



Technical Proposal



Proposal in Response to the Request for Proposals (RFP) for
***Independent Verification and Validation Services
For the
Iowa Medicaid Management Information System (MMIS)
Project***

November 7, 2011

Proposal Submitted by:

Timothy Masse, MBA, Principal
Eduardo Daranyi, PMP, M.Ed, Project Manager
Berry, Dunn, McNeil, and Parker, LLC
100 Middle Street
Portland, ME 04104
Phone: (207) 541-2323
tmasse@berrydunn.com
edaranyi@berrydunn.com



1.0 TRANSMITTAL LETTER AND BID PROPOSAL SECURITY

November 7, 2011

Ms. Joanne Rockey
Iowa Medicaid Enterprise
100 Army Post Road
Des Moines, Iowa 50315

Dear Ms. Rockey:

Berry, Dunn, McNeil & Parker, LLC (BerryDunn) is pleased to submit this proposal in response to Request for Proposal (RFP) MED-12-017 issued by the Iowa Department of Human Services (DHS, Agency) to retain the services of a Contractor to provide Independent Verification and Validation (IVV) Services for the Iowa Medicaid Management Information System (MMIS) Project. We have read the RFP and the addenda, we understand them, and we agree to the terms and conditions stated therein.

Introduction to BerryDunn

BerryDunn is a national consulting firm with over 35 years of experience in the public and private sectors. We have a dedicated Medicaid Consulting practice comprised of team members who have served multiple states as they developed strategies for improving their health and human services programs and systems. We bring experienced MMIS IVV specialists, project managers, technical analysts, and Medicaid Subject Matter Experts (SMEs) to support this important work.

BerryDunn has served multiple states on IVV and Quality Assurance (QA) projects, including several that focused on implementing advanced MMIS solutions that included separate or combined Pharmacy Point-of-Sale (POS) systems and Medicaid Data Warehouse and Decision Support System (DW/DSS) solutions. We have demonstrated experience working in collaboration with client and vendor teams to achieve clients' objectives.

One of the significant advantages that BerryDunn brings to this project is our independence from prospective vendors that may be involved in this project. As an independent consulting firm, we do not develop or sell hardware or software, nor do we partner with vendors that could impair our objectivity. This allows us to provide truly independent IVV services.

Understanding of the State's Objectives

We understand the unique nature of Iowa's modular Medicaid program structure and the Department's objective to maintain the current business model with "best-of-breed" contractors co-located with State staff at a common facility. Additionally, we understand how the IVV role fits relative to the work expected of the other IME systems and services contractors. BerryDunn is committed to working in collaboration with the State and its contractors to support the Department's objectives for the design, development, and implementation (DDI) of the MMIS and POS systems and system services.

We understand that the Core MMIS and POS systems must be developed in compliance with Part 11 of the State Medicaid Manual and the related federal regulations that impact and shape the Department's Medicaid operations. Additionally, the MMIS must comply with the *Enhanced Funding Requirements: Seven Conditions and Standards, Medicaid IT Supplement (MITS-11-01-v1.0)* and with Section 1104 of the ACA.

Strengths of Our Approach

BerryDunn's IVV methodology involves monitoring *issues* (i.e., current challenges that are being faced in the implementation process) and *risks* (i.e., potential problems that have not yet occurred, but that require attention and mitigation strategies to minimize the likelihood of them developing into issues). Our IVV methodology will follow four primary principles in meeting the IVV needs of the State:

1. **Listen** and study the lessons offered to us through the State's RFP for IVV services, materials provided in support of the project, our own research and past experience, and the perspective built from our early interaction with the Agency Project Director and the IME team members to build an understanding of the culture of the IME and the needs of stakeholders.
2. **Leverage** BerryDunn team members' programmatic expertise with state health and human services agencies, coupled with our diverse IVV experience with large-scale state system implementations.
3. **Apply** industry standards and best practices utilizing BerryDunn's experience and expertise, as well as those established by IEEE, Project Management Body of Knowledge (PMBOK), and the Software Engineering Institute's Capability Maturity Model Integration (CMMI).
4. **Comply** with State and Federal standards and requirements as well as requirements set forth in the RFP.

Each IVV assessment will provide the Agency with a "snapshot" of project health, together with recommendations for addressing project deficiencies. BerryDunn utilizes a proven IVV approach that begins with an objective evaluation of the project against PMI's Triple Constraints (Project Schedule, Budget, and Scope) and incorporates an assessment of the other critical business and technical factors and outcomes contributing to the success of the project.

BerryDunn believes that IVV plays a vital role in the success of a MMIS DDI project if the perspective provided by the IVV team is presented on a timely basis and is in line with the needs of the project. We recognize that some of the State's contractors may not always agree with or be comfortable with the observations and recommendations the IVV team offers the Agency Project Director. Our team members have learned to listen to multiple perspectives and to assess every project situation with an open mind and a focus on what is best for the project overall. In this way we can ensure the IVV perspective is heard and, when possible, utilized to move the project forward.

We recognize that Agency staff must wear multiple hats and are responsible for not only participating in the DDI efforts, but may also be required to support the current MMIS operation. BerryDunn IVV team members are skilled at helping client teams to minimize rework, identify ways to improve communication, and to consider options. Our team is prepared to provide objective observations relative to the project work products and the activities of both Agency and contractor staff. We will work independently but collaboratively to provide the Agency Project Director with actionable recommendations that can help reduce errors, mitigate risk, and quickly remove roadblocks to the ongoing progress of the DDI effort.

BerryDunn team members hold a common truth that if we do a good job ensuring the successful completion of the MMIS DDI project, then men, women, and children who are eligible for Medicaid services will receive them and Medicaid providers will receive the proper compensation for their services. Our team members have previously worked closely with their agency customers to realize this truth in other States.

Strengths of Our Team

BerryDunn's team members were carefully selected based on the needs set forth in the RFP and team members' experience providing IVV services for other large Medicaid system implementations. The individuals that will be on the ground and actively involved in the execution of this project include:

- **Senior Medicaid systems specialists** with significant experience providing IVV of large Medicaid system implementations, from planning to Federal certification, building upon established industry standards and best practices set forth by IEEE, CMMI, and PMBOK.
- **Senior business and technical analysts** with proven experience providing IVV, QA, and technical assistance; Medicaid system planning and procurement; Medicaid Information Technology Architecture (MITA); HIPAA, ICD-10, and 5010 standards; health information technology (HIT); health insurance exchange (HIX); and health care reform planning.
- **Experienced project managers** who are accustomed to leading large, complex, and highly visible state government projects.

BerryDunn's team offers Iowa DHS superior leadership, as well as hands-on experience working with state personnel to address the day-to-day challenges of large-scale system implementation, testing, certification, and ongoing operations.

Our team will be led by members of BerryDunn's Government Consulting Group who have recently provided IVV and QA services for large system projects in Maine, Maryland, Massachusetts, New Hampshire, and West Virginia. In addition, we are pleased to partner with highly qualified subcontractors that bring significant depth of knowledge and experience in state health and human services programs and systems.

We have studied the Federal Social Security Act and understand how the different titles of the Act affect the administration of healthcare and assistance to families and individuals across the United States. Our team brings deep technical expertise in relational databases, mainframe, client/server, call center, data capture, and web portal technologies, coupled with a strong business perspective of Medicaid, eligibility, training, technical writing, and the standards guiding Federal certification. BerryDunn's team possesses the depth, knowledge, skills, and expertise required to conduct all facets of this project.

Why BerryDunn?

The following points highlight the strengths of BerryDunn's qualifications to conducting this engagement:

- *Demonstrated and Relevant Experience* – The individuals we are proposing are veteran health and human services business and technical analysts who will draw on their personal experiences working with more than 15 states across the country on relevant projects. BerryDunn's proposed team members have worked with IME in the past, and are currently working with an Iowa local government client. We believe this experience with the State of Iowa will be very beneficial to the IVV services we provide.
- *Effective Project Management* – BerryDunn has successfully managed several system implementations oversight projects of the size and scope sought by the IME. Our proposed project team recently provided nearly four years of IVV, QA, and Technical Services for the State of Maine's successful MMIS implementation. Our team will be led by a certified Project Management Professional and our project management approach is derived from established and proven project management methodologies as defined by the Project Management Institute's (PMI's) best practices. These best practices will form the foundation for all project efforts.
- *A Focus on Quality* – Our work will be guided by a Quality Management Plan that defines expectations up front. We build quality assurance checks into our development methods rather than tacking on a cursory quality assurance check at the end. By incorporating quality management into our day-to-day work, we will reduce risk and actualize outcomes in line with expectations – a guiding principle of BerryDunn's approach.
- *Communication and Collaboration* – We understand the importance of clear and well-timed communication. Our strategy is to involve Agency and contractor personnel when and as needed, make their roles and responsibilities clear, and minimize the impact to their day-to-day jobs.

Ms. Joanne Rockey

November 7, 2011

Page 5

In Closing

As a Principal and the leader of our firm's Government Consulting Group, I am authorized to bind BerryDunn to the commitments made herein. Enclosed are one (1) original and six (6) identical copies each of our Technical and Cost Proposals in addition to one (1) electronic copy each of our Technical and Cost Proposals on separate CD-ROMs.

Should you have any questions regarding our proposal, please feel free to contact me directly at (207) 541-2323 or tmasse@berrydunn.com. We would enjoy the opportunity to work in partnership with the Agency for this important project and would be pleased to present our proposal to answer any questions the Evaluation Committee may have.

Sincerely,

Timothy F. Masse
Principal

2.0 TABLE OF CONTENTS

Section	Page
1.0 Transmittal Letter and Bid Proposal Security	1
2.0 Table of Contents	6
3.0 RFP Forms	7
4.0 Bidder’s Approach to Meeting Key Activities	15
4.1 Understanding of the State’s Objectives	15
4.2 Activities, Deliverables, Performance Measures, and Monitoring Activities	18
5.0 Bidder’s Background	29
5.1 Experience	29
5.2 Personnel.....	50
5.3 Financial Statements	54
5.4 Termination, Litigation and Investigation	56
Appendix A: Resumes	57
Appendix B: Letters of Reference	82

3.0 RFP FORMS

Please find included in this tab the following completed RFP forms as requested in Section 3.2.3 of the Agency's RFP:

- Release of Information Form
- Primary Bidder Detail & Certification Form
- Subcontractor Disclosure Form

Attachment A: Release of Information
(Return this completed form behind Tab 3 of the Bid Proposal.)

Berry, Dunn, McNeil & Parker, LLC (name of bidder) hereby authorizes any person or entity, public or private, having any information concerning the bidder's background, including but not limited to its performance history regarding its prior rendering of services similar to those detailed in this RFP, to release such information to the Agency.

The bidder acknowledges that it may not agree with the information and opinions given by such person or entity in response to a reference request. The bidder acknowledges that the information and opinions given by such person or entity may hurt its chances to receive contract awards from the Agency or may otherwise hurt its reputation or operations. The bidder is willing to take that risk. The bidder agrees to release all persons, entities, the Agency, and the State of Iowa from any liability whatsoever that may be incurred in releasing this information or using this information.

Berry, Dunn, McNeil & Parker, LLC
Printed Name of Bidder Organization

Signature of Authorized Representative

Date

Timothy F. Masse, Principal
Printed Name

Attachment B: Primary Bidder Detail Form & Certification

(Return this completed form behind Tab 3 of the Proposal. If a section does not apply, label it "not applicable".)

Primary Contact Information (individual who can address issues re: this Bid Proposal)	
Name:	Timothy F. Masse, Principal
Address:	100 Middle Street, Portland, ME 04101
Tel:	(207) 775-2387
Fax:	(207) 774-2375
E-mail:	tmasse@berrydunn.com

Primary Bidder Detail	
Business Legal Name ("Bidder"):	Berry, Dunn, McNeil & Parker, LLC
"Doing Business As" names, assumed names, or other operating names:	BerryDunn
Parent Corporation, if any:	NA
Form of Business Entity (i.e., corp., partnership, LLC, etc.):	Limited Liability Company
State of Incorporation/organization:	Maine
Primary Address:	100 Middle Street, Portland, ME 04101
Tel:	(207) 775-2387
Fax:	(207) 774-2375
Local Address (if any):	NA
Addresses of Major Offices and other facilities that may contribute to performance under this RFP/Contract:	Work will be performed onsite at DHS offices and from our Portland, Maine headquarters.
Number of Employees:	200
Number of Years in Business:	37 years
Primary Focus of Business:	CPA and Consulting
Federal Tax ID:	01-0523282
Bidder's Accounting Firm:	NA (BerryDunn is a Certified Public Accounting firm and prepares our own financial documents)
If Bidder is currently registered to do business in Iowa, provide the Date of Registration:	March 11, 2011
Do you plan on using subcontractors if awarded this Contract? {If "YES," submit a Subcontractor Disclosure Form for each proposed subcontractor.}	(YES/NO)

Request for Confidential Treatment (See Section 3.1)		
Location in Bid (Tab/Page)	Statutory Basis for Confidentiality	Description/Explanation
Tab 5 - Pages 54-56		Section 5.3 Financial Information Section 5.4 Termination, Litigation, and Investigation

Exceptions to RFP/Contract Language (See Section 3.1)			
RFP Section and Page	Language to Which Bidder Takes Exception	Explanation and Proposed Replacement Language:	Cost Savings to the Agency if the Proposed Replacement Language is Accepted
NA			

BID PROPOSAL CERTIFICATION

By signing below, Bidder certifies that:

- Bidder accepts and will comply with all Contract Terms and Conditions contained in the Sample Contract without change except as otherwise expressly stated in the Primary Bidder Detail Form & Certification.
- Bidder has reviewed the Additional Certifications, which are incorporated herein by reference, and by signing below represents that Bidder agrees to be bound by the obligations included therein.
- Bidder does not discriminate in its employment practices with regard to race, color, religion, age (except as provided by law), sex, marital status, political affiliation, national origin, or handicap;
- No cost or pricing information has been included in the Bidder's Technical Proposal;
- Bidder has received any amendments to this RFP issued by the Agency;
- Bidder either is currently registered to do business in Iowa or agrees to register if Bidder is awarded a Contract pursuant to this RFP;
- The person signing this Bid Proposal certifies that he/she is the person in the Bidder's organization responsible for, or authorized to make decisions regarding the prices quoted and he/she has not participated, and will not participate, in any action contrary to the anti-competitive agreements outlined above;
- Bidder specifically stipulates that the Bid Proposal is predicated upon the acceptance of all terms and conditions stated in the RFP and the Sample Contract without change except as otherwise expressly stated in the Primary Bidder Detail Form & Certification. Objections or responses shall not materially alter the RFP. All changes to proposed contract language, including deletions, additions, and substitutions of language, must be addressed in the Bid Proposal;
- Bidder certifies that the Bidder organization has sufficient personnel resources available to provide all services proposed by the Bid Proposal, and such resources will be available on the date the RFP states services are to begin. Bidder guarantees personnel proposed to provide services will be the personnel providing the services unless prior approval is received from the Agency to substitute staff;
- Bidder certifies that if the Bidder is awarded the contract and plans to utilize subcontractors at any point to perform any obligations under the contract, the Bidder will (1) notify the Agency in writing prior to use of the subcontractor, and (2) apply all restrictions, obligations, and responsibilities of the resulting contract between the Agency and Contractor to the subcontractors through a subcontract. The Contractor will remain responsible for all Deliverables provided under this contract.
- Bidder guarantees the availability of the services offered and that all Bid Proposal terms, including price, will remain firm until a contract has been executed for the services contemplated by this RFP or one year from the issuance of this RFP, whichever is earlier; and,
- Bidder certifies it is either a) registered or will become registered with the Iowa Department of Revenue to collect and remit Iowa sales and use taxes as required by Iowa Code chapter 423; or b) not a "retailer" of a "retailer maintaining a place of business in this state" as those terms are defined in Iowa Code subsections 423.1(42) & (43). The Bidder also acknowledges that the Agency may declare the bid void if the above certification is false. Bidders may register with the Department of Revenue online at: <http://www.state.ia.us/tax/business/business.html>.

By signing below, I certify that I have the authority to bind the Bidder to the specific terms, conditions and technical specifications required in the Agency's Request for Proposals (RFP) and offered in the Bidder's Proposal. I understand that by submitting this Bid Proposal, the Bidder agrees to provide services described herein which meet or exceed the requirements of the Agency's RFP unless noted in the Bid Proposal and at the prices quoted by the Bidder. I certify that the contents of the Bid Proposal are true and accurate and that the Bidder has not made any knowingly false statements in the Bid Proposal.

