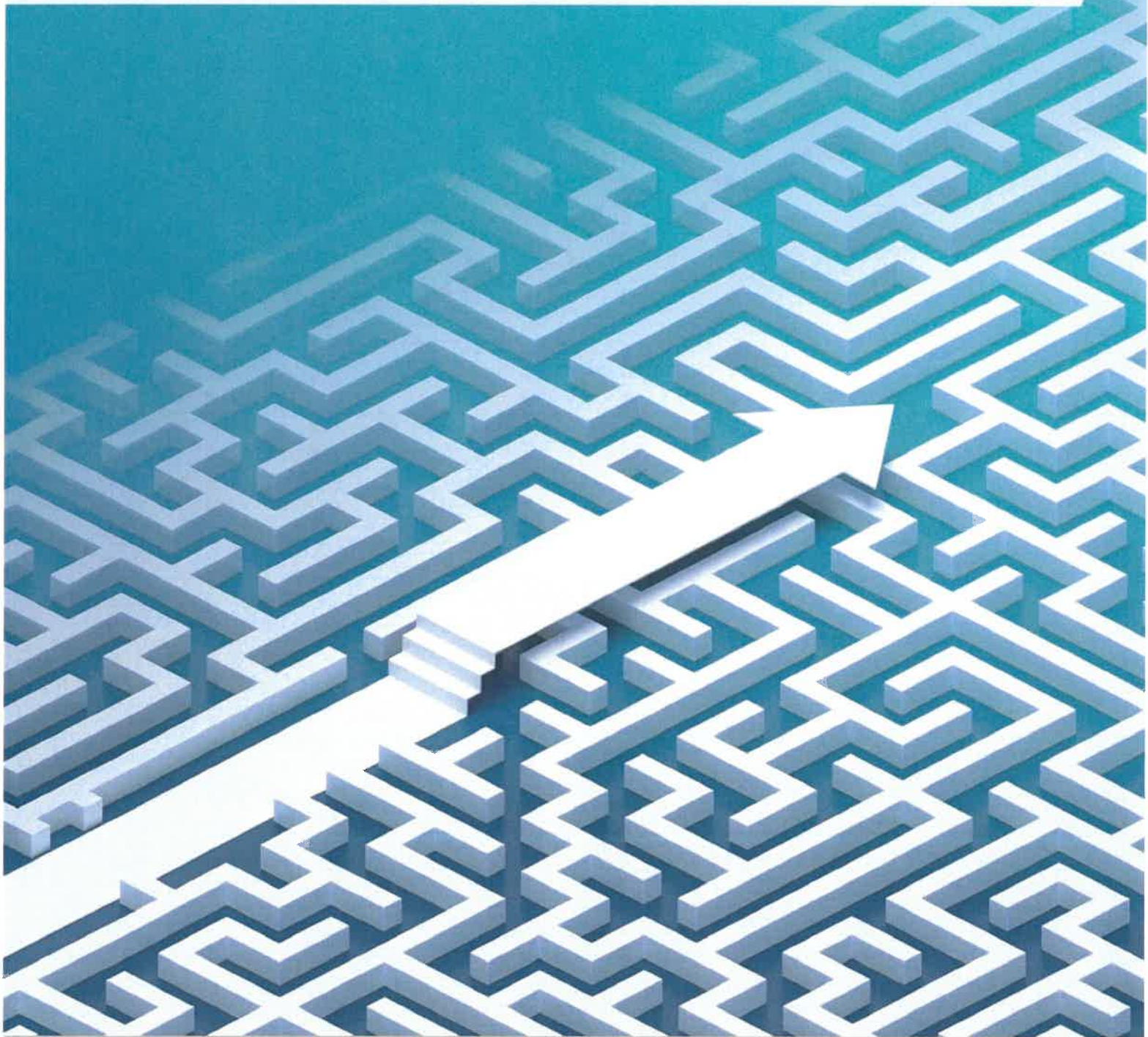


DHG

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West Virginia Purchasing Division

HEALTHCARE



A PROPOSAL FOR / West Virginia Department of Health & Human Resources

MAY 16, 2022

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RFP INFORMATION

West Virginia Department of Health & Human Resources
Request for Proposal Number: HHR2200000002
Strategic Assessment / Management Consulting Services

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May 16, 2022

Members of the Selection Committee:

Thank you, in advance, for considering this response to the West Virginia Department of Health and Human Resources' ("WV DHHR") Request for Proposal ("RFP") as strategic advisors for your Organizational Assessment & Strategic Planning project ("the Project"). DHG Healthcare has deep experience assisting federal and state governments and complex health systems that are tackling the challenge of improving the health and well-being of some of the most underserved populations in our country. Additionally, we have a long history of providing services to West Virginia health care providers participating in various WV DHHR programs. This background provides valuable subject matter knowledge relative to WV DHHR and its diverse programs. As such, we have direct experience with each of the needs contemplated by the RFP. It may go without saying, by virtue of our submission of this proposal, but let us emphasize that DHG Healthcare is eager to partner with the WV DHHR to complete a comprehensive and holistic organizational assessment in addition to a visionary and actionable strategic plan.

Our firm has a long-standing commitment and investment in the State of West Virginia ("the State") through our local office in Charleston, West Virginia. A lifelong resident of the State, Norman Mosrie, your proposed overall relationship partner, has over 30 years' experience serving not only State agencies, but also healthcare providers throughout the State, so he is familiar with WV DHHR operations. He will share this knowledge with the rest of our team to facilitate a smooth and efficient process. The team selected to provide services to the WV DHHR combines its strong strategy and performance improvement technical skills with its in-depth knowledge of the operations of other governmental and healthcare organizations.

We believe that our accompanying proposal aligns with your overarching goals for the engagement and clearly articulates why your selection of DHG Healthcare provides the best opportunity for success in moving this complex and exciting project to completion, and we hope you agree.

Please accept our sincerest thanks for including DHG Healthcare in the distribution of your RFP, and please also know that we are honored by the opportunity to provide our accompanying related qualifications to serve WV DHHR. Please do not hesitate to contact either of your Project leaders below with questions or comments about our proposal or, as always, any time any of us at DHG Healthcare can be of assistance.

Respectfully presented,

Norman Mosrie, CPA, FHFMA, CHFP

Craig Tolbert

Kevin Locke

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Dixon Hughes Goodman LLP (“DHG”) is grateful for the opportunity to provide an Organizational Assessment and Strategic Planning Services to the West Virginia Department of Health & Human Resources (“WV DHHR”). We hope that this Executive Summary provides strong context for our more detailed technical proposal for your top-down organizational assessment and strategic plan to improve quality of life for the people of West Virginia. Within the following two pages, we highlight both our engrained expertise and subject matter expertise from across our Firm, in addition to our approach to developing your strategic plan. Our experienced DHG Healthcare team is standing by eager to contract with WV DHHR and begin work immediately on this exciting opportunity.

Experience

At DHG Healthcare, we have a long and rich history of partnering with clients to plan and execute ambitious and visionary health and people strategies such as the one WV DHHR is contemplating. Our team has broad experiential acumen in bringing context and life to our technical perspectives and, therefore, know how to work with our clients to tackle some of their greatest and most complex challenges. Our team’s depth and breadth of capabilities and talents are fully aligned with the objectives of the Project. We will, without question, bring great thinkers and facilitators to the Project, allowing WV DHHR leaders and stakeholders to achieve your overarching goals.

Additionally, we have extensive knowledge of many WV DHHR programs through our longstanding relationships with WV health care providers. Specifically, the DHG Healthcare Reimbursement Practice assists WV providers across the continuum of health care participating in numerous WV DHHR programs. This program-specific experience with DHHR programs and related reimbursement streams provides valuable subject matter knowledge relative to this proposed project.

Approach

The thoughtful articulation of the Project which you have provided aligns directly with our core transformational consulting methodology described in detail in our accompanying technical proposal, and we hope that, after review, you too clearly see alignment of our methodology to Project objectives. Our framework is highly structured because we know there are no templates for state governments doing the hard work of improving the health and well-being of their residents. We will prove to you that our Blue Sky Visioning (“BSV”) and Glide Path Engineering (“GPE”) methodology is the rock-solid platform that is wholly trustworthy as the process for outlining a strategy to provide health and human resources and improve the quality of life of the people of West Virginia.

Within the first two months of the engagement, we will complete an accelerated **Discovery and Organizational Assessment** stage. These early months are essential to develop a deep understanding of WV DHHR and to establish realistic baselines that will shape the design of our BSV and GPEs and our recommendations. We will synthesize these findings for the Executive Sponsorship team and facilitate an **Executive Checkpoint** where we will establish initial priorities and establish guardrails and guiding principles for our BSV.

Executive Sponsors and other select Bureau/Office leaders will participate in an in-person, off-site **BSV**, where they will examine assessment findings; shape mission, vision, and values; and establish the overarching strategic priorities that will serve as the foundation for the WV DHHR strategic plan and drive individual Bureaus initiatives and goals. During our **Validation and Assessment** stage, we will collaborate with the Project Executive Sponsorship team to finalize and dive deeper into the Strategic priorities identified in the BSV.

As we move into the GPE stage, we will have developed the outline for a five-year strategic plan. Several **GPE** sessions will focus on execution planning to refine and build out the strategic priorities and key elements for implementation. Finally, we will

assemble the outputs of the GPE sessions and begin **Implementation Planning**, supported by the breadth and depth of our subject matter experts.

Resources & Commitment

The Project is complex and will require the clear and present investment of a team of senior resources (including the project leadership team signing this Executive Summary) across a variety of disciplines, all directly aligned with the fundamental requirements within the RFP. We brought our best, disciplined approach to estimating that investment, which is outlined separately in our cost proposal. That investment in the Project enables us, together, to bring to life an executable strategic plan with the overall collaborative consensus of the WV DHHR Team on the wider, integrated, and interoperable future of health and human resources in West Virginia.

