with support and organization management.

RELEVANT EXPERIENCE

6 years

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- MBA, Business Administration, Johnson & Wales University
- BS, Business Administration, Minor: Human Resource Management, Johnson & Wales University

Rachel Eggleston is an experienced administrative assistant with a solid foundation in customer service, time management, and attention to detail. Rachel is also skilled in project support with editing, proofreading, and communication.

EXPERIENCE

BerryDunn (03/2025 to present)

Rachel is part of BerryDunn's consulting support services team, assisting project teams with administration and coordination tasks.

Varney Agency (05/2023 to 05/2025)

As a customer service advocate, Rachel was responsible for making changes in policies, getting information for renewals, emailing and talking on the phone with the insured, and taking payments and sending invoices. Additionally, she was responsible for making renewal proposals with all the current policies and coverages, sorting mail, updating clients' files in EPIC, and sending out letters and LPRs for signatures and shelling new policies.

Hub International (04/2022 to 04/2023)

As an assistant account manager, Rachel worked with clients, making policy changes, gathering information that was needed for account managers, and updating files.

MEMIC (03/2020 to 03/2022)

As a claims associate, Rachel communicated with clients, employers, and providers. She organized appointments and communications, investigated injuries, reviewed medical records, and approved bills and payments.



Prior to March 2020, Rachel served as a claims assistant, responsible for supporting claims specialists in administrative tasks such as mailings, faxing, phone calls, emails, paying medical bills, and obtaining wage information.



Carole Ann Guay

BS

Manager| Berry, Dunn, McNeil & Parker, LLC



PROPOSED PROJECT ROLE

Project Management Support Staff

RELEVANT EXPERIENCE

21 years

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- BS, Accounting, University of Southern Maine

Carole Ann Guay is a manager for BerryDunn’s Consulting Services Project Support group. She has over eight years’ experience as a project coordinator, technical analyst and workflow developer. She has provided support services such as workflow and dataflow diagrams, document requests, status reports, meeting requests, and data management. She has also worked to help ensure business assessments are compliant with federal regulations and provided documentation and deliverable assistance on numerous projects.

EXPERIENCE

BerryDunn (10/2014 to present)

Puerto Rico Medicaid Program

Enterprise Objective Monitoring and Control (EOMC) Services (09/2023 to present)

Carole Ann assists with review and updates of deliverables.

Maine Department of Corrections (DOC)

Offender Management System (OMS) Consulting Services (11/2021 to 02/2022)

Carole Ann developed high-level workflow diagrams for the BerryDunn team assessing business processes, crafting cost benefit analyses, developing a Request for Proposal (RFP), and assisting the DOC with its selection of new OMS.

Ellis County, TX

Justice and Public Safety Systems Replacement Initiative (06/2021 to present)

Carole Ann coordinates document request items, status reports, meeting requests, and data management and has been involved in all phases of the project.

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 since 2016. 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.

Monroe County, FL

Clerk and Court Business Process Review (02/2023 to 02/2024)

Carole Ann developed high-level workflow and dataflow diagrams for the BerryDunn team assisting the County Clerk's Office with documenting its business processes for the purpose of identifying and removing barriers to efficiency. At the project's outset, there was a gap in institutional knowledge and a lack of formalized and documented administrative and court processes. BerryDunn helped to bridge that gap by holding cross-divisional meetings with stakeholders to openly discuss process challenges and increase communication.

City of St. Charles, MO

Enterprise Resource Planning (ERP) System Selection Project (09/2023 to 10/2023)

Carole Ann assisted in the analysis of vendor proposals and requirements analysis to assist in vendor selection.

Arizona Department of Agriculture (AZDA)

Assessment of Current Licensing System and Development of a Transition Scope of Work (12/2022 to 07/2023)

Carole Ann developed high-level workflow diagrams for the BerryDunn team performing an assessment of AZDA's licensing systems. The study concluded with a report which outlined the current state of the licensing system, analyzed the current landscape of agricultural licensing systems and peer states' approaches, provide recommendations for next steps, laid out an implementation roadmap, and provided a task order scope of work for AZDA's IT Modernization Strategic Initiative.