Signature:	
Printed Name/Title:	Timothy F. Masse, Principal
Date:	

Attachment C: Subcontractor Disclosure Form

(Return this completed form behind Tab 3 of the Bid Proposal. Fully complete a form for each proposed subcontractor. If a section does not apply, label it "not applicable." If the bidder does not intend to use subcontractor(s), this form does not need to be returned.)

Primary Bidder ("Primary Bidder"):	Berry, Dunn, McNeil & Parker, LLC (DBA "BerryDunn")
Subcontractor Contact Information (individual who can address issues re: this RFP)	
Name:	Laurie Sturgis
Address:	71 Preston Street Hillsboro, NH 03244
Tel:	518.928.1031
Fax:	
E-mail:	laurie.sturgis@ekoluplus.com

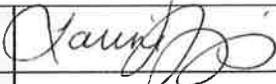
Subcontractor Detail	
Subcontractor Legal Name ("Subcontractor"):	Ekolu & Associates, LLC
"Doing Business As" names, assumed names, or other operating names:	Not applicable
Form of Business Entity (i.e., corp., partnership, LLC, etc.):	LLC
State of Incorporation/organization:	New Hampshire
Primary Address:	71 Preston Street Hillsboro, NH 03244
Tel:	603.513.1917
Fax:	
Local Address (if any):	71 Preston Street Hillsboro, NH 03244
Addresses of Major Offices and other facilities that may contribute to performance under this RFP/Contract:	Not applicable
Number of Employees:	2
Number of Years in Business:	9 years
Primary Focus of Business:	Health and Human Services consulting
Federal Tax ID:	30-0581565
Subcontractor's Accounting Firm:	Rutnik & Corr, PC
If Subcontractor is currently registered to do business in Iowa, provide the Date of Registration:	Not applicable
Percentage of Total Work to be performed by this Subcontractor pursuant to this RFP/Contract.	27% to 32%
General Scope of Work to be performed by this Subcontractor	
Independent Verification & Validation, Technical Assistance	
Detail the Subcontractor's qualifications for performing this scope of work	
See resume.	

By signing below, Subcontractor agrees to the following:

1. Subcontractor has reviewed the RFP, and Subcontractor agrees to perform the work indicated in this Bid Proposal if the Primary Bidder is selected as the winning bidder in this procurement.
2. Subcontractor has reviewed the Additional Certifications and by signing below confirms that the Certifications are true and accurate and Subcontractor will comply with all such Certifications.
3. Subcontractor agrees that it will register to do business in Iowa before performing any services pursuant to this contract, if required to do so by Iowa law.
4. Subcontractor does not discriminate in its employment practices with regard to race, color, religion, age (except as provided by law), sex, marital status, political affiliation, national origin, or handicap;

The person signing this Subcontractor Disclosure Form certifies that he/she is the person in the Subcontractor's organization responsible for or authorized to make decisions regarding the prices quoted and he/she has not participated, and will not participate, in any action contrary to the anti-competitive obligations agreements outlined above.

I hereby certify that the contents of the Subcontractor Disclosure Form are true and accurate and that the Subcontractor has not made any knowingly false statements in the Form.

Signature for Subcontractor:	
Printed Name/Title:	Laurie Sturgis, Executive Director
Date:	November 3, 2011

Attachment C: Subcontractor Disclosure Form

(Return this completed form behind Tab 3 of the Bid Proposal. Fully complete a form for **each** proposed subcontractor. If a section does not apply, label it "not applicable." If the bidder does not intend to use subcontractor(s), this form does not need to be returned.)

Primary Bidder ("Primary Bidder"):	Berry, Dunn, McNeil & Parker, LLC (DBA "BerryDunn")
Subcontractor Contact Information (individual who can address issues re: this RFP)	
Name:	netlogx, LLC
Address:	212 W. 10th Street C465 Indpls IN46202
Tel:	317.536.6046
Fax:	317.536.2642
E-mail:	npetrone@netlogx.com

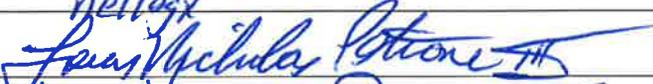
Subcontractor Detail	
Subcontractor Legal Name ("Subcontractor"):	netlogx, LLC
"Doing Business As" names, assumed names, or other operating names:	n/a
Form of Business Entity (i.e., corp., partnership, LLC, etc.)	LLC filing tax returns as an S Corporation
State of Incorporation/organization:	Indiana
Primary Address:	212 W. 10th Street C465 Indpls IN46202
Tel:	317.536.6046
Fax:	317.536.2642
Local Address (if any):	n/a
Addresses of Major Offices and other facilities that may contribute to performance under this RFP/Contract:	n/a
Number of Employees:	23
Number of Years in Business:	13
Primary Focus of Business:	Information Risk Management
Federal Tax ID:	35-2052380
Subcontractor's Accounting Firm:	Agresta, Storms + O'Leary, PC
If Subcontractor is currently registered to do business in Iowa, provide the Date of Registration:	in process
Percentage of Total Work to be performed by this Subcontractor pursuant to this RFP/Contract.	8% to 12%
General Scope of Work to be performed by this Subcontractor	
See attachments	
Detail the Subcontractor's qualifications for performing this scope of work	
See attachments	

By signing below, Subcontractor agrees to the following:

1. Subcontractor has reviewed the RFP, and Subcontractor agrees to perform the work indicated in this Bid Proposal if the Primary Bidder is selected as the winning bidder in this procurement.
2. Subcontractor has reviewed the Additional Certifications and by signing below confirms that the Certifications are true and accurate and Subcontractor will comply with all such Certifications.
3. Subcontractor agrees that it will register to do business in Iowa before performing any services pursuant to this contract, if required to do so by Iowa law.
4. Subcontractor does not discriminate in its employment practices with regard to race, color, religion, age (except as provided by law), sex, marital status, political affiliation, national origin, or handicap;

The person signing this Subcontractor Disclosure Form certifies that he/she is the person in the Subcontractor's organization responsible for or authorized to make decisions regarding the prices quoted and he/she has not participated, and will not participate, in any action contrary to the anti-competitive obligations agreements outlined above.

I hereby certify that the contents of the Subcontractor Disclosure Form are true and accurate and that the Subcontractor has not made any knowingly false statements in the Form.

Signature for Subcontractor:	<i>netlogx</i> 
Printed Name/Title:	LOUIS NICHOLAS PETRONE III, C.D.O.
Date:	10/25/2011

4.0 BIDDER'S APPROACH TO MEETING KEY ACTIVITIES

4.1 Understanding of the State's Objectives

The State of Iowa Department of Human Services (DHS, Agency) operates a modular Medicaid business model known as the Iowa Medicaid Enterprise (IME). Through a collaboration of State personnel and contractors, the IME supports systems and services for the day-to-day administration of the Iowa Medicaid Program, including (but not limited to) claims adjudication and payment, drug rebate, Pharmacy Point-of-Sale (POS), member services, provider services, medical services, pharmacy medical services, revenue collection, program integrity, and provider cost audit and rate setting. This unique, modular business model requires interdependence of the various systems and contractors.

Iowa's Medicaid Management Information System (MMIS) supports Medicaid claims processing and other related health plan operations. The current MMIS is a mainframe-based system that is over 35 years old, dating back to the 1970s. While the MMIS has been maintained and upgraded over the years and is certified through the Centers for Medicare and Medicaid Services (CMS), the current system has numerous constraints that impact its ability to meet Iowa's current and future needs. For example:

- Making changes to the current MMIS is becoming increasingly time-consuming and costly, with a limited pool of qualified programming resources to make necessary upgrades.
- The current MMIS does not allow for real-time processing of data and cannot support the complexity of today's claims processing requirements.
- New HIPAA claims transaction and coding requirements (5010/ICD-10) must be implemented by October 1, 2013. It is not feasible to implement the 5010/ICD-10 requirements in a cost-effective manner in the current MMIS.
- CMS has established new requirements for MMIS architecture and functionality. If Iowa's MMIS does not meet these requirements within CMS' established timeframes, the State risks losing enhanced federal matching dollars for the MMIS.
- With the passage of the Affordable Care Act (ACA), Iowa's Medicaid enrollment is estimated to increase by approximately 25%. The current MMIS would be challenged to be able to scale to meet the increasing claims processing and reporting requirements resulting from the passage of the ACA.

The current contracts supporting Iowa's Medicaid program are expiring in the near future. We understand that DHS has conducted a comprehensive assessment of its modular Medicaid program administration structure and has determined this structure will continue to fit the needs of the State going forward. Accordingly, DHS has undertaken an ambitious series of steps to competitively re-procure these services and transition from the current system services contracts to new contracts. Table 1 (on the following page) summarizes the various interconnected procurements underway within the IME.

Table 1: IME System and Service Procurements

Procurement	Contract Start Date	Selected Contractor (if known)
HIPAA and ICD-10 Technical Assistance and Support	March 1, 2010	CSG Government Solutions
IME Professional Services	May 1, 2010	<ul style="list-style-type: none"> • Iowa Foundation for Medical Care (Medical Services) • Health Management Systems (Revenue Collection) • Myers & Stauffer (Cost Audits/Rate Setting) • Health Management Systems (Estate Recovery) • Maximus (Member Services) • Goold Health Systems (Pharmacy Medical Services)
IME Program Integrity Services	May 1, 2010	Ingenix
Project Director Services for the MMIS Implementation	October 1, 2011	Griffin Enterprise Solutions <i>(Apparent Successful Vendor)</i>
EHR Medicaid Incentive Payment Administration Tool	November 1, 2011	Proposals currently under evaluation
IME System Services	February 1, 2012	Proposals currently under evaluation <i>Proposals submitted by Accenture and Noridian Administrative Services for MMIS Core Services. Proposal submitted by Goold Health Systems for the Pharmacy POS.</i>
QA/QC Services for MMIS Implementation Project	January 3, 2012	Proposals due November 7, 2011
IVV for the MMIS Implementation Project	January 3, 2012	Proposals due November 7, 2011 <i>(subject of this RFP/proposal)</i>
MMIS Project Oversight, Management, and Integration Services	January 3, 2012	Proposals due November 9, 2011
Project Director Services for the Iowa Integrated Eligibility Project (IIEP)	June 1, 2012	Proposals currently under evaluation
IIEP System	June 1, 2012	RFP to be posted on/about December 1, 2011
QA/QC Services for the IIEP	TBD	TBD
IVV for the IIEP	TBD	TBD
IIEP Project Oversight, Implementation, and Integration Services	TBD	TBD

BerryDunn understands the unique nature of Iowa’s modular Medicaid program structure and the Department’s objective to maintain the current business model with “best-of-breed” contractors co-located with State staff at a common facility. Additionally, we understand how the IVV role fits relative to the work expected of the other IME systems and services contractors. BerryDunn’s proposed project team recently provided nearly four years of IV&V services for the State of Maine’s successful MMIS implementation. BerryDunn is committed to working in collaboration with the State of Iowa and its contractors to support the Department’s objectives for the design, development, and implementation (DDI) of the MMIS and POS systems and system services.

As the IVV services provider, BerryDunn will represent the State’s interests in the MMIS and POS DDI project by providing objective, independent assessments of the contractors’ implementation of the MMIS and POS, identifying risks and recommending strategies to mitigate risks. We understand that the IVV activities sought by the Agency are designed to provide a “snapshot” of the project’s management and technical processes so that a proactive strategy may be maintained. IVV assessments will be performed at regular intervals to assess the ongoing health of the project. BerryDunn’s team will provide a consistent on-site presence and manage the focus of our assessment to include coverage of all aspects of the DDI that could present serious risk to the project.

BerryDunn brings an experienced team of managers and IVV professionals who understand the nature of the required IVV tasks and who have experience managing independently from the contractors involved with the development of the MMIS. Our team understands the reasons the IVV team must operate independently on a technical, managerial, and financial basis. The BerryDunn IVV team members have performed IVV services for multiple states and are committed to providing an unbiased, independent view of the health of the DDI project to the Agency. In addition, BerryDunn’s proposed team members have worked with Iowa IME in the past, and are currently working with an Iowa local government client. We believe this experience with the State of Iowa will be very beneficial to the IVV services we provide.

BerryDunn is a stable and financially secure firm. We have been in operation for 37 years and have experienced steady growth over our history by providing consistent, high-quality services to our clients. We appreciate the opportunity to submit this proposal and would enjoy the opportunity to provide IVV services for Iowa’s MMIS/POS implementation.

4.2 Activities, Deliverables, Performance Measures, and Monitoring Activities

This section provides a detailed description of how BerryDunn will provide the key activities and deliverables set forth in Section 1.8.1 of the RFP.

Key Activity #1: Prepare and deliver a project work plan for the IVV activities of the project.

BerryDunn Deliverable for Key Activity #1:

- *IVV Project Plan including a description of the activities of the personnel, schedule, standards and methodology for conducting the IVV assessments*

Tasks and Milestones for Key Activity #1:

◆ Milestone: Project Initiation

1. *Conduct Initial Assessment Planning.* On award of contract, BerryDunn will conduct an initial planning meeting with the Agency Project Director and the State Contract Administrator to review our proposed project approach; discuss high-level project objectives; determine the State's desired format and requirements for the IVV Project Plan, Assessment Tool and Assessment Reports; and gain background information on what has been conducted for this project to date. As part of this discussion, we will determine a preferred approach for managing communications among BerryDunn, the State, other contractors, and Federal stakeholders, and discuss our approach to scope, risk, and resource management. At this point, we will request names and contact information for State stakeholders who will be involved in the project and schedule a project kickoff meeting and our on-site meetings for the Initial IVV Assessment.
2. *Request and Review Available Background Documentation.* BerryDunn will provide a written request for information and available documentation to be provided by the Agency Project Director for BerryDunn's review in preparing the Management Plan for the Initial IVV Assessment. Types of information that we may request include an up-to-date Project Schedule showing tasks completed to date; current and historical project planning documents (e.g., Communications Plan, Deliverables Dictionary, Project Goals and Metrics); detailed Functional/Technical Design Specifications; and copies of the existing vendor contracts that impact the project. BerryDunn will determine what materials are needed for developing an Assessment Schedule and Assessment Tool. For example, BerryDunn would like to obtain and review the Agency approved versions of the Project Oversight, Management, and Integration Services (POMI) approved version of the MMIS DDI Contractor's contract and project planning documents.
3. *Submit a Proposed IVV Project Plan Outline for Agency approval.*

◆ Milestone: Agency Approval of IVV Project Plan Outline

4. *Update the BerryDunn IVV Project Plan.* Using the IVV Project Plan outline and feedback received from the Agency's review to develop an IVV Project Plan, BerryDunn will create an IVV Project Plan.
 5. *Submit the Updated IVV Project Plan for Agency Approval.* BerryDunn will develop the initial IVV Project Plan within 10 business days of the start of the contract.
 6. *Update the IVV Project Plan as Necessary Based Upon State Feedback.* BerryDunn will submit a final IVV plan for Agency approval within five (5) business days of receiving the Agency's review comments.
- ◆ **Milestone:** Agency Approval of the IVV Project Plan
7. *Update Plan for Agency Project Director review and approval every quarter.*

Key Activity #2: Develop an IVV assessment tool(s), including assessment criteria, strategies and a schedule of assessments and the rotation of the assessment focus, for the System Services DDI phase and integration of the project including but not necessarily limited to these areas of focus:

- Project Management
- Quality Management
- Knowledge transfer management
- Requirements management
- Operating environment
- Development environment
- Software development
- System and acceptance testing
- Data management (including conversion and interfaces)
- Operations oversight

BerryDunn Deliverables for Key Activity #2:

- *IVV Assessment Tool*
- *IVV Criteria and Strategies*
- *IVV Assessment Schedule*

BerryDunn's assessment tool will incorporate the above areas of focus as well as the specific areas identified in Appendix H of the RFP. The areas identified in the RFP are similar to assessment areas BerryDunn has utilized for assessment tools we have created for other IVV projects. BerryDunn will incorporate the identified areas and suggest additional areas to the Agency as appropriate.