Our Alignment

We believe our DHG Healthcare attributes directly align with what WV DHHR is working to accomplish with this project. Our team has years of experience providing honest, constructive assessments of clients' current state and in rigorous strategic planning, grounded in fully relevant technical perspective. This technical and execution perspective informs our portfolio of consulting solutions and, accordingly, our thoughtful assessment of consulting capabilities and competencies required to resource those solutions. Our team is deliberately selected to ensure that, at every level of our organization, our people are fully engaged in and energized by the opportunity to bring alive "on the ground" transformational work like the Project and could not be more invested in the defined success of that work.

In our strategy-led, service line-based advisory business, we only work on transformational healthcare consulting projects. This means we only accept those engagements that are true "fits" for our business. As a result of that engagement philosophy, we retain the appropriate level of capacity flexibility to deploy our "A" team to opportunities like the Project and, therefore, that we are ready to engage and serve WV DHHR, with a consistent team and the right expertise.

For purposes of this engagement, Craig Tolbert will serve as your primary point of contact. Craig serves as the Service Line Leader for the National Strategy Practice and brings more than 30 years of experience in the healthcare industry.

Craig Tolbert, Principal

National Strategy Practice Service Line Leader

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TECHNICAL KNOWLEDGE

98%

Clients agree DHG demonstrates significant technical competence

INDUSTRY INTELLIGENCE

10+

Key industries with a depth of industry sector experience and focus, offering industry dedicated assurance, tax and advisory services

FUTURE FOCUSED

2,000+

People, including more than 300 partners, principals, managing directors and directors committed to innovation



Ranking among the top 20 in the nation, DHG is a leading professional services firm offering assurance, tax and advisory services for clients in all 50 states and internationally. Our strength lies in the integration of our technical knowledge, industry intelligence and future focused approach. Together, these principles drive our purpose: to help clients achieve goals today and tomorrow.

With more than 2,000 professionals across the United States and in the United Kingdom, DHG is passionate about creating unparalleled client experiences that are as personal as they are productive. We listen, collaborate and innovate to support and enrich our clients and the communities they serve.

OUR COMMITMENT

DHG's client experience model is driven by the unique needs and goals of each individual client. When we engage with you, we intentionally seek to understand and exceed your expectations by considering your unique, individual goals.



BE RESPONSIVE

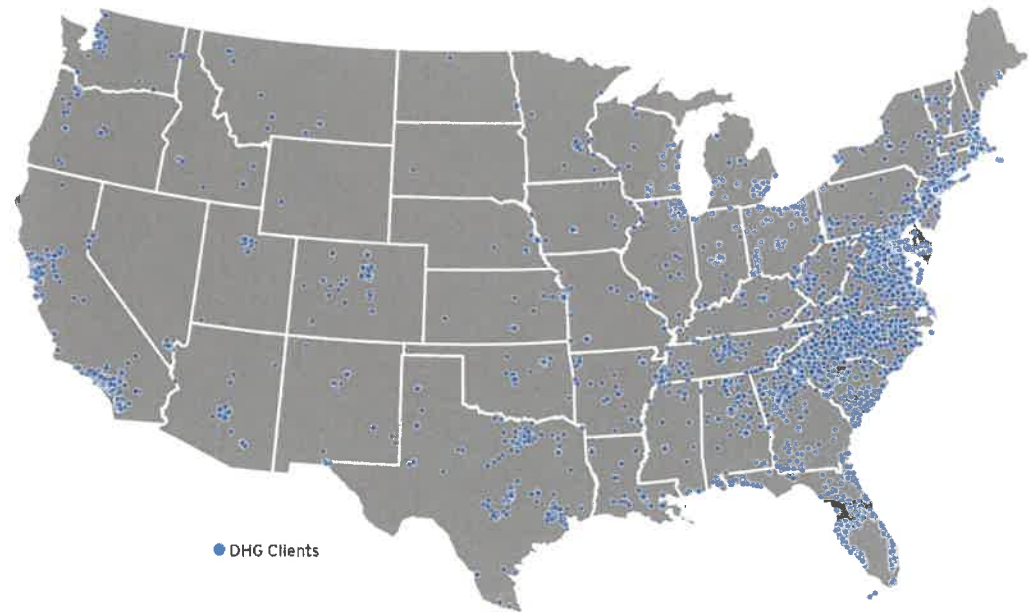


TAKE ACTION



ADD VALUE

NATIONAL FOCUS, GLOBAL ACUMEN



Member of Praxity™, an international alliance of independent accounting firms that offers multinational clients access to resources around the world.

Praxity AISBL is a global alliance of independent firms. Organized as an international not-for-profit entity under Belgium law, Praxity has its executive office in Epsom. Praxity - Global Alliance Limited is a not-for-profit company registered in England and Wales, limited by guarantee, and has its registered office in England. As an Alliance, Praxity does not practice the profession of public accountancy or provide audit, tax, consulting or other professional services of any type to third parties. The Alliance does not constitute a joint venture, partnership or network between participating firms. Because the Alliance firms are independent, Praxity does not guarantee the services or the quality of services provided by participating firms.

A LEADER IN THE HEALTHCARE INDUSTRY

DHG Healthcare is the national healthcare practice of DHG. Ranked by Modern Healthcare as the 10th largest privately held healthcare consultancy, and with over 300 dedicated industry professionals, DHG Healthcare works with clients to accelerate their journey to risk capability in the audit, tax, and consulting domains. Whether through a multi-disciplinary solution set directed toward a transformational issue or a targeted offering focused on a critical need of an organization, DHG Healthcare works collaboratively with our clients to meaningfully contribute to their long-term success.

DHG Healthcare serves public governmental and private non-profit healthcare organizations and a variety of other exempt organizations.

With our combination of professionals who have a proven track record in working in the public entities and governmental sector and service team members who are seasoned in the complexities of related compliance, we are confident that DHG will meet your requirements.

DHG STATS

1,600+

Healthcare Clients

200+

Dedicated Healthcare Professionals

50+

Partners/Principals/Directors

KNOWLEDGE SHARE



As a way of being proactive and keeping our clients informed, DHG routinely authors articles, newsletter content, blogs and alerts that pertain to our clients. These can include quarterly Accounting & Assurance updates, timely tax alerts, various industry pieces and our insights on recent technical releases. These materials are sent via email, and we are available to discuss any of these topics with you. You may also visit dhg.com for a repository of our knowledge share content and materials.

In addition to our thought leadership, DHG hosts events and webinars, such as our [Executive Briefing Series](#), that allow our clients to interact with people in the industry, thereby expanding their business relationships. Through these events, we demonstrate our commitment to you and bring value by helping you expand your business. Recent examples below.

- [DHG Healthcare Symposium](#) (Upcoming Signature Event)
- [Historic Operating Models Struggle To Serve the Future of Healthcare](#) (Article)
- [Hidden Leases: Tips to Uncover Embedded Leases under GASB 87](#) (Article)
- [DHG Healthcare Forum: A&A Update](#) (Recent Event)
- [Insights into the MINDSET of Healthcare Leadership](#) (Podcast)



Effective June 1, 2022

Effective June 1, 2022, **FORVIS** will be created by the merger of BKD and DHG – a merger of equals that creates the scale and scope of a dynamic, Top-10 professional services firm, while continuing our legacy of high-touch personal service delivered with extraordinary vision, expertise, and drive. With more than 5,400 dedicated professionals who serve clients in all 50 states, as well as across the globe, FORVIS will offer comprehensive assurance, tax, advisory, and wealth management services. Any work provided after the effective date will be performed by the combination of our two firms. Visit futurefocusedfirm.com for more details.



\$1.4BN
in Revenue

8th
Largest US Firm

530+
Partners & Principals

5,400+
Team Members

69
Markets

27
States + UK & Caymans

Why did DHG and BKD agree to merge?

DHG and BKD are both underpinned by a shared ideology to bring success to our clients through unmatched service and deep industry expertise. BKD and DHG built a relationship through our mutual participation in Praxity, a global accounting and tax alliance. Over the years, we have developed a significant degree of respect for each other with shared visions to create a people-focused firm for the future. By merging our operations together, we can better serve clients and choose a path that best positions us as a truly national firm with a gateway to global expansion.

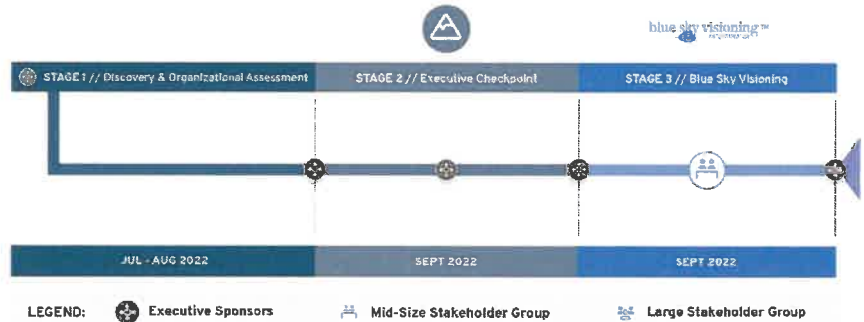
Projected numbers. DHG is registered in the U.S. Patent and Trademark Office to Dixon Hughes Goodman LLP.

As detailed in the following pages, our process provides an engaging and comprehensive platform for accomplishing the organizational assessments and strategic plan outlined in your RFP. Our approach begins by setting up Project Governance and conducting a thorough Discovery stage featuring a multi-faceted approach to your organizational assessment. The remaining stages of the engagement will bring together key stakeholders to develop your strategic plan.