Montana Department of Corrections (MDOC)

OMS Procurement (01/2023 to 07/2023)

Carole Ann assisted with the development of high-level workflow diagrams for the BerryDunn team providing a review of MDOC's business processes and technology. By the end of the project, the MDOC had a clear vision of how to improve the technology and business processes for a modern offender management solution.

Metropolitan Government of Nashville and Davidson County (Metro), TN

Information Security Program Development (05/2016 to 04/2021)



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.

New Mexico Corrections Department (NMCD)

Commercial Off-the-Shelf (COTS) OMS Replacement (11/2016 to 06/2020)

Carole Ann compiled weekly status reports and participated in interviews as well as survey analysis for the BerryDunn team providing high-level requirements gathering and definition services. BerryDunn also assisted with developing and managing the RFP process through vendor negotiation and facilitated developing detailed OMS requirements with NMCD staff and the selected OMS vendor.

Oregon Enterprise Technology Services (OR ETS)

Integrated IT Service Management (ITSM) (03/2018 to 03/2019)

Carole Ann developed workflow and dataflow diagrams through on-site meetings as well as conference call sessions for the BerryDunn team providing business analysis services in support of its ITSM system project. The purpose of the ITSM system project was to provide efficiency and effectiveness enhancements that could lead to the OR ETS providing greater value to its customers.

Colorado Office of the State Auditor

IT Evaluation (09/2017 to 02/2019)

Carole Ann coordinated document request items, status reports, meeting requests, and data management for the BerryDunn team evaluating the State's IT programs, processes, and resources. The BerryDunn team's recommendations served to help the State's IT program align its centralized structure with the General Assembly's goals for daily IT operations, improve the process for evaluating and prioritizing IT projects, increase opportunities to interface with Colorado citizens through existing and new technologies, interface with additional agencies, and understand the level of satisfaction and improved services to customers.

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 Human Services

Eligibility and Enrollment (E&E) Independent Security and Privacy Controls Assessment (01/2017 to 07/2017)

Carole Ann served as an analyst for West Virginia 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

Case Management System 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, helping ensure new customer satisfaction, and directly assisted the branch manager in all daily office operations.



Megan Hamilton

MA

Senior Writer/Editor | Berry, Dunn, McNeil & Parker, LLC



PROPOSED PROJECT ROLE

Project Management Support Staff

RELEVANT EXPERIENCE

6 years

KEY QUALIFICATIONS

- Several years of experience copyediting and proofing diverse document types, including audit documentation, academic research, and client deliverables
- Over three years of experience working with WV engagement deliverables

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- MA, Literary and Cultural Studies, Carnegie Mellon University
- BA, English, Kent State University
- Poynter ACES Certificate in Editing

Megan Hamilton is a knowledgeable editor with writing, editing, and research experience in corporate and academic settings. She has a strong understanding of the copyediting process, citation styles, and the intersections of technical, journalistic, and academic writing. Megan also focuses on collaboration efforts between editors and writers, supporting continuous education on business writing guidelines and evolving editorial processes.

EXPERIENCE

BerryDunn (12/2022 to present)

Megan works as an editor for Editorial and Quality Assurance (EQA), a cohort within the Consulting Services Support team. She provides copyediting, proofreading, and formatting support to a variety of client-facing deliverables. Megan also helps to develop and support business writing presentations, supplemental documentation, and adherence to the style guide.

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 the finance director, to edit and update pertinent documents for ISO auditing and company records. She created MS Excel report to support the general ledger and maintained company records and documents to meet tax guidelines.



Diane Maines



Graphic Designer | Berry, Dunn, McNeil & Parker, LLC

PROPOSED PROJECT ROLE

Project Management Support Staff

RELEVANT EXPERIENCE

20 years

KEY QUALIFICATIONS

- Over 20 years of graphic design experience; 11 years designing for healthcare and health insurance.
- Skilled in long-format medical graphic design for print and web.