Tasks and Milestones for Key Activity #2:

◆ **Milestone:** Project Initiation

1. *Request and Review Available Background Documentation.* BerryDunn will determine what materials are needed for developing an Assessment Schedule and Assessment Tool. For example, BerryDunn would like to obtain and review the Agency approved version of the Project Oversight, Management, and Integration Services (POMI) project planning documents.
2. *Submit a Proposed IVV Assessment Schedule Outline for Agency approval.*
3. *Update the IVV Assessment Schedule Outline using feedback received from the Agency's review.*

◆ **Milestone:** Agency Approval of IVV Assessment Schedule Outline

4. *Submit an Updated IVV Assessment Schedule for Agency Approval.* The schedule of assessments will be provided within ten (10) business days of the execution of the contract.
5. *Update the IVV Assessment Schedule.* If necessary, based upon Agency feedback, BerryDunn will revise the Assessment Schedule within five (5) business days of receipt of the Agency's review.

◆ **Milestone:** Agency Approval of IVV Assessment Schedule.

6. *Update the IVV Schedule and All Assessments.* The Assessment Schedule will be updated and provided for Agency Project Director review and approval every quarter.
7. *Submit a Proposed IVV Assessment Tool Outline.* BerryDunn will provide an outline for the Agency's review to communicate the structure and format of the proposed IVV Assessment Tool. By providing an outline of the Tool in advance of providing the tool itself, the Agency will have a chance to confirm the Tool will meet their needs and provide input prior to a significant amount of time being spent on developing the Tool. BerryDunn will use a customized format specific to the Agency's needs, leveraging assessment tools used from other States and similar projects.

◆ **Milestone:** Agency Approval of Assessment Tool Outline

8. *Update the IVV Assessment Tool.* Using the outline and feedback from the Agency, BerryDunn will update the Assessment Tool format and develop the tool based upon the Agency's feedback and incorporating the required activities from Attachment H of the RFP.
9. *Define IVV Assessment Tool Criteria and Strategies.* These will be included in the Assessment Tool and utilized for performing assessments.
10. *Submit the Updated IVV Assessment Tool (including criteria and strategies).* The Initial IVV Assessment Tool will be delivered to the Agency for approval within thirty (30) calendar days of the start of the contract.
11. *Revise the IVV Assessment Tool.* If necessary, based upon Agency feedback, BerryDunn will revise the Assessment Tool within five (5) business days of receipt of the Agency's review.

◆ **Milestone:** Agency Approval of IVV Assessment Tool

◆ **Milestone:** Agency Approval of IVV Assessment criteria and strategies

12. *Update Tool and All Assessments.* BerryDunn will update the Assessment Tool and all assessments as necessary for Agency Project Director review and approval every quarter.

Key Activity #3: Conduct an initial assessment including all IVV required sub-tasks. Report on the status of each task.

BerryDunn Deliverable for Key Activity #3:

- *Initial IVV Assessment Report*

BerryDunn will conduct an Initial IVV Assessment as a baseline review of the entire DDI project, including all IVV required subtasks identified in Attachment H of the RFP, using the Agency-approved IVV Assessment Tool. This review will occur within seven (7) calendar days of the Agency's acceptance of the IVV Assessment Tool. The Initial IVV Assessment Report will be delivered to the Agency for its review approval within fourteen (14) calendar days of the completion of the Initial IVV Assessment.

Tasks and Milestones for Key Activity #3:

◆ **Milestone:** Project Initiation

1. *Request and Review Available Background Documentation.* BerryDunn will provide a written request for information and available documentation to be provided by the Agency Program Director for BerryDunn's review in preparing for the Initial IVV Assessment. Types of information that we may request include an up-to-date Project Schedule showing tasks completed to date; current and historical project planning documents (e.g., Communications Plan, Deliverables Dictionary, Project Goals and Metrics); detailed Functional/Technical Design Specifications; and copies of the existing DDI contractor proposals and contracts.

BerryDunn will review available documents and incorporate relevant information into the Initial IVV Assessment Report. In addition, the information from our review of these documents will provide our team with an understanding and perspective of the work that has been conducted to date in advance of on-site interviews and fact-finding meetings with Agency stakeholders. This will allow us to most effectively plan our work and make the best use of Agency stakeholders' time. As part of our review, we will identify potential issues or risks from the work conducted to date to be discussed and clarified during fact-finding meetings with stakeholders. Based on our review of documentation, we may submit a follow-up documentation request for stakeholders to provide at our fact-finding meetings.

◆ **Milestone:** Receive/Review Initial Background Documentation

2. *Facilitate a Project Assessment Kickoff Meeting.* BerryDunn will work with the Agency Project Director to facilitate a Project Kickoff Meeting with key Agency and DDI contractor staff and stakeholders involved in this project. The objective of the kickoff meeting is to introduce project team members, discuss the Agency objectives for IVV, present our IVV project approach, answer questions, and discuss any issues that may impact the nature or

timing of BerryDunn’s work with stakeholders. During this meeting, we will review the IVV Project Plan and Assessment Schedule with the team and discuss the anticipated involvement of Agency stakeholders throughout the project.

3. *Conduct the Initial IVV Assessment.* BerryDunn will conduct a series of interviews and work sessions with members of the Agency Project Team, the vendor DDI project team, and other Agency project stakeholders. The objective of the interviews and work sessions is to clarify information from our review of background documentation and seek additional information to assist us with the IVV assessment. In addition, we will utilize our onsite time to observe project processes and operations and review additional project artifacts.

In conducting the IVV assessment, we will utilize a project checklist, which encompasses all of the areas to be reviewed, observed, monitored, and commented on as defined in our Assessment Tool. The Project Checklist will serve as BerryDunn’s tool for ensuring that all relevant areas of focus are evaluated and for documenting the project artifacts, people, and processes that were involved in our assessment of each project area.

Throughout the initial assessment, BerryDunn’s IVV Project Manager will maintain regular communications with the Agency Project Director to keep him/her apprised of our activities, discuss any issues that arise (e.g., conflicts with scheduling, need for access to additional resources), and address any project risks.

4. *Submit the Initial IVV Assessment Report Outline.* Based on our review of background documentation and information gained through on-site interviews, observations, and work sessions, we will develop a written assessment of the current status of the entire DDI project in each of the focus areas defined in the RFP. The Initial Assessment Report will provide a description and analysis of:
 - Each issue or risk we identify;
 - The level of severity (e.g., high, medium, or low);
 - Recommended strategies for mitigating the risk; and
 - Immediate- and long-term strategies to strengthen the Agency DDI Services project.
5. *Update the Initial IVV Assessment Report.* Based on review of background documentation and assessment outcomes. Where applicable BerryDunn will evaluate technical and management issues or risks against industry standards; the Project Management Institute (PMI) Triple Constraints of budget, scope, and schedule; and other industry best practices.
6. *Submit the Initial IVV Assessment Report within fourteen (14) calendar days after completing the initial IVV assessment.*

- ◆ **Milestone:** Agency Approval of the Initial IVV Assessment Report

Key Activity #4: Conduct periodic assessments according to the approved Agency schedule and prepare and deliver follow-up written IVV reports on the required tasks. Report on the status of each task(s) and the progress since the previous report.

BerryDunn Deliverable for Key Activity #4:

- *Written follow-up IVV assessment reports.*

The IVV project assessments will commence every month following the start of the previous (initial or periodic) assessment and will include a review of relevant project focus areas as defined in the Agency-approved IVV Assessment Tool and IVV Assessment Schedule.

Tasks and Milestones for Key Activity #4:

1. *Conduct Periodic Assessment Planning.* Based on the Agency approved assessment schedule, BerryDunn will conduct a planning meeting with the Agency Project Director to confirm plans for the upcoming follow-up IVV Assessment Reports. As part of this meeting, we will gain background information on the current status of the DDI activities that have been conducted for this project since our previous IVV Assessment, and the planned DDI activities for the coming period. As part of this discussion, we will confirm our approach for managing communications among BerryDunn, Agency, vendor, and stakeholders and request names and contact information for Agency stakeholders who will be involved in the upcoming IVV Assessment.
2. *Request and Review Available Background Documentation.* We will provide a written request for information and available documentation to be provided by the IVV Project Director for BerryDunn's review in preparing for the upcoming IVV Assessment. Types of information that we may request include an up-to-date Project Schedule showing tasks completed to date; current and historical project planning documents (e.g., Communications Plan, Deliverables Dictionary, Project Goals and Metrics, Status Reports); and selected vendor deliverables.

BerryDunn will review available documents and incorporate relevant information into the IVV Assessment documentation. In addition, the information from our review of these documents will provide our team with an understanding and perspective of the work that has been conducted to date in advance of our on-site interviews and fact-finding meetings with Agency stakeholders, which will allow us to most effectively plan our on-site work and make the best use of Agency stakeholders' time. As part of our review, we will identify potential issues or risks from the work conducted to date to be discussed and clarified during fact-finding meetings with stakeholders. Based on our review of documentation, we may submit a follow-up documentation request for stakeholders to provide at our fact-finding meetings.

- ◆ **Milestone:** Receive/Review Requested Documentation

3. *Conduct IVV Assessment.* BerryDunn will conduct a series of interviews and work sessions with members of the DDI Project Team and other Agency and project stakeholders. The objective of the interviews and work sessions is to clarify information from our review of background documentation and seek additional information to assist us with the IVV assessment. In addition, we will utilize our onsite time to observe project processes and operations and review additional project artifacts. As part of the assessment BerryDunn will evaluate the extent to which previous issues and risks have been addressed through corrective actions and whether new risks exist to the DDI project.

In conducting the on-site assessment, we will utilize a project checklist, which encompasses all of the areas to be reviewed, observed, monitored, and commented on as defined in our Assessment Tool. The Project Checklist will serve as BerryDunn’s tool for ensuring that all relevant project areas of focus are evaluated and documenting the project artifacts, people, and processes that were involved in our assessment of each project area.

Throughout our on-site assessment, BerryDunn’s IVV Project Manager will maintain regular communications with the Agency Project Director to keep him/her apprised of our activities, discuss any issues that arise (e.g., conflicts with scheduling, need for access to additional resources), and address any project risks.

4. *Submit Follow-up IVV Assessment Reports.* Based on the IVV team’s review of background documentation and information gained through on-site interviews, observations, and work sessions, we will develop a written assessment of the current status of the entire DDI project in each of the focus areas defined in the RFP. The follow-up Assessment Report will provide a description and analysis of:

- Each issue or risk we identify;
- The level of severity (e.g., high, medium, or low);
- A description of the potential impact of the risk on the DDI project
- Recommended strategies for mitigating the risk; and
- Immediate- and long-term strategies to strengthen the DDI Project.

Where applicable, BerryDunn will evaluate technical and management issues or risks against industry standards; the PMI Triple Constraints of budget, scope, and schedule; and other industry best practices.

BerryDunn will submit the written follow-up IVV Report within fourteen (14) calendar days after completing the IVV assessment.

- ◆ **Milestone:** Agency Approval of Follow-up IVV Assessment Report

Key Activity #5: Plan, schedule and conduct management and project team briefings and other briefings as requested. A formal presentation to the Executive committees and Agency stakeholders will be delivered after each IVV assessment or as directed by the Agency.

BerryDunn Deliverables for Key Activity #5:

- *Formal presentations.*
- *Meeting notes.*
- *Meeting agendas.*
- *Walkthroughs on all significant deliverables.*

Tasks and Milestones for Key Activity #5:

1. *Schedule IVV Assessment Report presentations.* BerryDunn will work with the Agency Project Director to schedule IVV Assessment Report presentations at a mutually agreeable time from ten (10) to thirty (30) days following distribution of the initial or follow-up IVV Assessment Report. The Agency Project Director will provide BerryDunn with a list of invitees for each presentation. At least ten (10) business days' notice will be given to invitees prior to the presentation.
 2. *Prepare IVV Assessment Report Presentations and Agendas.* BerryDunn will prepare IVV Assessment Presentations using Microsoft PowerPoint, together with a printable version in Adobe PDF. Agendas will be prepared in Microsoft Word and distributed at least two (2) business days prior to the presentation. BerryDunn will meet with the Agency Project Director to walkthrough the presentations prior to their delivery.
 3. *Present Findings and Recommendations.* BerryDunn will conduct a formal presentation of our IVV Assessment Reports (initial and follow-up) as they are developed or as directed by the Agency Project Director for the project Executive committees and Agency stakeholders. The presentations will provide an opportunity for the project leadership and stakeholders to obtain clarification of BerryDunn's findings in order to expedite the process of implementing recommendations and corrective actions.
 4. *Publish and distribute presentation meeting notes.* Meeting notes will be distributed within two (2) business days after conclusion of the presentation meetings.
- ◆ **Milestone:** Agency approval of IVV presentation and meeting notes.

Key Activity #6: Conduct an initial risk assessment of the project governance, and project structure including all elements of the flow and decision points identifying all risk points. Conduct risk assessments according to the Agency approved assessment schedule thereafter.

BerryDunn Deliverables for Key Activity #6:

- *Initial written risk assessment and recommended risk mitigation strategies on all identified project risks. Include all elements and risk points.*
- *Written risk assessments and recommended risk mitigation strategies on the project structure, including governance and flow.*
- *Final written report to be presented to all project teams and stakeholders as to the findings and recommended mitigation strategies.*

Tasks and Milestones for Key Activity #6:

◆ Milestone: Project Initiation

1. *Request and Review Available Background Documentation.* Within fifteen (15) business days of the start-date of the IVV contract, BerryDunn will begin an initial risk assessment. BerryDunn will provide a written request for information and available documentation to be provided by the Agency Program Director for BerryDunn's review in preparing for the Initial IVV Risk Assessment which is to focus specifically on the project structure and governance. Types of information that we may request will relate to project structure, including governance and flow. Information provided for the initial and follow-up IVV Project Assessments will also be considered for the IVV Risk Assessments.

BerryDunn will review available documents and incorporate relevant information into the Initial IVV Risk Assessment documentation. As part of our review, we will identify potential issues or risks from the work conducted to-date to be discussed and clarified during fact-finding meetings with stakeholders. Based on our review of documentation, we may submit a follow-up documentation request for stakeholders to provide at our fact-finding meetings.

2. *Submit the IVV Risk Assessment Report Outline.* BerryDunn will provide an outline for the Agency's review to communicate the structure and format of the proposed Initial Risk Assessment Report. Providing an outline of the Report in advance prior to delivering the Risk Assessment Report itself, the Agency will have a chance to confirm the Report will meet their needs and provide input prior to the development and submission of the Initial Risk Assessment Report.

◆ Milestone: Agency Approval of the IVV Risk Assessment Report Outline

3. *Conduct the Initial Risk Assessment.* Using information gained through on-site interviews, observations, and work sessions, BerryDunn will develop the Initial Risk Assessment Report.

The report will focus on the project structure and governance. The Assessment Report will provide a description and analysis of:

- Each identified issue or risk;
- The level of severity (e.g., high, medium, or low);
- The potential impact of the risk on the DDI project;
- Recommended strategies for mitigating the risk; and
- Immediate- and long-term strategies to strengthen the DDI project.

4. *Submit the Initial Risk Assessment Report.* Using information gained through on-site interviews, observations, and work sessions, BerryDunn will develop the Initial Risk Assessment Report. The initial and periodic IVV Risk Assessment reports will contain recommendations for improving the flow and management of the project work products being delivered, and how the IVV findings may be utilized by the POMI and the QA/QC vendor to assist them in completing their work products.

5. *Update the Initial Risk Assessment Report.* Based on Agency feedback, BerryDunn will update the Initial Risk Assessment Report.

◆ **Milestone:** Agency Approval of the IVV Initial Risk Assessment Report

6. *Present the Approved IVV Risk Assessment Report.* The approved IVV Risk Assessment Report will be presented to project teams and stakeholders as directed by the Agency Project Director and will include the identified findings and mitigation strategies.

7. *Conduct Periodic IVV Risk Assessments according to the Agency approved schedule.* BerryDunn will perform ongoing risk assessments regarding the effectiveness of the project structure and governance. Scheduled Risk Assessments will be provided to the Agency Project Director for review and approval within fourteen (14) calendar days of the completion of the risk assessment. Risk Assessment Reports will include all identified risks associated with the project structure and governance, and include risk mitigation strategy recommendations.

8. *Submit the Risk Assessment Report.* Using information gained through on-site interviews, observations, and work sessions, BerryDunn will develop the Initial Risk Assessment Report.

9. *Update the Risk Assessment Report.* Based on Agency feedback, BerryDunn will update the Initial Risk Assessment Report.