DHG HEALTHCARE TRANSFORMATIONAL PATHWAYS METHODOLOGY

Governance

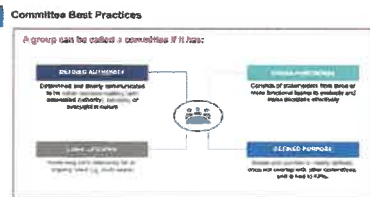
DHG Healthcare understands the importance of successful project governance, and our process is designed to bring together a variety of internal stakeholders and experts to gather their input and develop buy-in throughout the process, while supporting agile decision-making. We anticipate a Core Team will be responsible for day-to-day advancement of the engagement, supporting the process from concept to execution, and an Executive Sponsorship team will provide high-level oversight and guidance for the project, while championing work efforts throughout. We find that establishing a regular meeting cadence at the start of an engagement improves timely communication, thoughtful visioning, tactical planning, and accountability for execution.



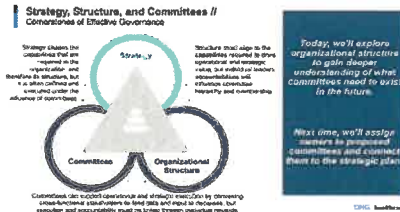
In such a fast-paced engagement, we would expect to meet with the Executive Sponsorship team on a bi-weekly basis to share project updates, solicit input, escalate and resolve challenges, and manage the project timeline. We will also work with this group to finalize and prioritize strategic priorities that emerge from the BSV process and inform the remainder of the Project.

As we move into the GPE stage of work, we will stand up Councils that participate in the GPEs and become responsible for development of Execution Playbooks for each strategic priority across your seven Bureaus/Offices. We would expect to meet bi-weekly with the Councils beginning as we transition from Stage 4 to Stage 5 and then throughout the remainder of the Project.

Committee Best Practices



Strategy, Structure & Committees



Defining Roles through RACI

- R** **Responsible** These individuals complete the work and action steps required to accomplish the task.
- A** **Approver** The Individual ultimately answers to the Steering Committee for completion and quality of the strategic goal and its accomplishments.
- C** **Consult** These individuals provide counsel, subject matter expertise, and valued opinions throughout the process.
- I** **Informed** These individuals are provided updates on progress, particularly around key milestones or deliverables.

STAGE 1 // DISCOVERY & ORGANIZATIONAL ASSESSMENT

During Stage 1, DHG Healthcare will work with WV DHHR stakeholders to conduct a comprehensive Organizational Assessment, identifying, analyzing, cataloging, and summarizing conclusions to create a common “starting line” across both the DHG Healthcare and WV DHHR teams. The Discovery process will include interviews, surveys, technology assessments, a financial and federal funding assessment, and current state process and performance assessment. In addition to utilizing existing collateral to gain a deep understanding, our team gathers data and interacts with key stakeholders to examine organizational performance,



objectives, opportunities, and barriers, as well as market conditions, expectations, and challenges.

Our Discovery Stage is conducted on-site as needed or at the request of WV DHHR but is balanced by virtual meetings and interviews and offline reviews of data and documentation.

Review of Existing Documentation: At the onset of this engagement, the DHG Healthcare team will submit a significant data request that will include, but is not limited to:

- Financial statements, annual reports, and other relevant financial performance documents;
- Past strategic plans and initiatives, along with performance tracking thereof;
- Performance dashboards and progress against key performance metrics;
- Detailed organizational charts and performance management frameworks (a more robust Operating Model Assessment will be performed during Implementation Planning Stage, once your strategies and priorities are clearly identified and prioritized); and
- People data such as engagement scores or recent feedback surveys.

Project Portfolio Analysis: In addition to the myriad projects an organization could or would like to do as part of a visionary strategic plan, there are already in-flight projects that consume financial and human capital bandwidth. Many of these projects may be enablers and dependencies for your strategic plan but many may no longer serve the organization's goals. DHG Healthcare will review or assemble a comprehensive catalog of WV DHHR's in-flight projects. This work's deliverable, the Project Portfolio Catalog, is a comprehensive recording of the organization's current in-flight initiatives and projects, including a summary of associated financial and human capital. With the information provided, we will prepare an initial bandwidth assessment. Later in our process, we revisit the Project Portfolio Analysis to refine the bandwidth assessment using action plans and financial planning inputs, in addition to sequencing and sunseting those initiatives within the context of the strategic plan.

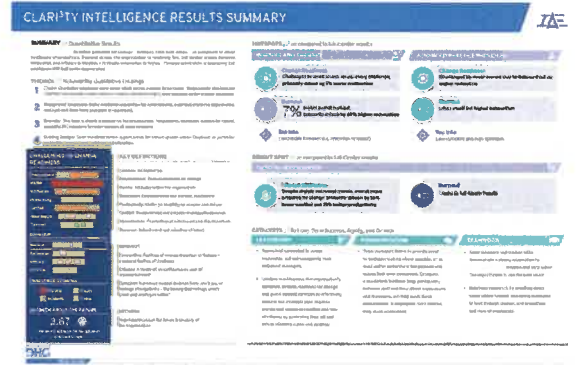
Clari³ty/INTELLIGENCE Organizational Health and Change Readiness Assessment: With burnout driving as much as 50% of an organization's turnover, DHG Healthcare's change analytics solution, Clari³ty, provides leaders the visibility, perspective, and guidance a challenge of this magnitude requires and will drive successful adoption of upcoming changes across the organization. In subsequent stages, DHG Healthcare Organizational Development professionals will perform a deeper operating model assessment, identifying gaps in roles, skills, abilities, performance expectations, and accountability drivers that will be needed to meet the strategic plan. Clari³ty/INTELLIGENCE deliverables include:

- Organizational Health Summary – a summary of the status of change fatigue, burnout, and confidence within the organization, providing a holistic summary of the people of the organization

- Clari³ty Dashboard – an interactive analytics dashboard that enables senior leaders to drill into the key segments of the organization to identify and action plan around acute challenges to burnout, change fatigue, and confidence – as well as bright spots to highlight



Operational Performance Assessment: We will conduct an assessment of WV DHHR’s current operational structure to include the performance of identified Bureaus/Offices. We appreciate that each Bureau/Office may have unique reporting structures, priorities, and functional duties. As such, we have assembled a team of advisors with relevant industry experience at the federal, state, and private sector levels to conduct these assessments. The aim of our assessment is to identify certain performance improvement opportunities and provide recommendations for the identified Bureaus/Offices as well as in the aggregate for WV DHHR. To accomplish this, we will evaluate current state processes, active and planned initiatives, capabilities and gaps, risks, redundancies, resources, and cost efficiency opportunities. Where applicable, we will benchmark performance with best practices and metrics from other states. Results of the assessment will be organized into both programmatic and functional focus areas for future state strategic planning efforts. Typical opportunities for Agencies similar to WV DHHR include, but are not limited to the following:



- Participant and customer experience enhancements including digital platforms
- Changes to provider payment methods
- Care management enhancements or transformation
- Contracting with MCOs and other vendors
- Performance Improvements within the Agency and vendor operations such as:
 - Development of process guides for staff member efficiency and reduction of manual errors
 - Implementation of workforce management including span of control
 - Development of job aides for high-volume tasks
 - Adoption of performance management infrastructure and key performance indicators to drive accountability and results
 - Participation enrollment enhancements
 - Information Technology enhancements
 - Prior authorization, denials management and auto adjudication enhancements
 - Defining future operating model for state contact centers to balance in-house vs outsourcing options

Financial Confidence Analysis: The project team will evaluate WV DHHR’s financial statements and historical performance by Bureau/Office to better understand economic challenges and opportunities. This assessment will examine the financial health of WV DHHR, including key metrics such as operating margin, cash flow coverage, and debt to capitalization ratios. This will provide understanding of the current financial health of WV DHHR and help in the design and implementation of strategic plans.

Federal & State Funding Analysis: We assist with the essential strategies required to manage awarded grant funding. Our approach includes procedures specifically designed to identify possible fraud, waste, abuse, and de-obligation risk.

- Establish Common Understanding – we will coordinate with WV DHHR to obtain necessary data and documentation in order to perform a grant funding analysis, including the following:
 - Refinement of funding allocation, cost efficiency, and spending methodology
 - Allowable uses for funding recommended to the stakeholders

- Assess WV DHHR’s priority matrix of state and federal funding and provide any recommendations for new allocations.
- Assist with Grants Portfolio – In the event that WV DHHS does not currently have a grant portfolio, we will assist with the development of one to include funding sources, reporting deadlines, number of awards, categories of final rule guidance, and other applicable data points.
- Provide Guidance Regarding State & Federal Funding – We will provide experienced guidance and advisory services regarding applicable legislation, regulations, policies, and rules related to state and federal funds.
- Leverage Best Practices – By leveraging our experience with other governmental entities across the country, we will assist WV DHHR to assess spending plans and eligibility requirements.
- Enhance State and Federal Funding – We will assess your grant portfolio on an ongoing basis to guide WV DHHR on opportunities to enhance state and federal funding.

Enterprise Technology and Cybersecurity Infrastructure Assessment: Completing this assessment will ensure the IT environment is secure and is operating efficiently and effectively. An initial assessment is designed to provide the organization with a detailed understanding of the risks to the confidentiality, security, integrity, and availability of critical corporate data, IT processes, and its personnel. In support of this initial analysis, DHG will analyze current policies, procedures, and processes within WV DHHR and identify exposures and risks to business operation. Through documentation analysis, observation of systems, and interviews with key personnel, we will note deficiencies within the IT environment and provide management with a comprehensive understanding of any gaps noted. Key components of this assessment will include:

- Evaluate critical security controls and determine how adequately these controls have been implemented based on cutting-edge threats; this controls assessment will identify weaknesses in the design and configuration of infrastructure, administrative procedures, and operational processes
- Provide guidance to management on current resources, prioritization of current projects, and playbook for ongoing IT support
- Assist management with the evaluation of the current roles and responsibilities and access within the technology environment
- Evaluate the use and management of third-party service providers
- Access current security strategies and advise on developing a long-term strategic plan that assists IT in planning and road mapping the maturity of future desired zero trust state
- Assessment of the Infrastructure Secure Score and provide recommendations and best practice considerations to improve the scores and organization security posture

Our Enterprise Technology and Cybersecurity Infrastructure Assessment deliverable will include an Executive Summary of risks and findings, Proof of Concept of each finding, and Corrective Action Plans. To relay our findings, we will:

- Notify management of any vulnerabilities identified during testing that warrant immediate attention
- Conduct a meeting at the close of fieldwork to discuss our findings
- Schedule additional follow-up meetings / conference calls as needed
- Document and discuss any findings with you before issuing final deliverables
- Provide you with recommendations of any identified situations that could result in performance improvement or increased efficiency of IT supporting operations

Stakeholder Interviews: DHG Healthcare’s approach is deeply rooted in its data-driven assessments and analytics tools that remove the unintended bias and generalizations that can plague more qualitative processes. We do, however, use stakeholder interviews to explore results from these tools in greater detail and lend context to findings. Toward the end of the Discovery stage, DHG Healthcare will request 12-15 follow-up interviews with stakeholders knowledgeable in each of the subject matter areas of our organizational assessments.