Diane Maines is an experienced graphic designer with over 20 years in branding, digital marketing, web design and print media. She is skilled in working with teams, collaborating with clients, and delivering impactful designs on time, while maintaining her passion for creating meaningful and high-quality design.

EXPERIENCE

BerryDunn (04/2025 to present)

Diane is part of BerryDunn's Consulting Support Services team, assisting project teams with graphic design tasks and requests.

Maine Design Co. (03/2023 to 04/2025)

As a freelance graphic designer, Diane delivered long-term contracted design services for major organizations, including rebranding extensive health education resources for MaineHealth. She provided project-based design solutions to clients such as Glacial Multimedia and Saint Joseph's College, including branding, digital assets, and print materials tailored to their needs. In addition, she managed social media content creation and scheduling for two clients, including photography and video for one account, helping to ensure cohesive branding and consistent audience engagement across platforms.

Glacial Multimedia (03/2018 to 03/2023)

As the creative director and graphic/web designer, Diane designed over 50 healthcare websites and landing pages annually, helping ensure functionality and user-focused design. She trained and art-directed designers, fostering team growth and design consistency; collaborated with clients directly to understand their needs and deliver tailored solutions; worked closely with developers, account managers, and copywriters to execute cohesive campaigns; and



developed logos, brand identities, ads, brochures, magazines, and presentations for various healthcare specialties.

King + Miller Real Estate (01/2013 to 03/2018)

Diane served as the marketing director, designing marketing materials including brochures, flyers, newsletters, ads, and email marketing. She also photographed and edited images and videos of homes including for publication in the Portland Press Herald.

Martin's Point Health Care (02/2006 to 06/2012)

Diane designed marketing and member materials including print and web ads, insurance benefits books and directories, newsletters, and signage. She also managed direct mail printing and processing for more than 300 mailings annually to over 300,000 members and eligible members.



Grace Min

Documentation Specialist | Berry, Dunn, McNeil & Parker, LLC



PROPOSED PROJECT ROLE
Project Management Support Staff

RELEVANT EXPERIENCE
8 years

- KEY QUALIFICATIONS**
- Over 8 years of copyediting experience
 - Over 5 years of technical writing experience

- EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS**
- BA, English Literature, *summa cum laude*, Oral Roberts University
 - Poynter ACES Certificate in Editing

Grace Min is an experienced technical writer and editor, bringing experience in copywriting, project management, research, quality assurance, and proofreading.

EXPERIENCE

BerryDunn (11/2024 to present)

Grace supports the consulting services group, working on the Editorial/Quality Assurance team. Grace reviews, formats, and copyedits client deliverables, as well as service level agreements.

Freelance Technical Writer (01/2020 to present)

Grace performs thorough research into subjects requested by clients to write clear and accurate articles, manuals, proposals, standard operating procedures (SOP), and research reports. She collaborates with subject matter experts (SMEs) and refines information to create clear documentation, cross-checks sources and information to help ensure accuracy, and helps to ensure all content is optimized for SEO purposes.

Contract Copy Editor/Proofreader (06/2017 to present)

Grace reviews and edits a variety of manuscripts, including academic articles, books, essays, and informational material. She proofreads and refines material for grammar, syntax, and style; verifies the validity of all content through meticulous fact-checking; and maintains style guide requirements.

Oral Roberts University Graduate School of Theology and Ministry (08/2016 to 05/2017)

As a graduate research assistant, Grace conducted academic research for the dean of the College of Theology and Ministry and professors. She assisted professors with grading and presentations, maintained confidential student records and updated information, and answered student and visitor inquiries.

Oral Roberts University History, Humanities, and Government Department (08/2015 to 05/2016)



Grace assisted professors in grading and attendance, updated the computer log of student petitions, and designed and maintained department bulletin boards.