◆ **Milestone:** Agency Approval of the IVV Risk Assessment Report

10. *Present the Approved IVV Risk Assessment Report.* The approved IVV Risk Assessment Report will be presented to all project teams and stakeholders as directed by the Agency Project Director. The presentation will include the identified findings and mitigation strategies.

5.0 BIDDER'S BACKGROUND

5.1 Experience

Firm Overview

BerryDunn is a consulting and accounting firm headquartered in Maine and serving clients nationally. We were formed in 1974 with nine professionals and have experienced sustained growth throughout our 37-year history. Today BerryDunn employs approximately 200 personnel with offices in Maine, Massachusetts, and New Hampshire. BerryDunn is a Limited Liability Company organized in the State of Maine with 30 principals. We have a sufficient number of staff available to fulfill commitments, current as well as future.

We provide a full range of services to our clients, including management consulting, IT consulting, audit and accounting, and tax services. We have worked in over 40 states throughout the United States (as shown in Exhibit A).

BerryDunn has achieved the INSIDE Public Accounting (IPA) "Top 100 Firm" designation and was also named as a "Fastest-Growing" firm in the 2011 IPA 100 rankings. In addition, BerryDunn has been named one of the "Best Accounting Firms for Women" by the American Society of Women Accountants and the American Woman's Society of CPAs. We believe that these commendations, combined with our continued growth during challenging economic times, speak to the quality of our firm and the valued services and expertise we bring to our clients.



Exhibit A: Map of Client States Served

Of particular importance to our proposed QA/QC services for the IME, BerryDunn is an independent consulting firm. We do not sell or develop hardware or software, nor do we partner with system vendors that could impair our objectivity. This allows us to provide truly independent services, a statement we believe few vendors in the Medicaid consulting arena can say.

Technical Experience Providing IVV Services

BerryDunn has been called upon to provide IVV, Quality Assurance, and independent "project health assessment" services for numerous large, highly-visible state system projects. Our experience includes providing the following types of services:

- **"Traditional" IVV** (as defined by IEEE) – BerryDunn is accustomed to providing full-time, on-site IVV services, with teams comprised of project management personnel, business analysts, and technical analysts. In this traditional IVV role, we monitor the day-to-day activities of the implementation vendor and the state and serve as an independent third party to evaluate issues and risks to the project. We are currently providing this type of

IVV services for the State of Maine’s MMIS implementation, which went live in September 2010 and recently underwent Federal certification review. One of the most important steps we undertook in our role as IVV provider was to work with the State and implementation vendor to proactively build Federal certification requirements into all phases of the project, beginning with preliminary project planning.

- **“Point-in-time IVV”** – BerryDunn recently provided point-in-time IVV services for the Commonwealth of Massachusetts’ PeopleSoft upgrade project. We conducted a preliminary IVV assessment of the project, followed by three IVV assessments following the completion of each development phase. There are benefits to this type of IVV assessment approach in that it is less costly and provides a reasonable level of assurance that the project is on track and achieving stated objectives. One of the drawbacks to this type of IVV approach is that, because the IVV team is not able to observe the day-to-day dynamics and activities of the project, project issues and risks may be taking place that would ordinarily be identified quickly, but may not be observed or addressed until the next point-in-time IVV assessment.
- **Independent “project health assessments”** – BerryDunn has conducted “point-in-time” assessments of large system projects on behalf of the North Carolina Office of the State Auditor and the Massachusetts Information Technology Division. These projects required a strong understanding of project management, IVV, and system development methodologies and best practices, more so than specific subject matter expertise of the systems being implemented. For these contracts, BerryDunn evaluated large state IT projects spanning multiple agencies to evaluate whether the projects were on track and successfully progressing toward achieving their business and technical objectives; and were being managed in accordance with project management best practices and utilizing the appropriate control processes and systems. We reviewed background documentation, interviewed stakeholders, analyzed findings, and provided an objective assessment of project health “indicators” (e.g., Project Cost, Project Schedule, Project Scope, Project Risks and Issues, Project Quality, Project Customer Satisfaction, Project Management, Project Organization, Stakeholder Readiness). Each indicator then received a final rating of High, Medium, or Low Risk.
- **Oversight of project recovery efforts** – BerryDunn has been called upon to provide oversight of “at risk” or “failing” projects. In these cases, our role extended beyond traditional IVV in that we were helping to rebuild team morale and working collaboratively with the client and vendor teams to identify steps to bring the project back on track.
- **Independent Reviews** – BerryDunn has conducted more than 15 independent reviews of large system initiatives on behalf of the State of Vermont Office of the CIO, just prior to the State’s award of the contract to the vendor. These independent reviews serve as a means for the State to identify potential risks, gain an independent perspective of proposed project plan and contract, evaluate the State’s readiness to proceed with the

new system, and determine and confirm the previously established cost justification for the project prior to signing the contract with the implementation vendor. Through these independent reviews, BerryDunn has gained an understanding of a broad range of health and human services programs and systems, including technology initiatives within the State’s Medicaid, Child Support, Child Care, and Children & Families Agencies, as well as the Vermont State Hospitals.

One of the core strengths that BerryDunn brings as an IVV vendor is our ability to be flexible in understanding the software implementation methodology being recommended by both our client as well as the implementation vendor. We have learned that when vendors (and clients for that matter) are required to utilize implementation methodologies/approaches that vary greatly from their desired methodology, significant challenges can occur during the implementation. As an IVV vendor, our familiarity with the methodology selected for the project is critical for the client.

In providing IVV services, BerryDunn draws upon the following national standards:

1. PMBOK, Fourth Edition, from the Project Management Institute.
2. PMBOK Government Extension.
3. Capability Maturity Model (CMMI® for Development, Version 1.2 and CMMI® for Process, Version 1.2)
4. Applicable IEEE standards (not a complete list – but rather a representative sample of applicable standards):
 - a. Software Development:
 - i. IEEE Standard 1074-1997 for Developing Software Life Cycle Processes
 - ii. IEEE Standard 12207.0 for Information Technology Software Life Cycle Processes
 - iii. IEEE Standard 828-1998 for Software Configuration Management Plans
 - iv. IEEE 1042-1987 Standard Guide to Software Configuration Management
 - v. IEEE Standard 982.1-1988 Standard for Dictionary of Measures to Produce Reliable Software
 - vi. IEEE Standard 982.2 -1988 Guide for the use of the Dictionary of Measures to Produce Reliable Software
 - vii. IEEE Standard 839-1998 Recommended Practice for Software Requirements Specifications
 - b. Quality Assurance:
 - i. IEEE Standard 730-1998 for Software Quality Assurance Plans
 - ii. IEEE Standard 730.1-1995 Guide for Software Quality Assurance Planning
 - c. Independent Verification and Validation:
 - i. IEEE Standard 1012-1998 for Software Verification and Validation
 - ii. IEEE Standard 1028-1997 for Software Reviews

In addition, we are able to draw upon our experience conducting IVV for other large system implementations that require compliance with state and Federal standards.

Relevant Client Engagements

On the following page, we have provided relevant projects performed by our Government Consulting Group over the past 24 months utilizing the format requested in the RFP. In addition to IVV projects, we have provided references for related Medicaid consulting engagements and independent reviews of large-scale information systems, which have many parallels to the services being sought by the Agency. These projects demonstrate our team’s ability to perform the requirements set forth in Iowa’s RFP. (Note: This matrix only addresses projects led by BerryDunn, not those performed by our proposed subcontractors. Collectively, our team has worked on state Medicaid projects in over 15 states, which is presented in our resumes in Appendix A.)

In developing our experience matrix, we have provided the information requested in Subsection 3.2.5.1 of the RFP utilizing the following format:

Column A: Project Title

Column B: Project Role (Prime/Sub)

Column C: Name of Client

Column D: Start/End Dates

Column E: Contract Value

Column F: Scope of Services

Column G: Were the services provided timely and within budget? (Yes/No)

Column H: Customer Contact Information

As consultants, we must assure the quality of our services and our work products to preserve our reputation and ensure long-term viability. We are proud of our record of on time, on budget project performance. We encourage the Evaluation Committee to contact our references to inquire about our performance, our history of on-time and on-budget services, and our clients’ satisfaction with the services we provided.

Table 2: BerryDunn Contracts for Relevant Services within the Past 24 Months

Project Title	Role	Client	Dates	Value	Scope	On Time / On Budget	Contact
IVV, QA, and Technical Assistance for MMIS Implementation	Prime	Maine Department of Health & Human Services	April 2008 to June 2012	\$4.9 Million	BerryDunn is providing IVV and QA technical assistance for Maine’s MMIS implementation. The MMIS went live on September 1, 2010, and is currently undergoing CMS certification.	Yes	Ms. Brenda Harvey former Commissioner for Maine Department of Health & Human Services 222 Maple Avenue Shrewsbury, MA 01545 508.856.6056 Brenda.Harvey@umassmed.edu
MITA SS-A, Systems Planning, and Project Management for MMIS and DW/DSS Re-procurements and Implementations	Prime	West Virginia Bureau for Medical Services	April 2008 to March 2014	\$3.5 million	BerryDunn is providing project management and Medicaid consulting services for West Virginia’s MMIS and Data Warehouse/Decision Support System (DW/DSS) re-procurement. We conducted the Bureau’s MITA SS-A, developed an APD and RFPs for the re-procurements, and will continue to provide project management through the implementation and certification of the systems.	Yes	Mr. Ed Dolly Deputy Commissioner West Virginia Department of Health and Human Resources Bureau for Medical Services 350 Capitol Street, Room 251 Charleston, WV 25301 (304) 558-5978 Ed.L.Dolly@wv.gov

Project Title	Role	Client	Dates	Value	Scope	On Time / On Budget	Contact
IVV and QA of Statewide ERP System Implementation	Prime	New Hampshire Department of Administrative Services	January 2007 to July 2010	\$1.1 million	BerryDunn provided IVV and QA services for the State of New Hampshire's ERP system implementation.	Yes	Mr. Ronald Jobel NH FIRST Contract Manager Department of Administrative Services 25 Capitol Street, State House Annex Room 419 Concord, NH 03301 603-271-2260 r_jobel@hotmail.com
Project Management for 5010/D.0 "Refresh" Project	Prime	West Virginia Bureau for Medical Services	May 2011 to March 2012	\$537,000	BerryDunn is providing project management and subject matter expertise for West Virginia's 5010/D.0 Refresh Project, including reviewing the MMIS vendor's deliverables (i.e., Implementation Plan, Test Plan, and Implementation Readiness Report), providing oversight of UAT, conducting an Implementation Readiness Assessment, and providing post-implementation monitoring.	Yes	Mr. Ed Dolly Deputy Commissioner West Virginia Department of Health and Human Resources Bureau for Medical Services 350 Capitol Street, Room 251 Charleston, WV 25301 (304) 558-5978 Ed.L.Dolly@wv.gov

Project Title	Role	Client	Dates	Value	Scope	On Time / On Budget	Contact
Medicaid Enterprise System Risk Assessment, Cost/Benefit Analysis, and Development of I-APD	Prime	Vermont Agency of Human Services	February to March 2011	\$139,000	BerryDunn conducted a Risk Assessment and Cost/Benefit Analysis in preparation for Vermont's replacement of its Medicaid Enterprise Solution. In addition, we developed the MMIS I-APD for submission to CMS.	Yes	Mr. Michael Hall Associate CIO for Health Care Vermont Agency of Human Services 103 South Main Street Waterbury, Vermont 05671 (802) 241-2314 Michael.Hall@ahs.state.vt.us
Development of Project Management Office	Prime	West Virginia Bureau for Medical Services	May 2011 to February 2012	\$514,000	West Virginia's SMHP identified 25 initiatives necessary to achieve its goals and objectives and attain the target maturity levels identified by the MITA State Self-Assessment. BerryDunn is providing project management services and subject matter expertise in managing specific contracts and implementing a Project Management Office for the Bureau's initiatives.	Yes	Mr. Ed Dolly Deputy Commissioner West Virginia Department of Health and Human Resources Bureau for Medical Services 350 Capitol Street, Room 251 Charleston, WV 25301 (304) 558-5978 Ed.L.Dolly@wv.gov

Project Title	Role	Client	Dates	Value	Scope	On Time / On Budget	Contact
Health Care Reform Planning Associated with the ACA	Prime	West Virginia Department of Health and Human Resources	January 2010 to present	\$1.3 million	BerryDunn is providing assistance to DHHR with activities necessary to determine the likely impact of the Affordable Care Act on the State's Medicaid policy, processes, budget, and communication.	Yes	Ms. Nancy Atkins Commissioner West Virginia Department of Health and Human Resources Bureau for Medical Services 350 Capitol Street, Room 251 Charleston, WV 25301 (304) 558-5956 Nancy.V.Atkins@wv.gov
Development of State Medicaid Health IT Plan (SMHP) and Health Information Technology I-APD	Prime	Massachusetts Executive Office of Health and Human Services	October 2010 to March 2011	\$1,017,000	BerryDunn led the development of Massachusetts' State Medicaid Health Information Technology Plan (SMHP), as required by the American Recovery and Reinvestment Act's (ARRA) Health Information Technology for Economic and Clinical Health (HITECH) Act. In addition, we developed the Health IT I-APD.	Yes	Ms. Deborah Schiel Project Manager Massachusetts EOHHS Office of Medicaid One Ashburton Place Boston, MA 02108 (617) 573-1623 Deb.Schiel@state.ma.us

Project Title	Role	Client	Dates	Value	Scope	On Time / On Budget	Contact
Development of State Medicaid Health IT Plan (SMHP) and Health Information Technology I-APD	Prime	West Virginia Bureau for Medical Services	September 2010 to February 2011	\$349,000	BerryDunn led the development of West Virginia's State Medicaid Health IT Plan and Health Information Technology I-APD.	Yes	Mr. Ed Dolly Deputy Commissioner West Virginia Department of Health and Human Resources Bureau for Medical Services 350 Capitol Street, Room 251 Charleston, WV 25301 (304) 558-5978 Ed.L.Dolly@wv.gov
IVV of Integrated Financial/Cashiering System	Prime	Maryland Judiciary	October 2009 to December 2010	\$354,000	BerryDunn monitored and reported on the project based on established milestones and deliverable reviews; developed UAT Scripts; and conducted a point in time security assessment, project readiness assessment, ePayment assessment, and Gap Fit analysis.	Yes	Mr. Mark Bittner Enterprise Project Manager Judicial Information Systems 2261 Riva Road Annapolis, MD 21401 410-260-1139 Mark.Bittner@courts.state.md.us
IVV of PeopleSoft Upgrade Project		Massachusetts Human Resources Division	September 2009 to June 2010	\$362,000	BerryDunn provided an initial IVV compliance and risk assessment, followed by three point-in-time IVV assessments following the completion of the Construction, Transition, and Deployment phases.	Yes	Mr. Paul Dietl Chief HR Officer Human Resources Division One Ashburton Place Boston, MA 02108 (617) 878-9700 Paul.D.Dietl@state.ma.us

Project Title	Role	Client	Dates	Value	Scope	On Time / On Budget	Contact
QA Services and Technical Assistance for MMIS Replacement	Prime	West Virginia Bureau for Medical Services	November 2003 to November 2007	\$2.2 Million	BerryDunn provided QA monitoring and technical assistance through the design, development, implementation, and CMS certification of West Virginia's MMIS.	Yes	Mr. Ed Dolly Deputy Commissioner West Virginia Department of Health and Human Resources Bureau for Medical Services 350 Capitol Street, Room 251 Charleston, WV 25301 (304) 558-5978 Ed.L.Dolly@wv.gov

Description of Current Projects for Similar Services

Within BerryDunn’s Government Consulting Group, we regularly have 15-25 projects underway at any given time, ranging in duration from two month projects to multi-year, multi-million dollar engagements. Table 3 presents projects currently underway within our Government Consulting Group as relate to the services sought by the State of Iowa.

Table 3: Relevant Projects Currently Underway

Client	Project
Maine Department of Health & Human Services	IVV for MMIS Implementation
West Virginia Bureau for Medical Services	Project Management and Procurement Services for MMIS and DW/DSS Re-procurements
Massachusetts Executive Office of Health & Human Services	MITA State Self-Assessment for the Departments of Public Health, Behavioral Health, and Developmental Services
West Virginia Office of the Insurance Commissioner	Health Insurance Exchange (HIX) Consulting Services – including HIX strategic technology planning, policy analysis, and project management services
West Virginia Department of Health & Human Resources	Health Care Reform (ACA) Consulting Services
Vermont Agency of Human Services	Project Oversight for Integrated Children’s Data System Implementation
West Virginia Bureau for Medical Services	Development and Implementation of Project Management Office

When determining opportunities on which to propose, we carefully consider our current workload and availability of project resources to serve both the needs of our current clients and anticipated future clients. We manage our workload carefully and are confident that we have the resources to continue to serve our current clients well, while providing high quality IVV services for the State of Iowa.