Stage 2 // Executive Checkpoint

Within Stage 2, DHG Healthcare will design and facilitate a four-hour working session the Executive Sponsor team. This session serves as both a report-out mechanism to establish thorough understanding of Discovery stage outputs and an opportunity to challenge executives to consider the future through this lens. We will facilitate participants through an established process to achieve greater clarity and alignment around critical success factors and guardrails and the organization’s mission, future state vision, and core and aspirational values ahead of the BSV session in Stage 3. The primary deliverable from this stage of the process will be a Workshop Executive Summary.



Stage 3 // Blue Sky Visioning (BSV)

APPROACH	
<p>INITIATE: To spark the accelerated innovation journey</p> <p>Evaluate Addressing the Individual and organizational transformational readiness</p> <p>Understand Understanding current state and exploring latest thinking across Cleveland Clinic Florida markets and teams</p> <p>Why Defining strategic purpose and organizational WHY for the future of VBC for Cleveland Clinic Florida</p>	<p>DESIGN ARTIFACT</p> <ul style="list-style-type: none"> • Opportunity Statement
<p>BLUE SKY: To envision and design the future state without confines of present "realities"</p> <p>Take Off Interactive stage designed to pullout key points in a playful and safe environment</p> <p>Flight The hard work of letting go of today, and focusing on the limitless possibilities and imperatives of the future</p> <p>ILS Establishing guiding principles that empower future state and commitment to the VBC vision</p>	<p>DESIGN ARTIFACT</p> <ul style="list-style-type: none"> • Vision Flight Plan

During Stage 3, DHG Healthcare will utilize its proprietary methodology and the understanding gained in Stages 1 and 2 to design and facilitate a BSV workshop that produces actionable artifacts and accelerates development of the strategic roadmap.

Over the course of two days, the BSV unlocks the creativity and ingenuity that is required to look beyond the confines of today and capitalize on the opportunity to envision a future without limits. We will foster organizational engagement by including administrative leaders from each of your six Bureau/Offices in addition to other key stakeholders. These sessions are held offsite to free participants from their day-to-day and include fast-paced sessions in an active and engaging environment.

During the BSV, the DHG Healthcare Core Team and SME “Insight Contributors” will facilitate attendees to:

- Align organizational stakeholders around WV DHHR’s mission, future state vision, and core and aspirational values;
- Define future state strategic goals and objectives that will promote and provide health and human resources for the people of West Virginia and improve their quality of life;
- Identify any initial dependencies that will support success of the strategic plan; and
- Engage leaders, providers and associates and begin to build stakeholder consensus around strategic priorities and prepare for strategy execution.

Outputs from the BSV will inform the strategic priorities that will carry through the rest of the engagement and inform the overall priorities and milestones for each of the Bureau/Offices. You have already identified Child Welfare and Substance Abuse Disorder as two of your top priorities, but we are committed to and confident that the BSV process will identify and establish consensus around the right strategic priorities for WV DHHR.

The BSV will produce two key Artifacts (Opportunity Statement and Vision Flight Plan) that summarize the strategic priorities that will serve as the underpinning for the WV DHHR future. The outputs of the BSV inform the development of the Validation & Assessment and Glide Path Engineering stages.

Stage 4 // Validation & Assessment

In Stage 4, DHG Healthcare will work with WV DHHR stakeholders to validate each of the strategic priorities that emerged from the BSV and to conduct additional research related to organizational readiness to execute on the strategic direction. Specific objectives of the Validation & Assessment stage include:

- Validate alignment of defined strategic priorities with needs and wants of key stakeholders;
- Research, assess, and analyze organizational readiness and gaps related to execution of defined strategic priorities; and
- Inform the design of the Glide Path Engineering Sessions to be conducted in Stage 5.

Validation

We will collaborate with the Project Executive Sponsorship team to validate strategic priorities that will emerge from the BSV session. We will use a facilitated process to gain alignment and a collective sign-off on the strategic priorities to move forward in the process.

Prioritization

DHG Healthcare will guide the Project Executive Sponsorship team through a prioritization exercise of the Strategic priorities identified in Stage 3, based on the key learnings from Validation and Assessment. Prioritized strategic priorities approved by the Executive Sponsorship team will advance to Stage 5 as key strategic priorities that will be fully developed through the GPE and Roadmap and Framework Development stages of work.

Assessment

Concurrently with Validation, DHG Healthcare may perform additional assessments and research for each of the defined strategic priorities to support the Glide Path Engineering sessions. Assessments may include, but are not limited to:

- Best Practice Research
- Benchmarking
- Needs Assessment
- Core Capability Identification
- SWOT Analysis
- Gap Analysis

These assessments will allow WV DHHR and DHG Healthcare to gain a better understanding of the opportunities, threats, capabilities, gaps, and readiness for WV DHHR to execute on defined strategic priorities so we can best facilitate participant learning and outputs in subsequent stages.

Needs Assessment



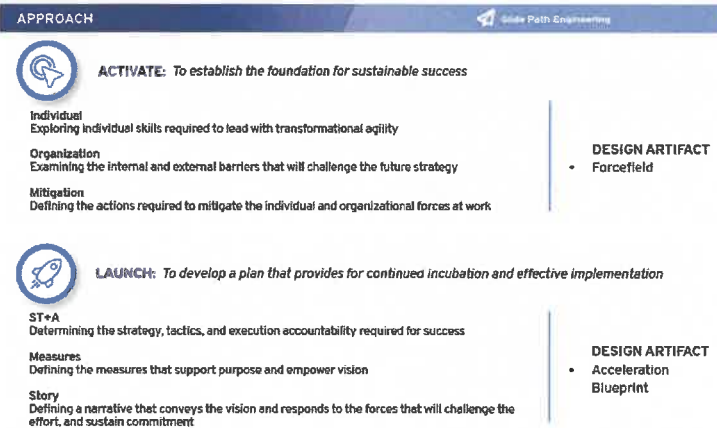
Gap Analysis



SWOT Analysis



Stage 5 // Glide Path Engineering (GPE)



The Strategic priorities for WV DHHR will undoubtedly emerge from the BSV stage as innovative, complex, and transformative. Development, adoption, and execution of the WV DHHR strategic plan will bring significant opportunity as well as meaningful risk – and, for that very reason, the planning process requires an innovative approach that accelerates timelines, reduces execution risk, and enhances alignment across all stakeholders.

Our two-day Glide Path Engineering (GPE) sessions compress innovation cycle time through the application of DHG Healthcare’s structured acceleration methodology and is well suited to this bold project.

Value Proposition

The GPE serves as a laboratory to cultivate ideas, assess barriers to success, and plan for the necessary effort to realize the future vision. The GPE is an intense experience that, through its structure and techniques, enables organizations to accelerate timelines, decrease risk, and deepen alignment.

- **Accelerates Timelines** – The GPE is a tightly managed experience that intensifies focus on a topic and rapidly cycles from vision to execution plan – drastically reducing time and accelerating ROI.
- **Decreases Risk** – The GPE provides organizations an open approach to critical execution planning. This open approach ensures team members are properly engaged in strategy development, planning, and the story of change creation.
- **Deepens Alignment** – The GPE focuses on a three-plane alignment – individual, organizational, and stakeholder. Using tools and techniques, the GPE explores individual contributions to change through our Clari³ty/IMPACT assessments, builds organizational vision connection, and considers key stakeholder needs. By focusing on these three planes of alignment, organizations increase the alignment and resulting engagement that are vital to the Project’s success.

Council Mobilization

DHG Healthcare, with the Project Executive Sponsorship Team, will mobilize a cross-functional team of associates and key constituents that are critical to the execution of each defined strategic priority. Given the breadth of bureau/offices under the purview of the WV DHHR, we expect each to mobilize a specific council and examine their contribution to overall vision and priorities. Each GPE session builds off the learning from previous stages and concludes with the applicable artifacts (Forcefield and Acceleration Blueprint) designed to drive clarity, engagement, and speed.

The DHG Healthcare Core Team and additional SME “Insight Contributors” will take each Council through a GPE session to accelerate the Roadmap and Framework Development process, which seeks to:

- Assemble stakeholders from each Bureau/Office that represent a range of functional expertise and seniority;
- Identify the set of initiatives that serve the WV DHHR mission, vision, values and strategic priorities;
- Prioritize and sequence these initiatives over the next five years – emphasizing those that will address barriers to long-term success and have the greatest impact on strategic priorities;
- Prepare high level project plans for prioritized initiatives that outline timelines and milestones; and
- Assign accountability/ownership for each initiative and identify required resources and dependencies for each initiative.

Additional stakeholders, such as representatives from other government entities, community organizations, or other stakeholders can also be invited to participate in relevant GPE events. Each GPE session will be capped by an Acceleration Blueprint. These blueprints will be critical for defining the near, mid-range, and long-term goals and tactics required for execution.