Private SAT Tutor (05/2015 to 08/2015)

Grace developed individualized SAT study plans for the reading, writing, and essay sections. She conducted tutoring sessions, administered regular practice tests, and monitored student progress.

ORU Writing Center (08/2015 to 12/2015)

As a writing tutor, Grace provided personalized feedback to students on their essays, focusing on clarity, coherence, grammatical accuracy, and adherence to style guides. She guided students through grammar and writing tutorials and conducted one-on-one tutoring sessions to address individual writing challenges to enhance overall writing skills.

Oral Roberts University (08/2014 to 05/2015)

As an academic peer advisor, Grace provided individualized tutoring to students for various subjects. She edited student papers and worked with student leadership in dormitories.

Private Dental Practice (2012 to 2016)

As an office assistant, Grace checked in patients, verified insurance information, and processed payments. She also answered phone calls and responded to patient inquiries, scheduled and confirmed patient appointments, and updated patient records.



Alycia Minshall

MA

Senior Editor/Writer | Berry, Dunn, McNeil & Parker, LLC



PROPOSED PROJECT ROLE

Project Management Support Staff

RELEVANT EXPERIENCE

17 years

KEY QUALIFICATIONS

- More than 17 years of experience copyediting and proofreading various deliverable types, including reports, work plans, press releases, strategic plans, and meeting notes
- More than three years of experience working with WV engagement deliverables

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- MA, English Language and Literature, Central Michigan University
- BA, English, Alma College
- Poynter American Copy Editors Society (ACES) Certificate in Editing
- Sigma Tau Delta Honors Society

Alycia Minshall is an ACES-certified editing and communications professional with more than 17 years of experience in higher education and corporate settings. She excels in copywriting, editing, and collaborating on deliverables, helping ensure strong communication and flexibility when working with writers. Alycia maintains a strong understanding of the copyediting process, citation styles, and the importance of accessibility.

EXPERIENCE

BerryDunn (08/2022 to present))

Alycia works with the BerryDunn team in West Virginia to offer documentation support, including copyediting, proofreading, and formatting services for deliverables. She also develops educational resources on various writing topics such as creating accessible documents; integrating diversity, equity, and inclusion principles into writing; and using PerfectIt to self-edit.

Alycia Minshall Editing Services (03/2014 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 (04/2017 to 08/2021)

Senior Editor (06/2020 to 08/2021)

As senior editor, Alycia wrote copy for various mediums, including websites, social media, 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 ensure consistency in voice, brand, and tone across messaging channels and that all materials are well written, accurate, properly researched, objective, and concise. 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 (04/2017 to 06/2020)

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; and meeting notes. She helped ensure materials were accurate, objective, concise, and consistent in voice, brand, and tone across messaging channels.

University of Southern California Graduate School of Social Work (09/2015 to 06/2016)

Alycia served as a 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 (08/2013 to 06/2014)

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 (01/2012 to 06/2014)

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 (08/2008 to 12/2011)

Student Director (08/2010 to 12/2011)

Alycia supervised and managed seven employees, worked closely with the faculty director to properly staff the center, coordinated on-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 (08/2008 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.



Jordan Ramsey

MA, LSSGB

Documentation Specialist | Berry, Dunn, McNeil & Parker, LLC



PROPOSED PROJECT ROLE

Project Management Support Staff

RELEVANT EXPERIENCE

15 years

KEY QUALIFICATIONS

- Technical expertise in language and digital tools
- Mastery of the BerryDunn and AP Style Guides
- Formatting proficiency for consistent, high-quality documentation

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- MA, English, Professional Writing, Southeast Missouri State University
- BA, Liberal Arts and Sciences, English Literature and Creative Writing, University of Illinois at Urbana-Champaign
- Lean Six Sigma Green Belt
- Poynter ACES Certificate in Editing

Jordan Ramsey is a Consulting Services Support Manager in BerryDunn’s Government Consulting Group and manager 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, Lean Six Sigma Green Belt, and holds a MA in English: Professional Writing.