References

On the following pages, we have provided written descriptions of projects conducted by BerryDunn on the following pages, together with names and contact information for individuals the State may contact to inquire about the services provided by BerryDunn. In addition, in Appendix C we have provided three letters of reference from BerryDunn clients for whom we have provided relevant consulting services.

We are proud of our record of on-time, on-budget consulting services. Additionally, we believe that BerryDunn’s repeated selection by clients speaks to their satisfaction with the services provided by our firm.

Reference #1: State of Maine Department of Health and Human Services

In April 2008, BerryDunn began providing independent verification and validation (IVV) services for the Maine DHHS' MaineCare Management Information System and Fiscal Agent Solution (MMIS/FAS) project. Our work has involved independently verifying and validating the design, development, implementation, and Federal certification activities. At the outset of the contract, BerryDunn developed an IVV Project Plan to set forth the services and deliverables BerryDunn would provide and how they would be provided. We then conducted a focused review of the State's, the Project Management Contractor's, and Fiscal Agent Vendor's MMIS project activities that had occurred to date to assess the project scope, projected timelines, project management approach, and planned resources.

A central part of our initial work has involved evaluating the State's CMS certification planning process and developing recommendations to guide the State in proactively building CMS certification planning into all phases of the project. In doing so, this clearly set forth the expectations for CMS certification into the Vendor's and the State's project planning.

Throughout the course of the project, BerryDunn is providing full-time, on-site IVV services. Our work involves conducting reviews of vendor deliverables and providing "Assessment and Deficiency Reports" to detail our findings and recommendations, as well as Monthly Status Reports that provide an assessment of project status and progress, provide recommendations for issue resolution and risk mitigation; and provide updates on previously noted issues and risks. We then schedule a walk-through of each Monthly Report with the State's Project Manager.



Ms. Brenda Harvey

Former Commissioner for
Maine Department for Health and Human Services
Augusta, ME
Phone: (508) 856-6056
E-mail: Brenda.Harvey@umassmed.edu

Reference #2: State of West Virginia Bureau for Medical Services: QA Services

In April 2003, the West Virginia Bureau for Medical Services (BMS) initiated the transition from their Fiscal Agent, ACS, to a new Fiscal Agent, Unisys; and from their mainframe-based MMIS to a Commercial-off-the-Shelf (COTS) relational database system, HealthPAS. In addition, BMS was in the process of implementing an interim clearinghouse solution with the ability to receive and send HIPAA compliant transactions to and from its current MMIS. Lastly, the Bureau was building its own data warehouse and Decision Support System with the assistance of an outside contractor. In December 2003, the State hired BerryDunn to provide Quality Assurance (QA) Monitoring services to assist the Bureau with these efforts.

Over the next four years, BerryDunn's QA monitoring approach examined Fiscal Agent project management and product development processes and deliverables. We evaluated intermediate deliverables and validated final products as well as the processes used to develop and deliver them. We identified issues, risks, and system impacts and provided recommendations to mitigate potential problems. BerryDunn also helped establish planning and monitoring processes and provided templates for these processes. Throughout the performance of this work, BerryDunn provided the State with Monthly Status Reports, which communicated issues, risks, and recommendations for mitigating risks. Early identification of deficiencies in the design, development, or implementation of services or products produced by the implementation vendor provided greater opportunity to address them, and lessened the potential impact on project stakeholders.

In addition to the ongoing QA and risk management services provided by BerryDunn, we provided the following services prior to system "Go Live":

- An initial point-in-time assessment of the project to determine the likelihood that BMS would be able to process, pay, and resolve claims at an acceptable level if it closed its contract with its existing Fiscal Agent on its proposed target date. Based upon our assessment, the target date for "Go Live" was revised.
- An evaluation of the MMIS vendor's test plan for all aspects of the operational environment, including training, user documentation, technical systems environment, and system functionality. We developed criteria to evaluate test results and assisted BMS in assessing readiness to move the replacement system into production.
- A conversion evaluation to assess project results against criteria developed with BMS and to provide a framework to assist BMS in its ongoing assessment of readiness to move forward with system implementation.

During the post-"Go Live" phase, BerryDunn provided operational performance monitoring and process reviews, including a QA Monthly Report Card, Impact Statements, Change Management, and Change Request monitoring. In 2007, West Virginia became the first state in the country to install, implement, and achieve Federal CMS Certification of a fully non-mainframe, client-server technology-based MMIS.



Mr. Ed Dolly
Deputy Commissioner
West Virginia DHHR
Bureau for Medical Services
(304) 558-5978
Ed.L.Dolly@wv.gov

Reference #3: State of New Hampshire Department of Administrative Services

BerryDunn has enjoyed a long-standing relationship with the State of New Hampshire on various IT initiatives. In 2001, BerryDunn facilitated the State's first Statewide Strategic IT Planning project, which involved defining, planning, and communicating the strategies that would create and sustain an IT environment to support the State's IT mission, vision, goals, and objectives. The project was designed to serve as a guideline for all levels of state government and to help guide individual agency and statewide IT planning activities for future years.

As a follow-up to our strategic technology planning work, BerryDunn conducted an ERP system feasibility study that explored the State's existing systems for its Financial, Accounting, and Human Resource functions. During this engagement, we conducted interviews, facilitated group work sessions with representatives from all State agencies, and researched ERP-related initiatives in other states.

In January 2007, BerryDunn was selected to provide Quality Assurance Oversight services during the State's implementation of the Lawson ERP system. In this role, we worked with the State and the implementation vendor to proactively evaluate the "health" of the implementation, identify risks and issues, and develop recommendations for minimizing risk. We provided a consistent onsite presence throughout the implementation, providing project management, technical specialists, and quality assurance analysts during all phases of the DDI. The State's ERP system went live on July 6, 2010.

We believe that our work with the State of New Hampshire demonstrates BerryDunn's exposure to IT initiatives across a broad range of government agencies. In addition, our repeated selection to provide consulting services also demonstrates the State of New Hampshire's satisfaction with the quality of services provided by BerryDunn.



Mr. Ronald Jobel

NH FIRST Contract Manager
Department of Administrative Services
Tel: (603) 271-2260
Email: Ronald.Jobel@nh.gov

Reference #4: West Virginia Bureau for Medical Services: Re-Procurement and PMO

BerryDunn is currently providing project management for the Bureau's MMIS and DSS re-procurement and will continue to provide project management during the implementation. In addition, we are providing additional services related to health care reform planning; development of rate setting methodology for a subset of West Virginia's behavioral health services; project management and APD development for West Virginia's data warehouse and decision support system procurement; State Medicaid Health IT Consulting Services; and MDS 3.0 case-mix analysis and recommendations for West Virginia Bureau for Medical Services.

In 2009, BerryDunn led the development of West Virginia's first MITA State Self-Assessment. As a result of this process, we worked with the Bureau to develop a strategic plan, which identified 25 initiatives necessary to achieve its goals and objectives and attain target Medicaid Information Technology Architecture maturity levels.

One of the recommendations that came out of the strategic planning process was the need for a Project Management Office (PMO), which would support the use of effective and appropriately scaled project management principles, processes, tools, and techniques in order to implement the 25 initiatives. BerryDunn recently led the development of the PMO and is working with the Bureau to execute and operate the PMO. Our work in developing and executing the PMO has included:

- Developing the PMO Business Case and Charter;
- Providing an overview session on Project, Program, and Portfolio Management to Bureau stakeholders;
- Developing a Project Portfolio Governance and Portfolio Management Plan;
- Developing Project, Program, and Portfolio Management Tools and Templates; and
- Providing PMO implementation support.



Mr. Ed Dolly
Deputy Commissioner
West Virginia DHHR
Bureau for Medical Services
(304) 558-5978
Ed.L.Dolly@wv.gov

Reference #5: Massachusetts Department of Human Resources

From September 2009 to June 2010, BerryDunn provided IVV of the Commonwealth's Human Resources Division's ERP system upgrade from PeopleSoft version 8.0 to version 9.0. The upgrade represented a significant shift and expansion of the Commonwealth's human resources and payroll functionality. As part of our IVV services, BerryDunn conducted an initial assessment of risks and compliance of the PeopleSoft upgrade project, including an analysis of the timeline, project management practices, proposed system configuration, and compliance approach.

In addition, we conducted three point-in-time assessments following the completion of the Construction, Transition, and Deployment phases to evaluate compliance with previous recommendations, identify risks, recommend mitigation strategies, and determine readiness to enter the next phase of the implementation.

This project utilized BerryDunn's proven IVV methodology, combined with a team of PeopleSoft subject matter experts who served as subcontractors to BerryDunn's team. Following the completion of our IVV work, the HR Division hired BerryDunn to provide additional consulting services associated with the upgrade, a testament to the client's satisfaction with the services provided by BerryDunn.



Mr. Paul Dietl
Chief Human Resources Officer
Human Resources Division
One Ashburton Place, Room 301
Boston, MA 02108
Tel: (617) 878-9700
E-mail: Paul.D.Dietl@state.ma.us

Reference #6: Massachusetts Executive Office of Health and Human Services

BerryDunn assisted the Massachusetts EOHHS with the development of its State Medicaid Health Information Technology Plan (SMHP). The SMHP is required by the Commonwealth's legislation (Chapter 305) along with the American Recovery and Reinvestment Act's (ARRA) Health Information Technology for Economic and Clinical Health (HITECH) Act. The SMHP developed through this initiative detailed how the EOHHS will identify providers eligible for incentive payments, analyze and describe changes to the NewMMIS that will allow payment of the incentive amounts, determine and track the meaningful use activities of providers, and track and monitor ARRA funds and other required EHR functions.

The SMHP that BerryDunn developed in collaboration with EOHHS was broken out into five primary sections, including:

- Section A: The State's "As-Is" HIT Landscape;
- Section B: The State's "To-Be" Landscape;
- Section C: Activities Necessary to Administer the Incentive Program;
- Section D: The State's Audit Strategy; and
- Section E: The State's HIT Roadmap.

BerryDunn engaged key partners within the Commonwealth at various levels to complete the SMHP, including the EOHHS, MassHealth, Massachusetts eHealth Institute, and the Massachusetts Technology Collaborative. Upon its completion, the SMHP was submitted by the Commonwealth for approval by the US Centers for Medicare & Medicaid Services.

Following the completion of the SMHP, EOHHS also engaged BerryDunn to lead the development of the HIT/HIE Implementation Advance Planning Document (I-APD). BerryDunn was later selected by the EOHHS to conduct a MITA SS-A and systems planning project for the Departments of Public Health, Developmental Services, and Mental Health. This project is currently underway and is an innovative project that involves applying the principles of MITA to non-Medicaid agencies.

EOHHS' selection of our firm for these additional projects demonstrates the Commonwealth's satisfaction with the services we provided as part of the SMHP.

**Commonwealth of Massachusetts
Executive Office of Health and
Human Services**

Ms. Deborah Schiel, Project Manager
Commonwealth of Massachusetts
Executive Office of Health and Human Services
Office of Medicaid
One Ashburton Place, 11th Floor
Boston, MA 02108
Phone: (617) 573-1623
Deb.Schiel@state.ma.us

Reference #7: Vermont Agency of Human Services

The Vermont Agency of Human Services (AHS) undertook an initiative to modernize its legacy Medicaid Management Information System (MMIS) and associated systems that support the Vermont Medicaid program. In November 2010, AHS issued an RFP for a Medicaid Enterprise Solution (MES) to replace Vermont's current MMIS.

AHS contracted with BerryDunn from February to May of 2011 to perform the research and analysis necessary to create the following documents which would be used to communicate AHS' MMIS replacement and MES procurement plans to the Centers for Medicare and Medicaid Services (CMS):

- **Cost Benefit Analysis** – This report analyzed the costs and benefits of potential MES system options to assist the State in selecting the best option or combination of options based on cost, performance, and overall benefits.
- **Risk Assessment** – This report described known risks and provided mitigation strategies and recommendations associated with potential MES system options.
- **Implementation Advance Planning Document (IAPD)** – This document served as the basis for Vermont's official submission to CMS for the MES.

The creation of these three documents was based on research, interviews, and other fact-finding activities.



Mr. Michael Hall

Associate CIO for Health Care
Vermont Agency of Human Services
103 South Main Street
Waterbury, VT 05671
Phone: (802) 241-2314
E-mail: Michael.Hall@ahs.state.vt.us

Experience Managing Subcontractors

BerryDunn will lead this project, take full responsibility for the successful completion of tasks and deliverables, and serve as the primary point of contact with the Agency Project Director. BerryDunn is a mid-sized firm with 200 employees and a dedicated Medicaid Consulting practice that has been serving state health and human services agencies for more than 10 years. Our firm has been in operation since 1974 and has maintained steady growth over our 37-year history. We have the resources and financial stability to successfully lead and conduct this project.

We have strategically positioned two subcontractors to work in collaboration with BerryDunn and the State to accomplish the objectives of this project:

- EKOLU & Associates
- NetLogx

A unique feature that differentiates BerryDunn and our team from many of our competitors is our strategic approach to selecting the *right projects* to undertake. As a team of small- and mid-sized consultancies, we manage our growth carefully and choose projects where we believe we can really help and make a significant difference to our clients. BerryDunn has carefully considered the tasks, timelines, and objectives for this project and strongly believes that our team is best qualified to provide the proposed IVV services for Iowa’s MMIS/POS implementation.

Our team brings the expertise and experience needed to successfully carry out the tasks outlined in the RFP and has sufficient depth and breadth to meet the State’s project objectives. Table 4 highlights the strengths each of our core team members brings to this project.

Table 4: Strengths of Core Team Members

Team Member	Strengths
<p>BerryDunn</p>	<p>BerryDunn brings expertise in health and human services enterprise planning; IVV, Quality Assurance, and Technical Assistance; MMIS and POS solutions; Medicaid Information Technology Architecture (MITA); state Medicaid Health IT planning; health care reform planning and implementation; Health Information Technology (HIT) and Health Information Exchange (HIX); and the regulations guiding the delivery of government-funded health and human services.</p> <p>BerryDunn has led health and human services system IVV and QA engagements for the States of Maine, New Hampshire, and West Virginia. In addition, we have provided IVV services for several other large, highly visible statewide system implementations.</p> <p>BerryDunn will lead our team and perform 60% to 65% of the services for this project.</p>

Team Member	Strengths
EKOLU & Associates	<p>EKOLU & Associates is a New Hampshire-based health and human services company built on over 25 years of public and private sector project management and information systems development, of which 16 years have been devoted exclusively to the development and operations management of health and human services implementation projects in Hawaii, Maine, Massachusetts, New Hampshire, New York, Oregon, Washington, and West Virginia.</p> <p>Members of EKOLU & Associates have been strategically partnered with BerryDunn since 2008 to provide IVV services for Maine’s MMIS implementation, to conduct West Virginia’s MITA State Self-Assessment, to provide MMIS consulting services for the Vermont Agency of Human Services, and to develop Massachusetts’ State Medicaid Health IT Plan.</p> <p>EKOLU & Associates will perform approximately 27% to 32% of the services for this project.</p>
NetLogx	<p>NetLogx is an Indiana-based Woman-owned Business Enterprise (WBE) founded in 1996 to provide mission-critical information systems consulting services in the areas of Project and Risk Management, Data Warehousing and Information Management, and Information Security.</p> <p>NetLogx team members have extensive experience serving state health and human services projects in the areas of MMIS, Medicaid eligibility, MITA, TANF, and SNAP, including work with state Medicaid agencies in Arizona, Hawaii, Indiana, Nebraska, Ohio, Tennessee, and Washington. Their experience spans the entire system development lifecycle, starting with the project planning and requirements definition through design, development, testing, implementation, and maintenance and operations.</p> <p>NetLogx will perform approximately 8% to 12% of the services for this project.</p>

Within BerryDunn’s Government Consulting Group, we have a team of 40 consultants who provide a range of management and technology consulting services for clients in state and local government. In addition, we regularly partner with subcontractors to provide subject matter expertise to address specific client needs. We are accustomed to managing teams of BerryDunn employees and subcontractors and have established processes for integrating subcontractors into our project team so that our team structure is “seamless” to the client.