Stage 6 // Implementation Planning

During the Implementation Planning stage, DHG Healthcare will closely collaborate with Councils to translate all outputs from BSV, Assessment and Validation, and GPE stages into detailed Execution Roadmaps. Acceleration Blueprints developed during the GPEs will provide the starting point to compose detailed playbooks that drive execution accountability. Together, we will define an executable plan that includes:

- High level strategic priorities that will guide the future of WV DHHR;
- Strategic objectives of each strategic priority that outline key definitional elements that will be met through the course of the planning horizon;
- Detailed implementation tactics that must be completed to ensure performance against defined strategic objectives; and
- Success metrics and outcomes that can be measured and reported to determine execution of tactics and/or accomplishment of objectives.

Tactical Execution Planning: DHG Healthcare will facilitate an iterative process with Councils to develop a Strategic Roadmap that will serve as the formal game plan for subsequent implementation, program management, enterprise single-point accountabilities, and continuous monitoring processes. This roadmap will contain several critical elements:

Project Portfolio Analysis Refinement: As we complete Acceleration Blueprints and determine sequencing of new initiatives, we must reconsider those in-flight initiatives and rationalize against the strategic plan and operational needs. Those that no longer serve the organization should be identified and sun-setted accordingly. We will also complete the organizational bandwidth assessment using action plans and financial analysis. This work will lead to a logically and realistically sequenced strategic plan within our Acceleration Blueprints.

Execution Playbook: Building from the Acceleration Blueprint, each Council will begin to cascade each strategic initiative into action plans that have identified dependencies, constraints, and resource requirements synced to a master execution Roadmap, timeline, and resource plan. DHG Healthcare will utilize a proven framework that incorporates the unique financial, operational, and human capital dynamics of WV DHHR to provide sequencing recommendations of defined Strategic priorities to ensure successful adoption and activation.

Change Management Plan: There is no doubt your vision will be bold and your strategic plan polished and actionable. The people of WV DHHR will need to make this vision and plan come to life, and our Change Management Plan outlines specific interventions to address fatigue and burnout that will hinder the organization's ability to meet its goals. We will use Clari³ty findings to complete a detailed readiness assessment by stakeholder group and location – identifying pockets of resistance that will need adequate support for strategic plan rollout. We will work with communications teams and any HR business partners and senior leaders to draft a detailed change management plan (including communication themes/key messages and stakeholder engagement activities such as kinetic sessions and roadshows).

Performance Management Framework: Reporting, tracking, and measuring performance against Key Performance Indicators (KPIs) and project milestones are critical to the ongoing management and maturity of the strategic plan. DHG Healthcare, in collaboration with WV DHHR, will establish a performance management approach with corresponding action planning, resource alignment, progress tracking, performance monitoring, and reporting dashboards of each priority – all focused on single-point accountability to drive excellence in execution.

Financial Models: DHG Healthcare will develop a financial model for each strategic priority. This will be an interactive process that quantifies the estimated investment over a multi-year period to include operating, non-operating, and capital expenses. During our Financial Modeling, DHG Healthcare will:

- Define assumptions for capital, operating expense, resource requirements and other expenses associated with each strategic priority;
- Define assumptions for revenue (if applicable) associated with each priority; and
- Develop a five-year financial outlook model for each priority.

Operating Model Alignment: We believe that an agile, active operating model is critical to execution of your strategic plan. Your organizational structure should be a strategic asset in itself; once strategy is set, it is important to examine your organization to ensure it is structured to support plan execution and nimble operations. During our Operating Model Assessment, DHG Healthcare will:

- Evaluate governance and committee structures and align accountabilities to the strategic plan;
- Identify gaps in roles, competencies, or organizational structure that may hinder execution of the strategic plan, highlighting opportunities to improve succession planning through career paths or development programs;
- Mobilize work teams around strategic initiatives, developing clear accountabilities for success metrics; and
- Refine communications plans to create energy and momentum around strategic goals through meaningful engagement opportunities.

Methods used in accomplishing these tasks include output review, synthesis, and 1:1 follow-ups. Deliverables developed in this workstream include:

- Gap Summary – Summary of the any organizational gaps that might challenge execution, both in connection to current governance committees and capabilities within the organization.
- Communication Launch Plan – Updated communication strategy that highlights audiences, messages and timing in order energize forward momentum.

ADDITIONAL/OPTIONAL SERVICES

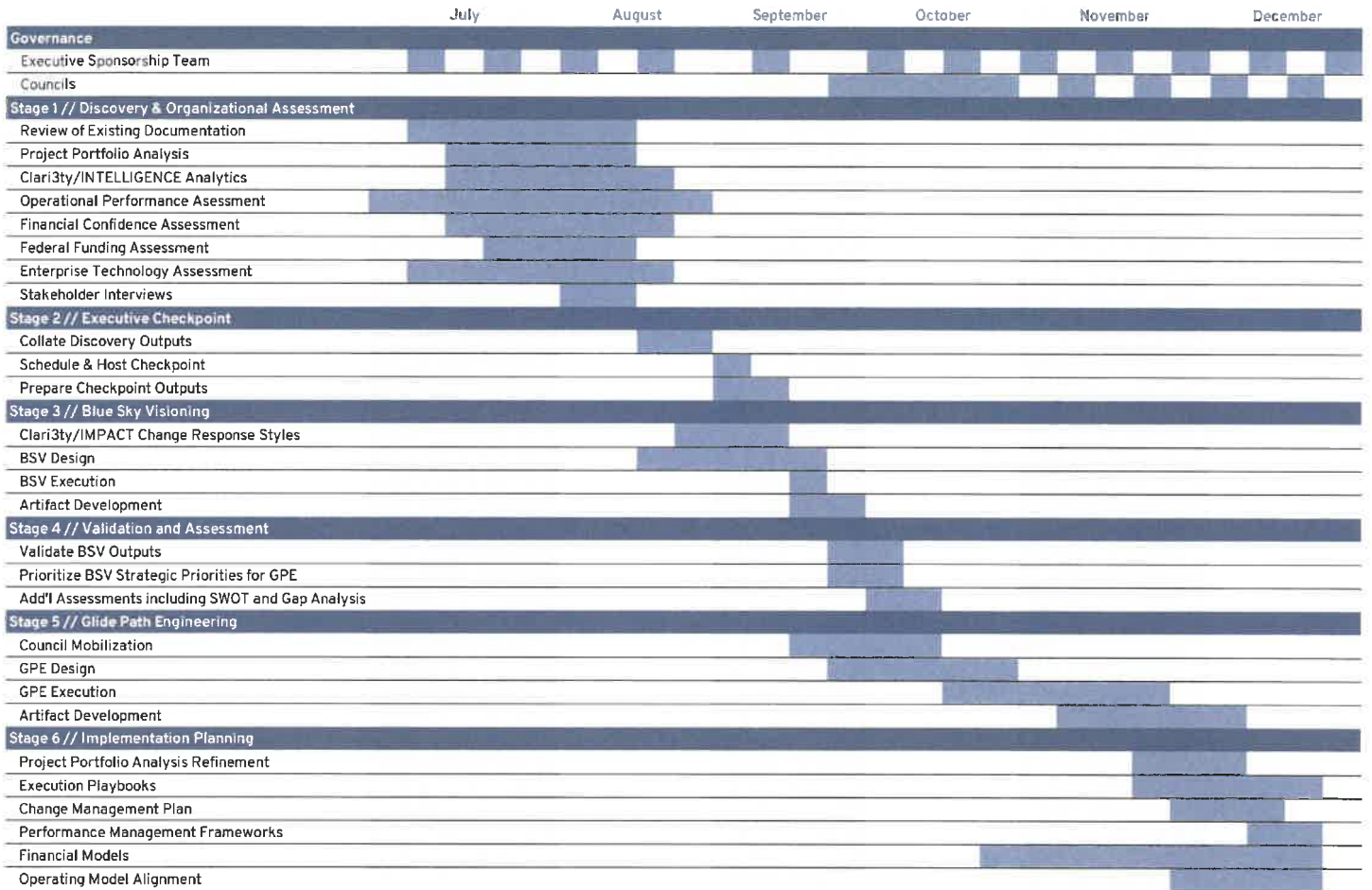
WV DHHR's expectations of a strategic advisory partner are well articulated in the RFP. Our core competencies and capabilities directly align with these expectations. Additionally, we have found that through our process, we often expose additional financial and clinical opportunities for our clients, above and beyond initial expectations. In particular, we find that clients often require additional hands-on support through the early efforts in their strategic plans, adding additional human resource bandwidth for project management, advising Councils and work teams, and sunseting existing initiatives.

Implementation & Measurement

Our detailed proposal demonstrates DHG Healthcare's proficiency in pulling together a variety of key stakeholders through a purposeful, collaborative process that ultimately will lead to the development of a tangible Strategic Roadmap that will meet the goals of WV DHHR as articulated in your RFP. Our proven methods have supported numerous organizations through fundamental transformations, and we take pride in continuing to work with many clients throughout implementation and measurement – to help bring these plans to life. Healthcare organizations and state governments currently face unprecedented bandwidth challenges, so continued support from our team through implementation and measurement will ensure desired outcomes and goals are achieved. As the currently requested scope nears its completion, we will be happy to collaborate with the Project Executive Sponsorship team to provide scope, approach, deliverables, and pricing for next steps in Implementation and Measurement support.

A detailed description of the DHG Healthcare work plan, timeline, and milestones to meet project objectives is provided in the following table. Our team is prepared to begin work at the time requested and will be available as required to complete all deliverables and meet the milestones as defined. Successful completion of the Project according to the timeline defined herein will require full and complete cooperation of all WV DHHR stakeholders and associates, as well as appropriate prioritization by the WV DHHR leadership team and Core Team.