EXPERIENCE

BerryDunn (07/2019 to present)

Jordan leads a team of editors and proofreaders who work in Portland, ME, and remotely across the country. He is 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 has recently worked on ensuring WCAG 2.1 AA accessibility for the firm and client work, updating the BerryDunn Style Guide to include the newly added Department of Justice (DOJ) requirements. He also led an effort for the entire Consulting Team (approximately 350 people at the time) to install and utilize the PerfectIt software, an application that checks for consistency in documents.

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.

Portland Adult Education (2019)



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

Pearson Smarthinking Writing Lab (2017)

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

Southeast Missouri State University (2015 to 2017)

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

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

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

The Southern Illinoisan (2014 to 2015)

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

Other Teaching Experience (2006 to 2010)

Lanier Technical College

As adjunct instructor, Jordan created curriculum and instruction of multiple English courses, including Remedial English, Introduction to Composition, and Technical Writing. He taught approximately 90 students per quarter and served as English tutor for the College Student Success Program.

Hardin County, IL

Jordan taught English at the elementary, middle, and high school levels as a substitute teacher.

NOVA Group of Japan

Jordan worked as an English instructor, teaching conversational English to students with varying degrees of English literacy.



Jonathan “Jon” Williams

BA

Documentation Specialist | Berry, Dunn, McNeil & Parker, LLC

PROPOSED PROJECT ROLE

Project Management Support Staff

RELEVANT EXPERIENCE

21 years

KEY QUALIFICATIONS

- Over 21 years' experience editing a wide range of projects and formats
- Over six years' experience editing West Virginia deliverables
- Demonstrated ability to prioritize projects and meet strict deadlines

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- BA, English, Bowling Green State University
- ACES: The Society for Editors

Jon Williams is an experienced writer and editor, bringing more than 20 years of experience in proofreading, copyediting, and professional writing across several industries. He works with BerryDunn’s consulting teams to review and revise written documentation before it is submitted to clients.

EXPERIENCE

BerryDunn (02/2019 to present)

Jon serves as an editor for BerryDunn’s Consulting Team, tasked with proofreading and copyediting client deliverables, meeting notes, memos, and PowerPoint presentations for various government entities.

Freelance Proofreader and Copyeditor (11/2010 to present)

Jon has worked with Ertel Publishing to proofread several niche magazines, as well as with Gypsy Publications to copyedit 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 (mwtnewsandviews.com), social media, and other projects. He serves on a committee that established the company’s brand guidelines and now works to help ensure those guidelines are followed on all materials, internal and external.

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 and met with current and potential vendors. He scheduled service or maintenance for equipment, operated manufacturing software, and served as office/shop liaison.

Spring Hill Nurseries (02/2001 to 06/2001)

Jon proofread catalogs and mailing pieces for this direct-mail horticulture group. He checked facts, layout, grammar, and spelling, and wrote copy for planting guides included with shipments.



Appendix B: Deliverable Dictionary

Table 4: Deliverable Dictionary

Deliverable ID	Deliverable Name	Deliverable Description
D01	Commissioner Briefing	A monthly status update delivered to the BMS commissioner.
D02	MSR	A monthly status update delivered to the project sponsor(s) and project lead(s).
D03	PERM Error Validation and Remediation Report	The PERM Error Validation Report and Remediation Report provides the PERM team's final validation of errors and the PERM team's final remediation strategy for the errors.

Table 5: Artifact Dictionary

Artifact ID	Deliverable Name	Deliverable Description
A01	PERM CAP	As part of the final phase of the PERM cycle, CMS requires a CAP to identify the most cost-effective actions that can be implemented to correct error causes. This document identifies the corrective actions to be implemented based on the State Medicaid errors identified during the RY 2026 PERM cycle.
A02	Updated PERM SOP	The PERM SOP defines the PERM review process for BMS and provides information/instruction specific to BMS' role in the PERM review. The SOP is a working document that was updated through the RY 2026 PERM review.
A03	MEQC Case Level Report	The Case Level Report contains details of all MEQC findings for active and negative case reviews. MEQC uses the Case Level Report to complete the MEQC CAP to address any active or negative case errors, including deficiencies and their root causes.