BerryDunn’s Project Manager will be responsible for managing and monitoring the performance of our subcontractors. We manage and monitor the subcontractor personnel in the same way we manage all of our project personnel. This includes weekly status meetings for

internal team planning, as well as ongoing communication and coordination with the subcontractors on project responsibilities and the status of work. All deliverables produced by subcontractors will undergo the same internal Quality Assurance review process as deliverables produced by BerryDunn personnel. In addition, all of our subcontractors will be expected to adhere to BerryDunn's established project management methods.

BerryDunn understands we must secure written approval from the Agency for any subcontract entered into for requirements for this contract. We understand that a subcontract will not affect payment by the Agency to BerryDunn or the distribution of payments. All subcontracts will be in writing and copies of the agreement will be provided to the Agency upon request. The terms and conditions imposed on BerryDunn under this contract will also apply to any subcontractor and shall be incorporated into any subcontract. BerryDunn will be responsible for all work performed under the contract, whether or not subcontractors are used. We understand that a subcontract will not relieve BerryDunn of any responsibility for performance under this contract.

BerryDunn will notify the Agency of any planned use of subcontractors. This notice will include, at a minimum, the name and address of each subcontractor, the scope of work to be performed by each subcontractor, the subcontractor's qualifications, and the estimated dollar amount of each subcontractor. We understand that, collectively, subcontractors are not to perform more than 40% of the work contracted by BerryDunn. If during the course of the contract, BerryDunn or the subcontractor wishes to change or revise the subcontract, prior written approval from the Agency will be required. Additionally, the Agency will have the right to request the removal of BerryDunn's subcontractors for good cause.

5.2 Personnel

BerryDunn Firm Organization

BerryDunn’s Government Consulting Group will be responsible for the services proposed herein. Our Government Consulting Group is comprised of approximately 40 consultants. Exhibit B below presents the organizational structure of our firm, as well as the positioning of the Government Consulting Group within that structure.

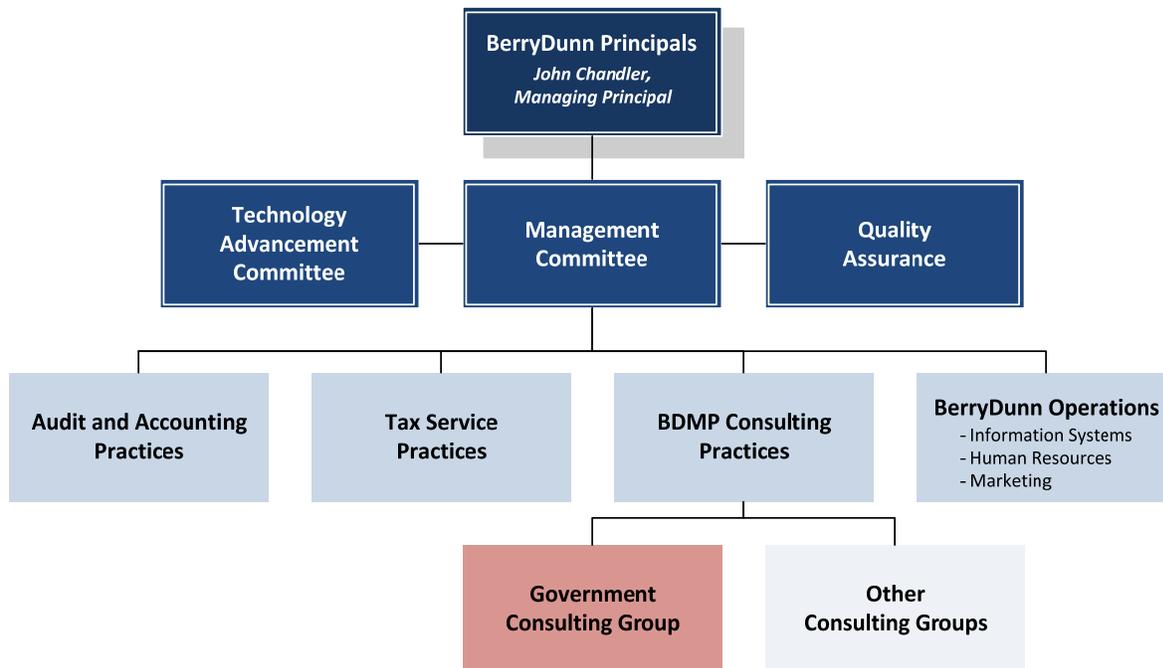


Exhibit B: Firm Organizational Structure

Project Team Organization

BerryDunn has formed a team that possesses the depth, knowledge, skills, and expertise required to conduct all facets of this project. Our team members were carefully selected based on the needs set forth in the RFP and team’s experience providing IVV services for other large Medicaid system implementations. The individuals that will be on the ground and actively involved in the execution of this project include:

- **Senior IVV and QA specialists** with significant experience providing independent oversight of large Medicaid system implementations, from planning through to Federal certification, building upon established industry standards and best practices set forth by IEEE, CMMI, and PMBOK.
- **Senior business and technical analysts** with proven experience providing consulting, technical assistance, and leadership for all stages of state MMIS projects.
- **Experienced project managers** who are accustomed to leading large, complex, and highly visible state government projects.

Exhibit C presents our proposed project team organizational structure for providing IVV services for Iowa’s MMIS/POS implementation project.

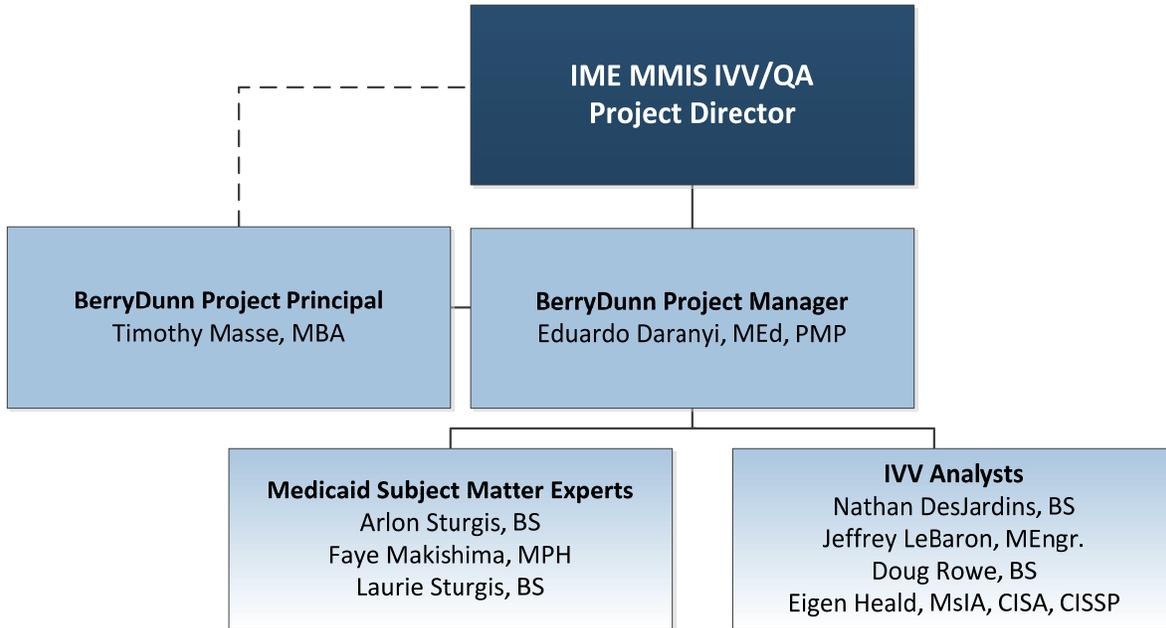


Exhibit C: IVV Project Team Organizational Structure

Members of our team have served over 15 of the country’s state health and human services agencies, with expertise in the following areas:

- Strategic IT and operational planning;
- IVV, QA, and Technical Assistance;
- Medicaid system planning;
- RFP and APD development;
- MITA State Self-Assessments and planning for the release of MITA 3.0;
- HIPAA, ICD-10, and 5010;
- Health Information Technology (HIT)/Health Information Exchange (HIE);
- Health Insurance Exchange (HIX); and
- Health care reform planning.

We have studied the Federal Social Security Act and understand how the different titles of the Act affect the administration of healthcare and assistance to families and individuals across the United States. Our team brings deep technical expertise in relational databases, mainframe, client/server, call center, data capture, and web portal technologies, coupled with a strong business perspective of Medicaid, eligibility, training, technical writing, and the standards guiding Federal certification.

BerryDunn is excited to contribute to the success of Iowa’s MMIS/POS implementation. We have spent much time studying and exploring the benefits of this work and we believe the State of Iowa’s MMIS/POS implementation project is a good fit for the strategic direction BerryDunn is working to follow and achieve. Additionally, we believe Iowa would be very well served by the team we have formed for this project, as our team members’ experiences are well aligned with the IVV services sought by DHS. Our experience includes projects with similar complexities and interdependencies to those in the Iowa Medicaid Program. Our team is committed to providing an objective view of the health of the DDI project to DHS.

BerryDunn takes time to study and to carefully choose our clients and the projects we contribute to. Our experience has shown that making wise choices about the agencies we serve and the project team members we bring to these agencies can build a long lasting trust between our project teams and our clients. We look forward to building a relationship built on collaboration and trust with the Agency.

Names and Credentials of Proposed Personnel

Table 5 presents the names and credentials of our proposed project manager, key personnel, and additional project resources.

Table 5: IVV Project Team Roles

Role/Name/Title	Project Role
<p>BerryDunn Project Principal - Timothy Masse, MBA BerryDunn Principal (Key Resource)</p>	<p>As Principal and the leader of BerryDunn’s Government Consulting Group, Tim Masse will have overall responsibility for the services provided to the Iowa Department of Human Services and will ensure the full commitment of our firm for this engagement. Tim will oversee the quality of all services and deliverables provided by our team to the State and provide subject matter expertise on project management, IVV, and large-scale system implementation oversight.</p>
<p>Project Manager - Eduardo Daranyi, MEd, PMP (Key Resource)</p>	<p>BerryDunn’s Project Manager, Ed Daranyi, will serve as the primary liaison with the Agency Project Manager, provide a project management structure for BerryDunn’s IVV services, develop and maintain the IVV Project Plan, manage the activities of BerryDunn’s IVV team, oversee the development of all IVV deliverables, and provide regular status updates to the State.</p>
<p>Lead IVV Analyst and Medicaid Subject Matter Expert - Arlon Sturgis, BS (Key Resource)</p>	<p>Arlon Sturgis will serve as Lead IVV Analyst and Senior Medicaid Subject Matter Expert, working closely with our Project Manager to lead and undertake BerryDunn’s IVV services, lead the activities of our IVV team, develop IVV deliverables, participate in meetings with the State and contractors, and communicate project status to the State.</p>

Role/Name/Title	Project Role
<p>Medicaid Subject Matter Experts</p> <ul style="list-style-type: none"> - Faye Makishima, MPH - Laurie Sturgis, BS 	<p>Faye Makishima and Laurie Sturgis will provide Medicaid subject matter expertise to our IVV team and the State, drawing upon their work with over ten states on MMIS, MITA, and related Medicaid systems projects. They will review project artifacts, interview project stakeholders, review deliverables, and observe operations, with a focus on evaluating the extent to which contractor deliverables and project activities conform to agreed-upon State and Federal requirements, contractual obligations, and best practices.</p>
<p>IVV Analysts</p> <ul style="list-style-type: none"> - Nathan DesJardins, BS - Jeffrey LeBaron, MEngr. - Doug Rowe, BS - Eigen Heald, MsIA, CISA, CISSP 	<p>We have proposed a pool of IVV Analysts to participate in IVV assessments, as warranted, based on the specific needs of the implementation. They will review project artifacts, interview project stakeholders, review deliverables, and observe operations, with a focus on evaluating the extent to which contractor deliverables and project activities conform to agreed-upon State and Federal requirements, contractual obligations, and best practices.</p>

Availability of Back-up Personnel

BerryDunn’s proposed team members are committed to serving the Iowa Medicaid Enterprise’s needs for this project. While we do not anticipate the need to replace project team members, we believe it is important that the State understands we have qualified resources to step in should the need arise. Within BerryDunn’s Consulting Group, we have a team of 40 consultants and IT specialists, including eight certified Project Management Professionals (PMPs) and consultants with deep experience in IVV for state health and human services system implementations. Additionally, we regularly work with a diverse and experienced team of health and human services subcontractors who have worked with numerous states on IVV initiatives.

Should the need arise to replace key personnel, we will notify the Agency Project Director of this need in writing and provide the opportunity to approve replacements. In the event we need to draw upon backup personnel, we have developed processes and systems to provide all project team members with the information they need to gain an understanding of the history of the project and quickly get up to speed on the current status of the project.

5.3 Financial Statements (CONFIDENTIAL)

As a privately-held Certified Public Accounting and consulting firm, BerryDunn is not required to prepare audited or un-audited financial statements. However, the financial information and exhibits provided below exemplifies the strong financial condition of our firm. BerryDunn has sustained steady growth during our 37-year history. Should DHS require additional information regarding BerryDunn’s financial stability, we would be pleased to provide additional information at the State’s request. Additionally, for more information on BerryDunn’s financial stability, the State may contact William Schad, Vice President, Commercial Lending at TD Bank in Portland, Maine, at (207) 761-8612 or by email at william.schad@tdbanknorth.com.

Exhibit D presents BerryDunn’s revenue for the previous ten fiscal years.

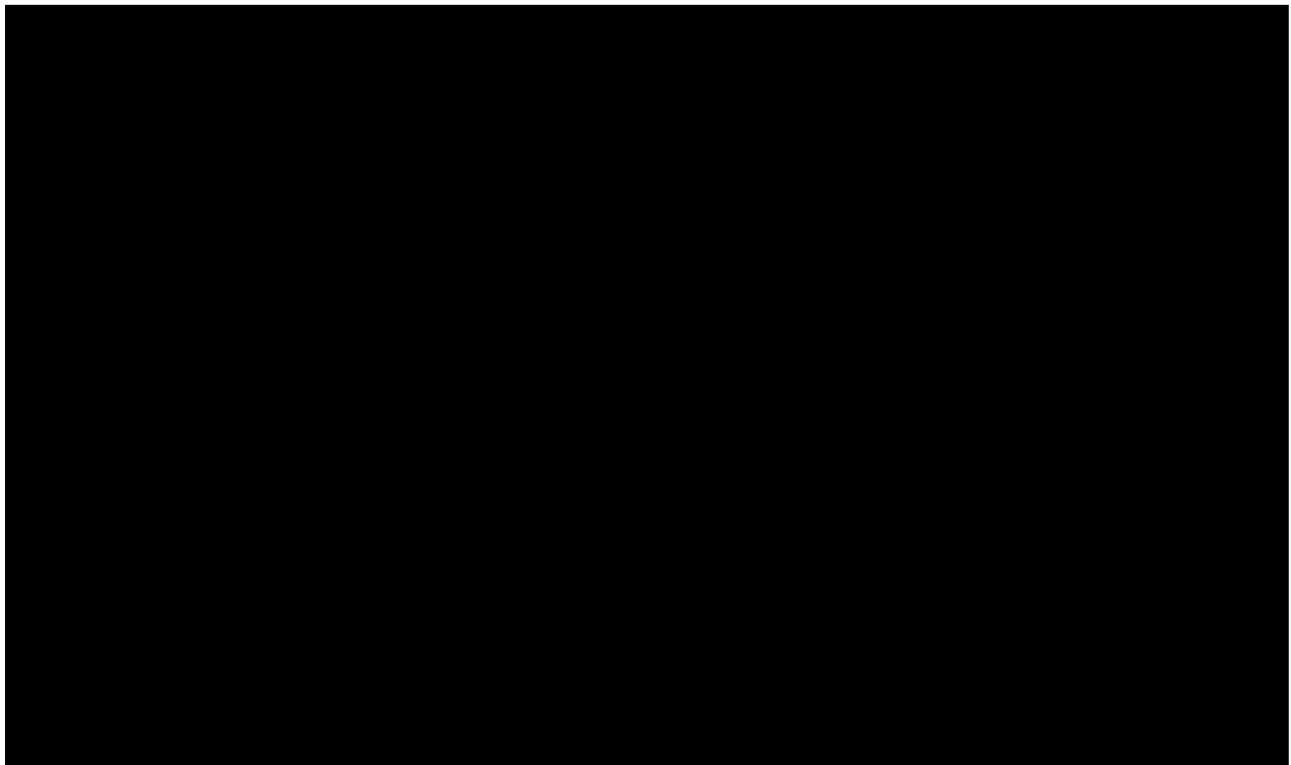


Exhibit E (on the following page) provides BerryDunn’s Condensed Financial Information for the previous three fiscal years.