Proposed Timeline & Activities



ENGAGEMENT CORE TEAM

Our Core Team dedicated to the WV DHHR engagement is comprised of senior level executives and experienced staff who are experts in and dedicated to strategic planning for federal and state government agencies, publicly owned and funded academic medical centers, regional health systems, complex physician practices, and other providers across the care continuum. The DHG Core Team will be actively involved in every aspect of the Project and will be responsible for managing the engagement, facilitating communication and interaction with the Executive Sponsorship team and other governance committees, coordinating the work of our Workstream Teams, and producing the defined deliverables in accordance with the defined project plan. In addition, the DHG Healthcare Core Team will take primary leadership roles in designing and facilitating BSVs and GPEs throughout the engagement, inspiring the creativity of participants to arrive at innovative and executable strategic priorities, and facilitating the work of Councils.

Project Leadership



Kevin D. Locke / Managing Principal, DHG Healthcare
Nashville, Tennessee

A healthcare industry visionary with over 30 years' experience, Kevin plays an integral role in establishing the DHG Healthcare point of view and our strategic planning framework. An established leader, Kevin not only serves as the Managing Principal of DHG Healthcare – providing insight and guidance to the firm's national healthcare assurance, tax, and consulting practices – but also maintains a deep focus on client service and industry transformation. A strategic thinker and expert facilitator, Kevin works with patients, providers, payers, employers, leaders, and Boards to help advance the transformation toward improved access, quality, and value across the healthcare ecosystem. Kevin holds a Bachelor's degree from Denison University.



Norman Mosrie, CPA, FHFMA, CHFP / Partner-in-Charge DHG Healthcare Assurance
Charleston, West Virginia

A certified healthcare financial professional with 35 years of experience, Norman has provided a wide variety of audit and business advisory services to clients focusing in the areas of healthcare, government, and insurance industries. Norman is familiar with the operations of the West Virginia Department of Health and Human resources through serving many healthcare organizations in West Virginia. With his involvement at the national level with the American Institute of Certified Public Accountants Healthcare Expert Panel and the HFMA Principles and Practices Board, Norman is actively involved in accounting, financial reporting and other matters impacting the healthcare industry.

In addition to having served as the audit partner for the State of West Virginia Single Audit in the past, Norman's significant government experience serving other State agencies. As a Government Finance Officers Association (GFOA) special review committee member, Norman has also assisted clients like the State of WV, PEIA, and BRIM in filing for and maintaining the GFOA Certificate of Achievement for Excellence in Financial Reporting.

Norman holds a Bachelor's in Accounting, *summa cum laude*, from Marshall University.

- Norman will serve as the Client Relationship Partner (**Principal/Executive Consultant**) for the WV DHHR engagement and maintain overall accountability for client satisfaction.



Craig Tolbert / Principal, DHG Healthcare National Strategy Practice & Engagement Principal
Birmingham, Alabama

Craig is a Principal in DHG Healthcare where he serves as the Service Line Leader for the National Strategy Practice. He brings more than 30 years of experience in the healthcare industry. His areas of expertise include enterprise strategic planning; service line planning; physician alignment; mergers, acquisition, and partnership strategy; value based care strategy; and regulatory compliance. Craig holds a Bachelor of Science in Accounting from the University of Alabama.

- Craig will serve as the **Principal/Executive Consultant** for the WV DHHR engagement, participate as a one of the key facilitators in BSV and GPE sessions and maintain accountability for successful execution of project objectives and deliverables.



Lydia Haas / Senior Manager, DHG Healthcare National Strategy Practice & Engagement Manager
Philadelphia, Pennsylvania

Lydia Haas is a senior manager in DHG's National Strategy Practice. In her current role, Lydia brings more than 15 years of experience advising clients on capability development, operating model development, functional and enterprise organizational design, leadership alignment and development, strategic planning, and change management programs. Her professional experience has been built in both industry and client service, at some of the nation's largest health systems and academic medical centers, payor and insurance companies, and one of the Big-Four professional services firms. Her diverse projects afford her a comprehensive understanding of an organization's competing priorities, allowing her to develop and execute strategies that build resiliency and effectively manage transformational change. Lydia holds a Bachelor of Science from Penn State University and a Master of Business Administration from Villanova University.

- Lydia will serve as the Engagement Manager (**Senior Consultant**) for the overall WV DHHR Project, participate as a key facilitator in BSV and GPE sessions, and ensure successful execution of project objectives and deliverables.

Federal & State Funding Expertise



Neely D. Duncan, CPA, CFE, FCPA / Partner, BKD, LLP National Public Sector Group (Subcontractor)
Dallas-Fort Worth, Texas

Neely has more than 20 years of audit and advisory experience in public accounting. Neely also served in the United States Navy for four years. Neely's experience includes financial statement audits, Single Audits, grants management and compliance, outsourced accounting functions, assistance with standards implementation, internal audit procedures, strategic planning, and tax-exempt matters for a wide range of nonprofit entities. Neely also performs forensic work related to various cases, internal controls consulting, as well as consulting for health care practices. In addition to handling the accounting and audit needs of her clients, she advises clients on operational efficiencies, internal controls, governance issues and routinely shares best practice recommendations gained from working with a variety of organizations with her clients. She is a highly sought national speaker on technical matters in the accounting community.

Neely is a member of the American Institute of CPAs, the Dallas Society of CPAs and serves as a board member of the Texas Society of CPAs. She is involved with many other professional associations including the Association of Certified Fraud Examiners, Forensic CPA Society, Dallas Social Venture Partners, SPARK!, The Dallas Foundation Advisory Committee, Partnership for Philanthropic Planning (North Texas Chapter) and Relationships First. She is a 2000 magna cum laude graduate of Old Dominion University, Norfolk, Virginia, with a bachelor's degree in accounting.

- Neely will serve as the **Principal/Executive Consultant** overseeing work related to federal and state funding assessments.

Financial Confidence



Courtney Young / Principal, DHG Healthcare
Washington, DC

Courtney is a Principal with DHG Healthcare with more than twenty years of experience in the healthcare consulting industry. She has extensive experience working with hospitals to effectively navigate the transition to new reimbursement methodologies including global budgets, population health management and value based purchasing including several Maryland hospitals' transition to fully capitated revenue models. She has led the engagement teams for projects representing in excess of \$2.5 billion of capital raised for hospitals and other healthcare providers. Courtney holds a Master in Economics and Finance from London School of Economics & Political Science and Bachelors degrees from Tulane University in finance and in economics.

- Courtney will serve as the **Principal/Executive Consultant** for Financial Confidence efforts and provide subject matter expertise related to financial assessments and dynamic financial modeling throughout the duration of the engagement.



Mike Zablocki / Manager, DHG Healthcare
Tysons, Virginia

Mike has nearly 10 years of experience in the healthcare industry. He has served a multitude of clients across the healthcare spectrum including large integrated health systems, regional hospitals, and post-acute care providers (SNF, HHA, CCRC, hospice, ambulatory care). His experience includes financial statement audits, financial forecasts, and projections for feasibility studies, as well as dynamic financial modeling. Mike also has extensive experience with assisting clients with cost accounting and budget system selection, implementation, assessment of current systems and processes, and assisting clients in various operational improvement engagements.

- Mike will serve as a **Financial Subject Matter Expert** for Financial Confidence efforts and provide subject matter expertise related to financial assessments and dynamic financial modeling throughout the duration of the engagement.

Operational Excellence



Andrew M. Williams, CPA / Managing Partner, BKD, LLP (Subcontractor)
Jackson, Mississippi

Andy serves as the managing partner for BKD in Jackson, Mississippi. He is a member of BKD National Health Care Group and provides financial statement audit, Medicare and Medicaid cost report preparation and reimbursement consulting services for hospitals and health systems nationwide.

Andy's experience includes working closely with a variety of health care clients, ranging from rural community providers to large urban hospital systems. Andy has frequently assisted clients with strategic planning, advanced payment models, mergers and acquisitions, Medicare and Medicaid reimbursement, state disproportionate share audits, electronic health records consulting, and cost report preparations and announcements. He seeks to help clients manage current operational risk and changes to the U.S. health care delivery system. Andy has worked with multiple Healthcare Financial Management Association (HFMA) chapters and is a frequent speaker for HFMA events and other organizations. He is a member of the American Institute of CPAs, Mississippi Society of CPAs and HFMA. In 2017, he was selected for Springfield Business Journal's 40 Under 40. Andy is a 2001 cum laude graduate of Missouri State University, Springfield, with a Bachelor of Science in accounting.

- Andy will serve as a **Principal/Executive Consultant** for operational assessments, providing subject matter expertise.



Eric Rogers / Principal, BKD, LLP Healthcare Performance Advisory (Subcontractor)
Springfield, Missouri

Eric is a member of BKD’s National Health Care Performance Advisory Services team. He has 17 years of clinical and administrative experience in health care, working at both large health systems and rural hospitals. He uses this practical experience to engage leaders in margin improvement opportunities.

He leads a team of professionals dedicated to helping clients including state and federal entities identify and implement operational efficiencies, cost reduction opportunities, and revenue generating strategies. Under Eric’s leadership, BKD has also helped organizations form Medicare Accountable Care Organizations and bundled payment programs across the United States. He is often a featured speaker at health care conferences, presenting on margin improvement strategies and helping organizations navigate the transition from fee-for-service to fee-for-value. Eric is a graduate of Missouri State University, Springfield, with a B.S. degree, and a graduate of Drury University, Springfield, Missouri, with an M.Ed. degree.

- Andy will serve as a **Principal/Executive Consultant** for operational assessments, providing subject matter expertise.

Organizational Development



Scott Spohn / Partner, DHG Healthcare Organizational Health
Atlanta, Georgia

A change strategist utilizing the latest thinking in the behavioral science and positive psychology fields, Scott collaborates with leaders in their journey towards transformational success and organizational well-being. He leads the Organizational Health practice within DHG Advisory and DHG Healthcare. Scott’s work ranges from imagining and delivering complex change management offerings to support significant business transformations to executing senior leadership development programs to address emerging strategic organizational challenges. Scott is a CPA and holds a Bachelor of Arts from the University of Wisconsin; a Master of Healthcare Administration from the University of South Carolina; and a Master of Accountancy from the University of Tennessee.