Appendix C: Acronyms/Abbreviations

Table 6: Acronyms/Abbreviations

Acronym/Abbreviation	Definition
APD	Advance Planning Document
BerryDunn	Berry, Dunn, McNeil & Parker, LLC
BMS	Bureau for Medical Services
CAP	Corrective Action Plans
CHIP	Children's Health Insurance Program
CL	Commodity Line
CMA	Centralized Master Agreement
CMS	Centers for Medicare & Medicaid Services
DoHS	Department of Human Services
E&E	Eligibility and Enrollment
EM	Engagement Manager
ERC	Eligibility Review Contractor
GPM	General Project Manager
IAPD-U	Implementation Advance Planning Document Update
LMPM	Lead MMIS Project Manager
LPM	Lead Project Manager
MEQC	Medicaid Eligibility Quality Control
MITA	Medicaid Information Technology Architecture
MMIS	Medicaid Management Information System
MSR	Monthly Status Report
PERM	Payment Error Rate Measurement
PM	Project Manager
RC	Review Contractor
RY	Reporting Year
SOP	Standard Operating Procedures
SOW	Scope of Work
SS	Project Management Support Staff
State, WV	West Virginia

"BerryDunn" is the brand name under which Berry, Dunn, McNeil & Parker, LLC and BDMP Assurance, LLP, independently owned entities, provide professional services in an alternative practice structure in accordance with the AICPA Code of Professional Conduct. BDMP Assurance, LLP is a licensed CPA firm that provides attest services, and Berry, Dunn, McNeil & Parker, LLC, and its subsidiary entities provide tax, advisory, and consulting services.

Berry, Dunn, McNeil & Parker, LLC leases professional and administrative staff to BDMP Assurance, LLP. These individuals work under the direct control and supervision of BDMP Assurance LLP, which is solely responsible for their performance.

The entities falling under the BerryDunn brand are independently owned and neither entity is liable for the services provided by the other entity. Our use of the terms "our Firm" and "we" and "us" and terms of similar import denote the alternative practice structure of Berry, Dunn, McNeil & Parker, LLC and BDMP Assurance, LLP.

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STATE OF WEST VIRGINIA
DEPARTMENT OF HUMAN SERVICES
BUREAU FOR MEDICAL SERVICES

Christina Mullins, MA
Acting Cabinet Secretary

Christy D. Donohue, CMC
Commissioner

DATE: May 22, 2026

TO: Office Shared Administration/Finance

FROM: Stuart Sellears
Procurement Specialist
Office of Procurement Services

RE: PF 1973424, CDO BMS26*41
Dept 0511

The West Virginia Bureau for Medical Services (BMS) is submitting this funding memo related to the above-referenced delivery order. BMS anticipates making payments for Month 1-11 is SFY27 and Month 12-13 in SFY28, per the table below:

06/29/2026-04/30/2027			05/01/2027-06/14/2027		
PR07-2027	Payment		PR07 - 2028	Payment	
	Medicaid	CHIP		Medicaid	CHIP
Lead Project Manager hours 262 @ \$215	\$53,513.50	\$2,816.50	Lead Project Manager hours 38 @ \$215	\$7,761.50	\$408.50
Engagement Manager hours 21 @ \$270	\$5,386.50	\$283.50	Engagement Manager 3 hours @ \$270	\$769.50	\$40.50
Lead MMIS Project Manager 21 hours @ \$205	\$4,089.75	\$215.25	Lead MMIS Project Manager 3 hours @ \$205	\$584.25	\$30.75
General Project Manager hours 1134 @ \$190	\$204,687.00	\$10,773.00	General Project Manager 168 hours @ \$190	\$30,324.00	\$1,596.00
Project Management Support Staff 218 hours @ \$80	\$16,568.00	\$872.00	Project Management Support Staff 34 hours @ \$80	\$2,584.00	\$136.00
	\$284,244.75	\$14,960.25		\$42,023.25	\$2,211.75
			Grand Total:	\$343,440.00	

Please feel free to contact me if additional documentation or details are needed. I can be reached at 304-352-4319 or stuart.sellears@wv.gov .
Thank you for your time and consideration in this matter.