5.4 Termination, Litigation and Investigation (CONFIDENTIAL)

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[REDACTED]

[REDACTED]

We understand that failure to disclose information about the matters in this section may result in the rejection of our proposal and/or in termination of any subsequent contract. We also understand that this is a continuing disclosure requirement. BerryDunn agrees that any such matter commencing after submission of our proposal, and with respect to BerryDunn and our subcontractors after the execution of a contract, will be disclosed in a written statement to the Agency within thirty (30) days from the date of conviction, regardless of appeal rights.

APPENDIX A: RESUMES

On the following pages, we have provided resumes for our proposed QA/QC team members:

Key Personnel:

- Timothy Masse, MBA – Principal
- Eduardo Daranyi, MEd, PMP – Project Manager
- Arlon Sturgis, BS – Medicaid Subject Matter Expert and IVV Lead

Additional Project Resources

- Faye Makishima, MPH – Medicaid Subject Matter Expert
- Laurie Sturgis, BS – Medicaid Subject Matter Expert
- Nathan DesJardins, BS – IVV Analyst
- Jeffrey LeBaron, MEngr. – IVV Analyst
- Doug Rowe, BS – IVV Analyst
- Eigen Heald, MsIA, CISA, CISSP – IVV Analyst

TIMOTHY F. MASSE, MBA – Principal

Tim Masse is a Principal in our firm and leads BerryDunn’s Government Consulting Group. He has more than 20 years of experience consulting in the areas of operational planning, business process improvement, strategic business and technology planning, system planning and design, procurement and vendor negotiations, change management, and independent project oversight. Since 1999, Tim has provided project leadership for project with state health and human service agencies, including initiatives in Connecticut, Maine, Massachusetts, New Hampshire, Vermont, and West Virginia.

RELEVANT PROJECT EXPERIENCE

- **Maine Department of Health and Human Services (DHHS), IV&V, QA, Technical Assistance for the MaineCare Management Information System Implementation.** BerryDunn is currently providing IV&V services for the MaineCare Management Information System and Fiscal Agent Solution (MMIS/FAS) development, implementation, and certification project. Our work began in April 2008 and will continue through the implementation and CMS certification process. As part of our work, we review and evaluate vendor deliverables, identify issues and/or deficiencies, and provide recommendations for modifications to address known issues or deficiencies. We also provide ongoing monitoring of project tasks; identification of risks and issues and development of mitigation strategies; monitoring of vendor and State project personnel, communications, and activities; and communicating project status to State stakeholders. As Project Principal, Tim is responsible for overseeing the quality of all services and deliverables provided by our team to DHHS, providing oversight of subcontractors, and ensuring the full commitment of our firm for this engagement. In addition, he is providing subject matter expertise on Medicaid, MITA, project management, IV&V, and large-scale system implementation oversight.
- **West Virginia Bureau for Medical Services (BMS), QA oversight of MMIS Implementation.** From November 2003 to 2007, BerryDunn provided QA oversight of West Virginia BMS’ MMIS design, development, and implementation project. Tim served as Project Principal on this engagement, overseeing the quality of all services and deliverables provided by our team to BMS and providing subject matter expertise related to Medicaid, QA, project management, IV&V, and large-scale system implementation oversight. BerryDunn’s QA monitoring approach examined Fiscal Agent project management and product development processes and deliverables.
- **West Virginia Department of Health and Human Resources (DHHR), Healthcare Reform Planning and SMHP Development.** From September 2010 to February 2011, BerryDunn was engaged by the DHHR to assist with navigating the requirements of the healthcare reform law, including the Patient Protection and Affordable Care Act (PPACA), the Health Care and Education Reconciliation Act of 2010 (HCERA), and the Manager’s Amendment to HR 3590. The purpose of this project was to determine the impact of this legislation on the

State of West Virginia's Medicaid policy, processes, budget, and communication, and plan the response to become compliant with the applicable provisions of the healthcare reform law (e.g., identify necessary changes to business processes, etc.). BerryDunn continues to provide ongoing consulting services to the DHHR related to PPACA and healthcare reform. In addition, BerryDunn led the development of West Virginia's SMHP as required by the ARRA HITECH Act. Tim provided leadership in the development of the State's Vision and Objectives, along with subject matter expertise to our team and the State, and overseeing the quality of services provided to the State.

- **West Virginia Bureau for Medical Services (BMS), MMIS Re-procurement.** From February 2008 through January 2011, BerryDunn worked in partnership with West Virginia's BMS to provide MMIS re-procurement services, including conducting West Virginia's MITA SS-A, analyzing the current MMIS and Fiscal Agent operations, developing an Advanced Planning Document (APD) and RFP for the re-procurement, and providing project management through the implementation and certification process. As Project Principal, Tim was responsible for overseeing the project team, ensuring sufficient firm resources were provided to the team, reviewing project deliverables, and providing subject matter knowledge and support.
- **Massachusetts Executive Office of Health and Human Services (EOHHS), MITA State Self-Assessment (SS-A) for the Departments of Developmental Services, Mental Health, and Public Health.** BerryDunn is currently assisting the Commonwealth of Massachusetts EOHHS to conduct a MITA SS-A for the Departments of Developmental Services (DDS), Mental Health (DMH), and Public Health (DPH). As part of the SS-A process, BerryDunn is working with EOHHS, MassHealth, and the three Agencies to document the As-Is and desired To-Be business and technical capabilities and document the specifications required for moving to a new, next-generation system. Tim is currently serving as Project Principal for this engagement, overseeing the project team, ensuring sufficient firm resources were provided to the team, reviewing project deliverables, and providing subject matter knowledge and support.
- **Massachusetts EOHHS, SMHP Development.** From October 2010 through March 2011, BerryDunn assisted the Commonwealth of Massachusetts EOHHS with the development of the Commonwealth's State Medicaid Health IT Plan (SMHP) as required by the ARRA HITECH Act. The SMHP will serve as the strategic vision for EOHHS as it moves forward with the development of HIT and HIE activities and will become a critical component of the overall Commonwealth HIT Plan. As Engagement Principal, Tim was responsible for ensuring the full commitment of BerryDunn to this project and participated in strategy, planning, and executive oversight meetings with EOHHS and the Massachusetts eHealth Institute.
- **New Hampshire DHHS, IV&V of Medicaid Decision Support System.** From 2002 to 2004, BerryDunn provided IV&V services for the design, development, and implementation of New Hampshire's Statewide Medicaid Decision Support System. As Project Principal, Tim

oversaw the project team, ensured sufficient firm resources were provided to the team, reviewed project deliverables, and provided subject matter knowledge and support.

- **Massachusetts Human Resources Division, IV&V of Human Resource/Compensation Management System.** From September 2009 to June 2010, Tim served as Project Principal of BerryDunn's engagement to provide IV&V services for the Human Resource/Compensation Management System PeopleSoft v9.0 upgrade project and the time and labor self-service pilot for the Commonwealth of Massachusetts.
- **New Hampshire DHHS, Enterprise Data Warehousing.** From 2001 to 2002, BerryDunn assisted the New Hampshire DHHS with the development of requirements for an Enterprise Data Warehouse. This included the development of business and technical recommendations for 24 user-defined reports; leading joint application design work sessions; and analyzing system-wide data models, data dictionaries, and system specification documents. Tim served as Project Principal for this engagement.
- **Vermont Department of Children and Families, Needs Assessment.** From February to December 2010, BerryDunn was engaged by the Vermont DCF to analyze the current processes and business needs for the Child Development Division's Integrated Services Data Management System. As the result of our analysis, DCF determined the need to procure a new system. BerryDunn then assisted with the development of functional requirements and an RFP document. As Project Principal, Tim oversaw the project team, ensured sufficient firm resources were provided to the team and reviewed project deliverables.
- **Connecticut Department of Public Health (DPH), Licensing System Needs Assessment.** From January to July 2008, BerryDunn conducted a licensing system needs assessment for the Connecticut DPH, including an assessment of current processes and systems and the development of functional requirements for a new professional licensing system. As Project Principal, Tim oversaw the project team, ensured sufficient firm resources were provided to the team, reviewed project deliverables, and provided subject matter knowledge and support.
- **Massachusetts Information Technology Division, Independent Project Health Assessments of Capital IT Projects.** From February to March 2009, Tim served as Project Principal on a project for the Massachusetts Information Technology Division where BerryDunn assessed eight previously approved capital IT projects, including the Department of Early Education and Care's initiative to replace its existing legacy system with a solution to integrate and automate EEC's work in the areas of child care financial assistance, child licensing and regulatory compliance, universal preschool and workforce development. The objective of this project was to determine whether each of the projects were on track, progressing successfully toward achieving their business and technical objectives, and being managed in accordance with project management best practices with the appropriate control processes and systems.

- **North Carolina Enterprise Project Management Office (EPMO), Independent Evaluation of NC FAST and other Programs.** From April to June 2007, Tim oversaw BerryDunn’s engagement to conduct an independent evaluation of IT projects managed by the North Carolina Office of IT Services’ EPMO to determine whether the EPMO’s policies, procedures, and practices were significantly improving the likelihood that a given project would be brought in on time and on budget. This included the review of North Carolina FAST (i.e., Families Accessing Services through Technologies), a program designed to improve the way North Carolina DHHS and county departments of social services do business.
- **Vermont Office of Health Access, Independent Review of MMIS and MMIS Strategy Development.** Over the past ten years, BerryDunn has conducted over a dozen different independent reviews for the State Office of the CIO with different State agencies. This experience includes conducting an assessment for the Office of Health Access to analyze alternatives for migrating from the State’s legacy MMIS system and developed a long-term strategic plan for the MMIS. We were then hired by the Office of the CIO to evaluate the State’s IAPD for MMIS strategy, including the State’s approach to MMIS, HIPAA compliance, benefits management, and global clinical record application. As Project Principal, Tim oversaw the project team, ensured sufficient firm resources were provided to the team, reviewed project deliverables, and provided subject matter expertise.

EDUCATION AND PROFESSIONAL AFFILIATIONS

Tim earned his Master’s in Business Administration (MBA) from Bentley College and his Bachelor of Science in Economics from the University of New Hampshire. He has served as co-chairperson of the Electronic Commerce Forum of Maine (EC4ME) and a member of the awards committee for the National Association of Chief Information Officers (NASCIO). He has also conducted “Redesigning How Government Services the Public” seminars in Maine and New Hampshire and is an e-Government task force member of the National Electronic Commerce Coordinating Council (NECCC).

KEY PERSONNEL REFERENCES for Tim Masse

Reference #1: Maine DHHS

Brenda Harvey, MEd, Executive Director

New England States Consortium Organization (former Maine DHHS Commissioner)

222 Maple Avenue Hoagland Pincus Building

Shrewsbury, MA 01545

Phone: 508-856-6056

E-mail: Brenda.Harvey@umassmed.edu

Reference #2: West Virginia BMS

Ms. Peggy King, Director of Pharmacy

West Virginia BMS

Office of Pharmacy Services

350 Capitol Street

Charleston, WV 25301

Phone: (304) 558-5963

E-mail: Peggy.A.King@wv.gov

Reference #3: New Hampshire

Ronald Jobel, NH FIRST Contract Manager

New Hampshire Department of Administrative Services

25 Capitol Street

Concord, NH 03301

Phone: 603-271-2260

E-mail: r_jobel@hotmail.com

EDUARDO DARANYI, MEd, PMP – Project Manager

Ed Daranyi is a Manager at BerryDunn with over 12 years of experience managing and providing quality assurance oversight of large-scale technology initiatives. He has served in a project management and quality assurance capacity for Medicaid projects in Iowa, Maine, and West Virginia.

Prior to joining BerryDunn, Ed worked for Electronic Data Systems as a Systems Engineer and Systems Manager. Ed served as Pharmacy Benefits Manager and Project Coordinator while employed by GHS (Goold Health Systems).

RELEVANT PROJECT EXPERIENCE

- **Maine DHHS, IV&V, QA, and Technical Assistance for the MaineCare Management Information System Implementation.** BerryDunn is currently providing IV&V services for the MaineCare Management Information System and Fiscal Agent Solution (MMIS/FAS) development, implementation, and certification project. Our work began in April 2008 and will continue through the implementation and CMS certification process. As part of our work, we review and evaluate vendor deliverables, identify issues and/or deficiencies, and provide recommendations for modifications to address known issues or deficiencies. We also provide ongoing monitoring of project tasks; identification of risks and issues and development of mitigation strategies; monitoring of vendor and State project personnel, communications, and activities; and communicating project status to State stakeholders. As IV&V Project Manager, Ed is serving 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, and communicating project status to DHHS.
- **Maine DHHS, Pharmacy Benefits Management System Readiness Assessment.** In the summer of 2011, BerryDunn performed a point-in-time readiness assessment for several Pharmacy system initiatives including HIPAA 5010 transaction set readiness and a pharmacy-related provider portal.
- **West Virginia Bureau for Medical Services (BMS), Quality Assurance and IV&V of MMIS Implementation.** From October 2005 to 2008, Ed worked with a team of BerryDunn consultants to provide quality assurance and IV&V services for West Virginia's MMIS implementation. In addition, Ed worked with the State of West Virginia to oversee several new initiatives that needed to be implemented while the new MMIS was becoming operational, including Medicare Part D and the HIPAA NPI. Ed also focused on establishing change management processes, participated in the certification process, and report process development.
- **Iowa Department of Human Services, Pharmacy Preferred Drug List / Prior Authorization.** From June 2004 to August 2005, Ed served as Technical Project Manager for the

implementation of the Iowa Preferred Drug List/Prior Authorization project. In this role, Ed coordinated implementation activities; prepared reports for senior management; developed and monitored work plans; and performed research, analysis, and evaluation of programs, projects and operational procedures.

- **Iowa Department of Human Services, MMIS Pharmacy Point of Sale Implementation.** 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, MMIS Pharmacy Preferred Drug List and Supplemental Rebate.** From May 2001 to January 2002, Ed served as Technical Project Coordinator for Maine's MMIS Pharmacy Preferred Drug List and Supplemental Rebate implementation. In this role, Ed coordinated implementation activities; prepared reports for senior management; developed and monitored work plans; and performed research, analysis, and evaluation of programs, projects and operational procedures.
- **North Carolina Enterprise Project Management Office (EPMO), Independent Evaluation of NC FAST and other Programs.** From April to June 2007, Ed conducted an independent evaluation of IT projects managed by the North Carolina Office of IT Services' EPMO to determine whether the EPMO's policies, procedures, and practices were significantly improving the likelihood that a given project would be brought in on time and on budget. This included the review of North Carolina FAST (i.e., Families Accessing Services through Technologies), a program designed to improve the way North Carolina DHHS and county departments of social services do business.

EDUCATION AND CERTIFICATIONS

Ed earned his Master's degree in Education from Lesley College in Cambridge, Massachusetts, and his Bachelor of Science with majors in Physics, Mathematics, and Business Administration from Hillsdale College in Hillsdale, Michigan.

Ed is a certified Project Management Professional, a designation of the Project Management Institute. He also received training from the Systems Engineering Development Program while employed by Electronic Data Systems.