- Scott will serve as the **Principal/Executive Consultant** leading all Project work related to People, Organization Design, and Change Management.



Christi Rich / Manager, DHG Healthcare National Strategy Practice
Atlanta, Georgia

Christi is a Manager at DHG Healthcare, bringing more than five years of experience from both client service and the provider space in various roles, including operations, finance, and strategic management. Since joining DHG, she has managed strategic planning engagements for multi-state rural health systems, large physician practices, and publicly-owned academic medical centers. Equally as important, Christi has extensive experience in supporting those organizations through the execution of these transformative plans, with a particular focus on incorporating change into a transformative operating model. Christi holds a Bachelor of Arts in Communications from the University of Alabama and a Master of Health Administration from Columbia University.

- Christi will lead our People & Change and Operating Model assessments by providing **subject matter expertise** in organizational development and strategy execution. Additionally, Christi will play a key role in designing the BSV and GPE sessions and participate as a key facilitator throughout the sessions.

Technology Advisory



Ryan Boggs, CISA, CRISC, CCSFP, HCISPP / Managing Director, DHG IT Advisory
Greenville, South Carolina

Ryan has extensive experience in the areas of compliance consulting, system and controls (SOC), HITRUST and internal audit reporting. He has experience managing both domestic and international engagements that include SOC audits, compliance assessments and technology control reviews. His extensive experience encompasses working with federal regulations including Sarbanes-Oxley (SOX), the Gramm-Leach-Bliley Act (GLBA), HIPAA, the Health Information Technology for Economic and Clinical Health Act (HITECH), the Federal Financial Institution Examination Council (FFIEC) and the National Institute of Standards and Technology (NIST). Ryan also leads DHG's Microsoft Supplier Security & Privacy Assurance (SSPA) Data Protection Requirements (DPR) independent assessments as a Microsoft Preferred Assessor and assisted in developing the HITRUST practice for DHG. Ryan holds a Bachelor of Science in Accounting from The Citadel, in addition to his Certified Information Systems Auditor (CISA), Certified in Risk and Information Systems Control (CRISC), Healthcare Information Security & Privacy Practitioner (HCISPP), and HITRUST CSF Practitioner (CCSFP).

- Ryan will serve as the **Principal/Executive Consultant** leading all Project work related to technology and security.



Ben Owings, CDPSE, CCSFP, CHQP / Senior Manager, DHG Technology Advisory
Greenville, South Carolina

Ben has worked in the healthcare industry for more than 11 years. His knowledge across regulatory issues, compliance and operational risk sectors of the healthcare industry allows him to bring exceptional value to clients. Ben supports DHG clients by performing Security Risk Analyses, HIPAA Compliance Assessments, HITRUST service offerings including Validated Assessments with Certification, IT Controls Assessments for financial audits, and Governance Risk and Controls Analysis, in addition to supporting IT Due Diligence for our Transaction Services Teams. Ben has a Bachelor of Business Administration, Management and Marketing from the University of South Carolina, in addition to his Certified Data Privacy Solutions Engineer (CDPSE), Certified Common Security Framework Practitioner (CCSFP), and Certified HITRUST Quality Professional (CHQP).

- Ben will lead the Enterprise Technology and Cybersecurity Assessment work teams and serve as a **Subject Matter Expert** for technology and security questions.

ADDITIONAL SUBJECT MATTER EXPERTS

In addition to the core team leaders and experts listed above, this Project will be supported throughout Discovery, the BSV, and GPEs by several colleagues with relevant expertise, including, but not limited to:

Kevin J. Hamernik, CPA, CIRA / Partner; BKD, LLP Transaction Services (Subcontractor)
Indianapolis, Indiana

Kevin leads BKD's restructuring and special situations team and has more than 25 years of professional experience in **organizational development and business transformation**. Prior to joining BKD, he was an owner and managing member of an Indianapolis firm where he specialized in restructurings and turnarounds, financial and strategic consulting, special situations practices, financial due diligence, transaction support, debt and capital transactions and originations, forensic accounting, and litigation support. Kevin has represented both public and private companies, banks, law firms, family offices, and private equity groups. He has served as an interim officer, chief restructuring officer (CRO), state court receiver, federal Chapter 11 trustee, and federal bankruptcy court CRO. He has provided professional depositions and testimony, both with and without written reports. Kevin is a graduate of Indiana University, Bloomington, with a Bachelor of Science in Accounting.

Brittany Faith Richo, Ph.D. / BKD & DHG Healthcare Advisor (Subcontractor)

Raleigh, North Carolina

Brittany brings nearly a decade of experience across the **public health** spectrum in **substance & alcohol abuse, mental health crisis and disease**, medical billing, workplace injury, data analysis, research & evaluation, chronic disease, and immunizations. Brittany has a Bachelor of Science in Health Services Administration and Sociology from West Virginia University Institute of Technology; a Master of Science in Health Service Administration from Strayer University; and a Doctor of Public Health from Capella University.

Alison Amoroso / BKD & DHG Healthcare Advisor (Subcontractor)

Atlanta, Georgia

Alison is a trusted advisor to BKD and DHG Healthcare teams, with more than x years of experience assisting government agencies and non-profits with their most challenging health and human development challenges. Alison's experience includes serving as Executive Director of Women Express, Inc., a skills-based **mentoring program for girls** in Boston; and a background in social work, clinical coordination, and therapy for **child welfare** and **substance and drug abuse treatment** during the height of the crack/cocaine epidemic in Massachusetts. Alison has also served the CDC in a number of capacities, including: directing CDC funding to control the spread and risk of Zika infection in Guam and addressing lack of **family planning** and **teen pregnancy**; serving in the division of Adolescent and School Health; and advising on **youth tobacco control** with national organizations and state/local governments. Alison holds a Bachelor of Science in Psychology from Duke University; a Master's of Education from Harvard Graduate School of Education; and an Executive Certificate in Performance Measurement for Effective Management of Nonprofit Organizations from Harvard Business School/Kennedy School of Government.

Veronica Hartwell / BKD & DHG Healthcare Advisor (Subcontractor)

Tyrone, Georgia

Veronica is a results-oriented administrator with experience primarily in **public health**, and an experienced Grant Writer with a 28-year funding portfolio [foundations, corporate, and government funding] of over \$71 million. She has extensive experience in directing, planning, and monitoring programs, **ensuring program activities align with strategic goals** and defined performance outcomes. She also has experience in **managing and supporting grant requirements** and implementation for the organization. She serves as a valued and trusted advisor to BKD and DHG Healthcare teams in identifying and developing strategies to optimize the grants administration process. Veronica holds a Bachelor of Science in Psychology from Jackson State University and a Master of Science in Social Work from the University of Southern Mississippi.

Jill Griffith-Goodwin / Senior Manager, DHG Healthcare Reimbursement

Charleston, West Virginia

Jill is a Senior Manager at DHG Healthcare, bringing more than thirty-five years of health care experience in both provider and client service areas. She has a deep understanding of government and commercial payment system regulations, including, but not limited to, WV Medicaid and has extensive experience working with clients to perform revenue assessments to identify operational efficiencies and strategies to improve operating margins. She is a subject matter expert in the areas of reimbursement, revenue cycle and regulatory compliance. Jill previously held the position of Chief Compliance Officer at Charleston Area Medical Center. She is a CPA, a CPC and holds a Bachelor of Science in Accounting from the University of Charleston.

Andy Page / Partner, DHG Healthcare Reimbursement

Raleigh, North Carolina

Andy is a partner with DHG Healthcare with over 20 years of experience working exclusively within post-acute healthcare.

Andy's industry-specific service capabilities include a wide range of advisory services related to third party reimbursement, regulatory compliance, post-acute health care reform, and strategic operations advisory for skilled nursing facilities, assisted living providers, and continuing care retirement communities. His client base ranges from single-site providers to national and publicly traded entities.

Andy is a member of the American Institute of CPAs, and an active member in several national and state healthcare advocacy associations, serving on various committees as both a member and committee chair. He holds a B.S. degree in accounting from North Carolina State University as well as an M.S. degree in accounting from the University of North Carolina at Wilmington r.

Chris Masone / Principal, DHG Healthcare Growth & Optimization

Greenville, South Carolina

Chris serves as the Leader of DHG's Growth and Optimization Solution. In his role, Chris leads hospital and service line strategic planning for all sizes of healthcare systems. Chris also leads system and market access studies, provider alignment initiatives and various analytic dashboarding solutions. Chris has spent the last 20 years of his healthcare experience leading organizations through visioning and planning engagements focused on optimizing and prioritizing organizational roadmaps.

Bryant B. Macaraeg, CPA / Partner; BKD, LLP (Subcontractor)

New York, New York

Bryant has approximately 20 years of public accounting experience. He primarily focuses on the health care industry, with a specific concentration on providing audit, accounting and advisory services to **special needs providers**. His clients include providers of services for the developmentally disabled, special education providers, **behavioral health** agencies and human service agencies. Bryant's additional areas of expertise include financial and cost reporting, rate reimbursement modeling and analysis, consolidated fiscal report preparation and benchmarking and operational reviews. Bryant holds a BBA in Accounting from Bentley University.

Brian S. O'Reilly, CPA / Partner; BKD, LLP (Subcontractor)

New York, New York

Brian has more than 30 years of experience providing a broad range of advisory services to not-for-profit organizations and health care providers, with a specific focus on those serving the disabled. Widely recognized for his expertise in fiscal and management issues specific to **special needs providers**, he assists them with financial planning, reimbursement rate analyses, preparation and review of the consolidated fiscal report (CFR), rate appeals and tuition waivers, **negotiating with funding sources**, direct and indirect cost allocation studies and general cost reporting and appeals. A regular speaker, Brian has presented for the New York State Rehabilitation Association, Inc., the Interagency Council of People with Developmental Disabilities, Inc., the Foundation for Accounting Education and Financial Managers Association (FMA), among others. Topics have included rate rationalization implementation, CFR reporting and transitioning to managed care. He was honored at the 2017 FMA conference for his years of service to the special needs industry. Brian holds a B.B.A from Adelphi University.