STATE OF WEST VIRGINIA
DEPARTMENT OF HUMAN SERVICES
BUREAU FOR MEDICAL SERVICES

Christina Mullins, MA
Acting Cabinet Secretary

Christy D. Donohue, CMC
Commissioner

DATE: June 25, 2026

TO: Crystal Hustead
Senior Buyer
State of West Virginia Purchasing Division

FROM: Althea Greenhowe *Althea Greenhowe*
Procurement Specialist, Senior
Office of Shared Administration/Purchasing

RE: PF 1973424, CDO BMS26*41
Dept 0511

The West Virginia Bureau for Medical Services (BMS) respectfully requests the approval of the above-referenced CDO for services to be performed by Berry Dunn McNeil & Parker LLC under PF 785940, CMA HHR21*03.

These services are to continue project management support with Payment Error Rate Measurement (PERM) Reporting Year 2026 cycle activities.

The service period is 06/15/2026 - 06/14/2027.

The total cost is \$343,440.00

Please feel free to contact me if additional documentation or details are needed. I can be reached at 304-352-3924 or althea.m.greenhowe@wv.gov. Thank you for your time and consideration in this matter.





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Business Organization Detail

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BERRY, DUNN, MCNEIL & PARKER, LLC

Organization Information									
Org Type	Effective Date	Established Date	Filing Date	Charter	Class	Sec Type	Termination Date	Termination Reason	
LLC Limited Liability Company	1/8/2008		1/8/2008	Foreign	Profit				

Organization Information			
Business Purpose	5412 - Professional, Scientific and Technical Services - Professional, Scientific and Technical Services - Accounting/Tax Prep/Bookkeeping/Payroll Services (CPAs)		Capital Stock
Charter County	Kanawha	Control Number	0
Charter State	ME	Excess Acres	
At Will Term	A	Member Managed	MBR
At Will Term Years		Par Value	
Authorized Shares		Young Entrepreneur	Not Specified

Addresses	
Type	Address
Designated Office Address	209 WEST WASHINGTON STREET CHARLESTON, WV, 25302
Notice of Process Address	URA SERVICES, INC. 5098 WASHINGTON STREET W. SUITE 407 CHARLESTON, WV, 25313
Principal Office Address	2211 CONGRESS STREET PORTLAND, ME, 04102 USA
Principal Office Mailing Address	2211 CONGRESS STREET PORTLAND, ME, 04102 USA
Type	Address

Officers	
Type	Name/Address

Member	SETH E. WEBBER 2211 CONGRESS STREET PORTLAND, ME, 04102
Member	KATHY PARKER, C.P.A. 2211 CONGRESS STREET PORTLAND, ME, 04102
Member	SARAH BELLIVEAU, C.P.A. 2211 CONGRESS STREET PORTLAND, ME, 04102
Member	JASON FOURNIER, CPA 2211 CONGRESS STREET PORTLAND, ME, 04102
Type	Name/Address

DBA			
DBA Name	Description	Effective Date	Termination Date
BERRY DUNN	TRADENAME	3/21/2011	
BERRY, DUNN, MCNEIL & PARKER, PLLC	TRADENAME	11/5/2019	
DBA Name	Description	Effective Date	Termination Date

Annual Reports
Filed For
2026
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Date filed

For more information, please contact the Secretary of State's Office at 304-558-8000.

Thursday, June 25, 2026 — 1:14 PM

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