Karen Mason, MOS / Executive Assistant, DHG Healthcare
Charleston, West Virginia

Karen serves as the Executive Assistant to Norman Mosrie, Relationship Partner and will serve as **Administrative Support** to the Project. She provides executive-level administrative support to partners and staff and has over 38 years of administrative support experience. Karen has worked with Norman Mosrie on West Virginia government entities in his capacity as their engagement partner.

PHYSICIAN ADVISORY COUNCIL

The DHG Healthcare Physician Advisory Council (“PAC”) is a team of highly accomplished clinicians and healthcare leaders firmly grounded in today’s ever changing provider landscape that is moving from volume to value. The DHG Healthcare PAC is made up of physicians representing Primary Care, Specialists, and Emergency Medicine from independent practices, large hospital based multispecialty practices and Chief Medical Officers. The DHG Healthcare PAC mission is to supplement and enhance the DHG Healthcare clinical acumen and expertise, work alongside DHG Healthcare professionals, and assist clients in moving toward Risk Capability and navigating the demands of a transforming healthcare industry.

One or more of our PAC members will serve on the WV DHHR Project as Subject Matter Experts related to provider landscape, clinical programs, healthcare transformation, population health, clinical integration, quality improvement, and change management.



EXCEPTIONS TO TERMS & CONDITIONS

DHG Healthcare recognizes the RFP has terms and conditions that must be accepted in full, unless any exceptions, clarifications, or other proposed modifications are identified in DHG Healthcare's proposal, per the RFP's instructions. To this end, certain terms and conditions as referenced in the RFP may require modification to comply with professional standards and/or DHG policies. As DHG has successfully resolved similar agreements with the State of West Virginia previously, DHG is confident the parties can successfully negotiate mutually acceptable terms and conditions. DHG Healthcare sincerely appreciates WV DHHR's consideration and understanding. DHG Healthcare looks forward to working with WV DHHR on this engagement.

Therefore, we have identified the following exceptions:

Section 3 General Terms and Conditions, 24 Modifications. Upon acceptance of the engagement, we will work with the WV DHHR to establish and document the actual scope and the responsibilities of management and DHG Healthcare, in accordance with professional standards, in a separate engagement letter to be signed by the WV DHHR and DHG Healthcare. We request the engagement letter be included in the contract to comply with professional standards.

Section 3 General Terms and Conditions, 30 Privacy, Security, and Confidentiality. DHG Healthcare can generally comply with the Confidentiality Policies and Information Security Accountability Requirements noted in the RFP; however, there are specific matters which will require further discussion, e.g., definition of security incident, notifications, audit rights, etc. All of our professional services are governed by the Code of Professional Conduct of the AICPA which establishes a duty of confidentiality regarding client information. We take this duty very seriously as demonstrated by a number of policies and procedures. If engaged, the parties will review and discuss this further.

Section 3 General Terms and Conditions, 36 Indemnification. DHG Healthcare does have some restrictions with respect to indemnifying clients, in accordance with professional standards and firm insurance policies. Therefore, only to the extent caused by DHG Healthcare's negligence or intentional misconduct could DHG Healthcare agree to indemnify and hold you harmless for claims, actions and liabilities asserted by third parties against you and which result from the services performed by DHG Healthcare pursuant to this engagement.

Section 3 General Terms and Conditions, 45 Void Contract Clauses; Federal Funds Addendum 3 & 4. Limitation of liability is standard in DHG Healthcare agreements and common in the public accounting industry. If engaged, the parties may review and discuss this further.

PAST PROJECTS & REFERENCES

At DHG Healthcare, we've had the honor and privilege of serving as a strategic advisor to many of federal and state government entities, in addition to many of the top health systems, academic medical centers ("AMC"), and large physician practices in the country. As such, our team understands the multiple layers, complexities, challenges and opportunities of regulatory compliance, strategic planning and execution, and operational excellence within your environment. Like WV DHHR, our clients face significant challenges such as: managing mission and margin; managing relationships with key providers; navigating increasingly complex reimbursement environments; managing the total cost of care across the continuum; and expanding decision-making to include social determinants of health, wellness, personalized/precision medicine, technology, and analytics. We are humbled to support leading organizations with organizational assessments and strategic planning; two of our client case studies and references can be found on the following pages and others can be referenced, as requested.

Reference #1: State of Missouri, Department of Elementary and Secondary Education

BKD was engaged to assist the State of Missouri Department of Elementary and Secondary Education (DESE) with activities related to the administration of approximately \$3 billion in federal relief funds. These funds were appropriated by the CARES Act, CRRSA and ARPA and currently involve \$200 million in ESSER I funds, \$880 million in ESSER II funds, \$1.96 billion in ESSER III funds, and additional EANS funds.

BKD provides a wide array of grants management solutions, including reviewing and approving compliance plans, budget applications, training, and support related to multiple funding sources, for 552 local education agencies (LEAs) and 258 non-public schools. We also provide technical assistance and help with reviewing the LEAs applications and any supporting documentation and approving applications and monitoring the use of funds to establish that expenses claimed for reimbursement are allowable, aligned to applications, properly inventoried, and properly documented. In addition, we assist with the preparation of periodic and final reports.

Highlights

- \$3B in ARPA – ESSER I, ESSER II, ESSER III, and EANS funds as well as CARES Act & CRRSA funds
- 552 local education agencies
- 258 non-public schools

Services

- Grants / project management
- Reviewing / approving compliance plans, budget plans, & applications
- Training
- Technical assistance
- Monitoring use of funds

Contact Information

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Reference #2 – University of Kentucky HealthCare

UK HealthCare is the hospitals and clinics of the University of Kentucky. It's 9,000 physicians, nurses, pharmacists, and other healthcare professionals are dedicated to providing the most advanced, most effective care available, not just in Kentucky but anywhere. UK HealthCare is a Level 1 trauma center and a Level IV Neonatal Intensive Care Unit, caring for the sickest of Kentuckians. In addition to their bold research and recognized academic programs, UK HealthCare is an active member in shaping Kentucky healthcare policy, including Medicaid reform and other programs that promote the health, well-being, and economic security of Kentuckians. They also partner with organizations and non-profits across the state, ensuring that world-class care is available to even the most rural areas of Kentucky.

UK HealthCare engaged its full leadership team and broader organization in the strategic planning process with DHG – from future state visioning through building a robust ambulatory strategy and developing the cultural enablers critical to meeting their desired business outcomes executional success. DHG facilitated a Blue Sky Visioning event for executive and clinical leaders to set the enterprise vision and key strategic objectives. To further define their culture objective, DHG designed two Glide Path Engineering sessions - one that explored values, diversity & inclusion and engagement, and one 'deep-dive' in provider engagement. We maintained two workstreams specifically supporting enterprise governance and the faculty practice. First, we led the executive team through a workshop to examine their committee structure and decision rights. This was important to understand and streamline before they started a new committee that jointly governed the faculty practice, health system and a future community practice. This ongoing governance work will shape desired changes to the long-term operational support structure for the faculty practice and their funds flow model; both will balance centralized guardrails with accountability and autonomy for department chairs. To begin these changes, we worked closely with the College of Medicine's finance team to benchmark clinical productivity and refresh a faculty compensation model that will reward quality and commitment to the tripartite mission, drive fiscal accountability and better connect departments with the strategic plan.

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COMMITMENT TO CLIENT SERVICE

DHG has been awarded the 2021 Best of Accounting Award for providing superior service to clients.

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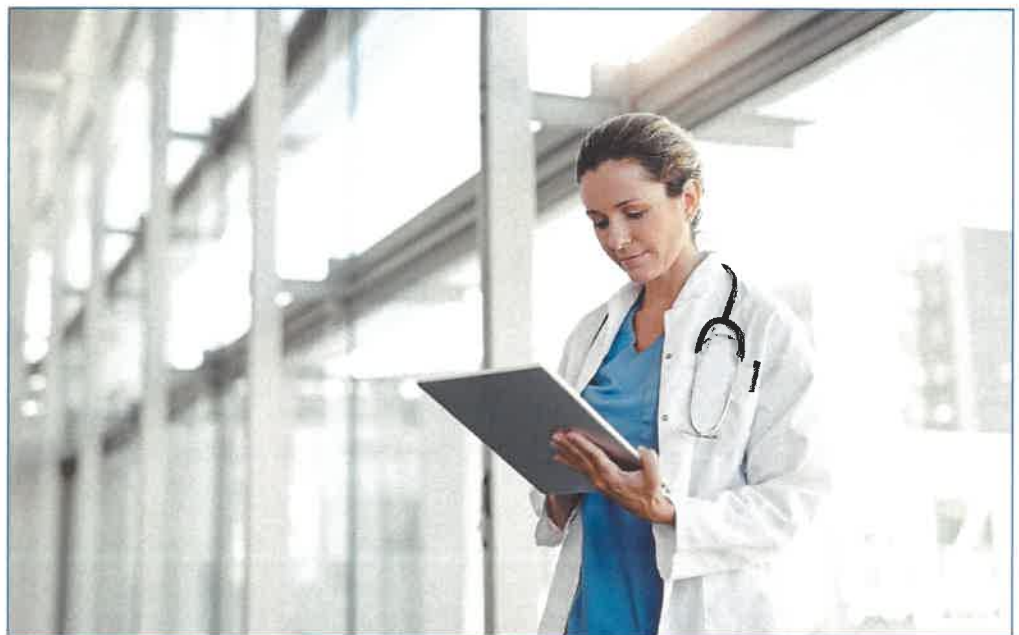


98% of clients are extremely satisfied or satisfied with their DHG service.

97% of clients are likely to recommend DHG.

97% of clients say DHG professionals deliver high-quality, error-free work.

97% of clients say DHG is highly knowledgeable in their industry.



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