KEY PERSONNEL REFERENCES for Eduardo Daranyi

Reference #1: Maine DHHS

Brenda Harvey, MSED, Executive Director
former Maine DHHS Commissioner
222 Maple Avenue Hoagland Pincus Building
Shrewsbury, MA 01545
Phone: 508-856-6056
E-mail: Brenda.Harvey@umassmed.edu

Reference #2: West Virginia BMS

Ms. Peggy King, Director of Pharmacy
West Virginia BMS
Office of Pharmacy Services
350 Capitol Street
Charleston, WV 25301
Phone: (304) 558-5963
E-mail: Peggy.A.King@wv.gov

Reference #3: Maine DHHS

Mr. Russell J. Begin, Director, Finance
Martin's Point HealthCare (formerly Deputy Commissioner of Finance, DHHS, Maine)
331 Veranda Street
Portland, ME 04103
Phone: (207) 766-3175
E-mail: Russell.Begin@martinspoint.org

ARLON STURGIS, MCMP-II – Medicaid Subject Matter Expert and IVV Lead

Arlon Sturgis serves as a Senior Consultant and Medicaid Subject Matter Expert with the BerryDunn Government Consulting Group. He has provided IV&V and QA services to multiple states including, Maine, West Virginia, Oregon, Hawaii, Washington, New York, Massachusetts, and New Hampshire. Most recently Arlon served as a Senior Technical Analyst with BerryDunn to provide IV&V and QA services to the State of Maine. He provided subject matter expertise and technical assistance to the Maine Integrated Health Management Solution (MIHMS) Steering Committee and project team members including reviews of vendor and State work plans, staffing plans, deliverables review and issues/risk management. He also provided the BerryDunn team with Medicaid subject matter expertise including extensive knowledge of established and more recent Federal Medicaid, HIPAA, ARRA, and HITECH regulations.

In New York, Arlon served as Deputy Quality Assurance and Project Management team manager for the State of New York MMIS (eMedNY) implementation. In this role, Arlon oversaw the MMIS project schedule, served as a Subject Matter Expert during requirements verification sessions, facilitated and contributed to the MMIS to Welfare Management Systems eligibility interface design, managed the Joint Application Design team for BearingPoint, developed the HIPAA APD, and attended MMIS Steering Committee meetings to present recommendations relative to the MMIS implementation. Arlon provided technical assistance to the State eMedNY Steering Committee, Project Manager, and DDI team to oversee and manage the MMIS vendor (CSC) throughout the eMedNY DDI project.

RELEVANT PROJECT EXPERIENCE

- **Maine DHHS, IV&V, QA and Technical Assistance for the MaineCare Management Information System Implementation.** Since 2008, Arlon has served as a Senior Technical Analyst and member of the IV&V / QA team for the State of Maine. In this role, he provided subject matter expertise and technical assistance to the State project team members including reviews of vendor and State work plans, staffing plans, deliverables review, and issues management. He also provided the BerryDunn team with Medicaid subject matter expertise including extensive knowledge of established and more recent Federal Medicaid, HIPAA, ARRA, and HITECH regulations.
- **West Virginia BMS, Procurement Planning Assistance.** From February through June 2009, Arlon provided procurement planning assistance, including the generation of APDs and assisted with the generation of an RFP for the State of West Virginia. He provided Medicaid subject matter expertise and technical assistance to the State project team members including alignment of procurement documents with the West Virginia MITA State Self Assessment.
- **New Hampshire DDHS.** Arlon served as the State's MMIS Contract Officer from 1994 to 1999. In this role, Arlon supervised State and contractor staff to carry out QA/QC monitoring of State and Fiscal Agent work product delivery under the guidelines of the MMIS contract.

Arlon also managed all daily Medicaid and Fiscal Agent operations related to the MMIS. He tracked all system change requests, system error situations, and payment processing issues. He also worked closely with DHHS Office of Finance and the Commissioner's Office to address provider payment-recoupment issues, county billing, and the Federal 64, 416, 372, and other MARS, SURS, and ad-hoc reports.

- **Oregon Department of Human Services.** Arlon served as a Training Manager to EDS from July 2005 through March 2008. In this role, Arlon produced business process documents and desk level procedures; training plans; training materials; and staffing plans. In addition, he presented training courses to State DHS staff; provided Medicaid systems and program expertise to the project team; worked with the Business Process Improvement Manager and Testing Manager to ensure the quality of project deliverables; and managed the development of the Training Plan for the implementation of a new Electronic Document Management system.
- **Washington Department of Social and Health Services.** Arlon served as a Senior Consultant to FourThought Group from December 2003 through May 2004. In this role, Arlon developed a Requirements Analysis Report and the RFP, APD, and PEP outlines; prepared cost/benefit analysis for the APD; met with State financial staff to look for ways to maximize Federal Financial Participation; and met with CMS Region 10 representatives to discuss their current interpretation of Federal procurement guidelines and verify the approach for the procurement and development of the new MMIS.
- **Massachusetts EOHHS.** From April 2002 through January 2003, Arlon served as the Project Manager for the MMIS RFP and ongoing HIPAA compliance work with the EOHHS. In this role, he managed the "current state" business process analysis to facilitate claims and prior authorization business process improvement efforts; directed the production of a gap analysis needed by the Division of Medical Assistance (DMA) to develop HIPAA 278 prior authorization transaction processing requirements; and served as a member of the DMA Project Management Committee to support cross-communications between priority development projects, including the MMIS requirements analysis, data warehouse development, and eligibility system redesign.
- **New York State Department of Health.** From November 1999 through October 2003, Arlon served as Deputy Quality Assurance and Project Management team manager. In this role, Arlon oversaw the MMIS project schedule, served as a Subject Matter Expert during requirements verification sessions, facilitated and contributed to the MMIS to Welfare Management Systems eligibility interface design, managed the Joint Application Design team for BearingPoint, developed the HIPAA APD, and attended MMIS Steering Committee meetings to present recommendations relative to the MMIS implementation. Arlon provided technical assistance to the State MMIS (eMedNY) Steering Committee, Project Manager, and DDI team to oversee and manage the MMIS vendor (CSC) throughout the eMedNY DDI project.

EDUCATION AND CERTIFICATIONS

Arlon earned his Bachelor of Science degree in Computer Information Systems from Franklin Pierce College. He is a Certified Medicaid Professional II (MCMP-II), a designation of the Medicaid Learning Center.

KEY PERSONNEL REFERENCES for Arlon Sturgis**Reference #1: Maine DHHS**

Brenda Harvey, MEd, Executive Director
former Maine DHHS Commissioner
222 Maple Avenue Hoagland Pincus Building
Shrewsbury, MA 01545
Phone: 508-856-6056
E-mail: Brenda.Harvey@umassmed.edu

Reference #2: Maine DHHS

JoAnn McElvaine, PMO Project Manager
State of Maine Office of Information Technology
26 Edison Drive SHS 138 Augusta, ME 04333-0138
Phone: 207-624-9962
E-mail: JoAnn.McElvaine@maine.gov

Reference #3: New York OCFS

Stephanie O'Connell, Program Manager (retired)
State of New York Office of Children and Family Services (OCFS)
2202 W. Old State Road Altamont, NY 12009
Phone: 518-356-4193
E-mail: sfoconnell@hotmail.com

Faye Makishima, MPH – Medicaid Subject Matter Expert

Faye Makishima is a Principal Consultant at *netlogx* with 25 years of experience working with payer information systems and programs in both the public and private sectors of the health care industry. Her experience includes providing project management and subject matter expertise for MMIS planning, procurement, and implementation projects. Faye also has experience determining MMIS functional standards, conducting system alternatives analyses, and providing contract monitoring.

RELEVANT PROJECT EXPERIENCE

- **Indiana Health Insurance Exchange Project.** Faye served as a Business Liaison on Indiana’s Health Insurance Exchange project, working as a subcontractor to First Data to provide Exchange planning and procurement services. In this role, Faye worked with the State and the Vendor responsible for developing the business requirements to capture potential impacts to the Exchange technical design and procurement strategy.
- **Indiana MMIS Procurement Project.** Faye served as Project Manager on Indiana’s MMIS planning and procurement project. As Project Manager, Faye validated and updated the previously conducted MITA SS-A, developed business and technical requirements, performed an alternatives analysis and cost/benefit analysis, developed the IADP, prepared the RFP and evaluation criteria, and planned for the procurement and selection process. Faye also served as MMIS and MITA Subject Matter Expert on the project and conducted business assessment sessions and completed Medicaid market analysis.
- **Ohio Medicaid Information Technology Project.** Faye assisted the State of Ohio with its Medicaid Information Technology System project, in collaboration with the vendor Electronic Data Systems (EDS). She served as a MITA Analyst and Business Process Reengineering Lead Analyst on EDS’ Business Transformation Team. She also conducted MITA Strategic Training to Ohio’s Medicaid Enterprise Executive Management, documented Ohio’s As-Is business processes, developed To-Be processes that will be implemented with the replacement MMIS ,and identified gaps and resolution strategies to minimize risk to Ohio’s MMIS implementation.
- **FourThought Group, Inc.** Faye performed several projects in areas related to MMIS functional standards, system alternatives, and contract monitoring while working with FourThought Group. Her experience includes work with the states of Nebraska, Arizona, Tennessee, Washington, and CMS.
 - **State of Nebraska.** Faye served as Subject Matter Expert on the Nebraska MMIS Alternative Analysis project as a subcontractor to First Data.
 - **State of Arizona.** Faye served as Lead Business Analyst providing expertise in Medicaid policy, program business process modeling, and assessment of the Arizona MITA Assessment project. She also provided MITA "As Is" and "To Be" assessments, gap

- analysis and solution identification and sequencing to develop the MITA transition strategy.
- **State of Tennessee.** Faye provided support to the EDS training team during MMIS system implementation for the State of Tennessee and authored the training strategy and training plan used on the project.
 - **State of Washington.** She provided consulting services to the State of Washington as the Functional Team Lead responsible for managing and overseeing the functional requirements gathering in their MMIS replacement project.
 - **Centers for Medicare and Medicaid Services (CMS).** She conducted extensive Medicaid and Medicare policy and regulation research and analysis and was a member of the CMS Medicaid Information Technology Architecture (MITA) Initiative Team.
 - **Kaiser Permanente.** Faye was responsible for the requirements definition, analysis, testing and installation approval for the following:
 - **Claims Manager by Ingenix** - a coding and claims editing software responsible for ensuring accurate and compliant coding.
 - **ePremis by NDC** - a claims editing and validation software that prepares HIPAA 837 claims for submission to the NDC clearinghouse.
 - **Resolute Claims by Epic Systems Corporation** - a professional electronic medical records/claims billing module.
 - **Hawaii Arizona Prepaid Medical Management Information System Alliance.** Faye was responsible for planning, direction, and management of the Hawaii Arizona Prepaid Medical Management Information System Alliance (HAPA) project to transfer Hawaii's MMIS budgeted at \$13,000,000. She managed the project schedule and allocated resources and managed task assignments. During this time she also participated in the National Medicaid Electronic Data Interchange HIPAA (NMEH) workgroup.
 - **Hawaii Medical Service Association.** Faye was responsible for analyzing Medicare prospective payment reimbursement requirements and CMS regulations to identify and implement needed system modifications to ensure plan compliance with those regulations. She successfully completed implementation of the Skilled Nursing, Hospital Outpatient and Home Health Prospective Payment Systems. Faye also supported Medicare program audits performed by independent auditors by provided requested data, assisting in diagnosis and explanation of aberrant data patterns; identified inpatient facility claim payment and utilization issues through data analysis and initiated required system modifications and business process reengineering to address these issues; served as a technical liaison to assure that all claims processing system changes related to facility provider contracts and facility reimbursements were accurately evaluated, tested, and implemented; served as Lead Design Analyst responsible for automating Blue Cross hospital claims processing; and served as Systems Analyst for claims systems replacement with a primary focus on managed

care programs and prior authorizations, Health Maintenance Organization and Point-of-Service products.

- **Straub Clinic and Hospital.** While working for Straub Clinic and Hospital, Faye directed three departments (Admitting, Registration, and Cashiers), to assure efficient and productive daily operations. She served as a member of the Hospital's internal Joint Commission on Accreditation of Health care Organizations (JCAHO) Committee, responsible for reengineering Hospital admission workflow to meet new JCAHO standards. Staff functions included hospital and emergency room admissions, clinic registration to support over 100 physicians and cashiering duties to support the hospital, clinic and outpatient pharmacy. She directed financial counselors, responsible for obtaining appropriate third party payer authorizations and benefit determinations and for collecting patient's liability prior to hospital discharge. Faye restructured three departments of 35 employees following a corporate wide 10% reduction in force, which resulted in the elimination of two layers of management. She also implemented a data integrity program and incorporated this program into job performance evaluation.

EDUCATION

Masters of Public Health, University of Hawaii, Honolulu

B.S. Home Economics, University of Hawaii, Honolulu

LAURIE STURGIS, MCMP-II – Medicaid Subject Matter Expert

Laurie Sturgis is a Principal with Ekolu & Associates, a health and human services company that will serve as a subcontractor to BerryDunn for this engagement. Laurie founded Ekolu & Associates in 2003 and has served as a subcontractor to BerryDunn on multiple Medicaid-related initiatives since 2008. Most recently, she served as a member of BerryDunn's IV&V/QA team for the State of Maine and QA and Project Management team for the State of West Virginia. Her experience includes providing subject matter expertise in support of the states of Hawaii, Maine, Massachusetts, Oregon, Vermont, Washington, and West Virginia.

RELEVANT PROJECT EXPERIENCE

- **Maine DHHS, IV&V, QA, and Technical Assistance for the MaineCare Management Information System Implementation.** Since 2008, Laurie has served as a Subject Matter Expert on BerryDunn's IV&V/QA team for the State of Maine, providing support to the IV&V Project Manager and Lead Technical Analysts in the development and review of deliverables for the implementation of Maine's MMIS. In this role, she is responsible for supporting the State MMIS implementation and providing quality assurance and independent verification of project deliverables, including system requirements, eligibility interface oversight, systems and user acceptance testing, and CMS Certification. Laurie is also providing technical assistance relative to the upcoming HIPAA 5010 transactions and code sets including the ICD-10 Diagnosis code set, as well as the Federal HIT initiative including HIE.
- **West Virginia BMS, MITA SS-A, MMIS and Fiscal Agent Operations Analysis, and the MMIS Re-Procurement.** Since 2008, Laurie has served as Business Analyst on BerryDunn's project team for conducting West Virginia's MITA SS-A, the MMIS and Fiscal Agent Operations Analysis, and the MMIS Re-procurement RFP development. In this role, Laurie interviewed BMS stakeholders, led requirements validation work sessions, conducted research, and assisted with the development of deliverables, including the generation of the West Virginia MMIS RFP and related to procurement evaluation documents. Currently, Laurie is serving as a participating member of the BMS UAT Team and providing technical assistance relative to the upcoming HIPAA 5010 transactions and code sets including the ICD-10 Diagnosis code set, as well as the Federal HIT initiative including HIE.
- **Massachusetts EOHHS, SMHP Development.** From March 2011 through April 2011, Laurie served as a Business Analyst on BerryDunn's team to assist the Massachusetts EOHHS with the development of the State Medicaid Health IT Plan (SMHP) as required by the ARRA HITECH Act. The SMHP will serve as the strategic vision for EOHHS as it moves forwards with the development of HIT and HIE activities and will become a critical component of the overall Commonwealth HIT Plan. Laurie served as a member of our SMHP Development Core Team for this engagement.
- **Vermont Agency of Human Services (AHS), IAPD Development Assistance.** From September 2010 through February 2011, Laurie assisted in the development of an IAPD to support the AHS plans to procure and implement an advanced Medicaid Enterprise

Solution. The MES is supported by a modern Service Oriented Architecture and improved Medicaid Management Information System functionality.

- **Washington Department of Social and Health Services.** From December 2003 through May 2004, Laurie assisted the State of Washington to gather requirements and plan for improvements to its MMIS; conducted research with over 15 states to determine their approach to MMIS requirements gathering, cost benefit analyses, and procurement evaluation procedures; educated the combined State and contractor project team relative to the Federal CFRs; and transferred lessons learned to prepare the team to evaluate vendor proposals and manage the DDI of the MMIS.
- **Oregon Department of Human Services.** From July 2005 through March 2008, Laurie served as a Business Functional Area Lead on the MMIS implementation team. She was responsible for producing high-level business process documents and desk-level procedures for Contract Management, Service Authorization, Eligibility and Enrollment, and Provider Implementation Support, serving as a member of the QA team, and developing configuration data and benefit plan administration data to track information between the DHS TANF eligibility system and the MMIS. Laurie worked closely with State and implementation testing team members to develop and run test cases and validate results against expected results. Laurie worked closely with DHS business managers to ensure the TANF source data was properly shared with the MMIS to meet DHS business requirements.
- **Hawaii Department of Human Services.** From September 2004 through April 2005, Laurie worked with the Hawaii DHS to conduct a HIPAA Security Compliance project. She produced the Business Contingency Plan required under the HIPAA Security Rule, and assisted in performing QA tasks to ensure the Project Plan, Security Risk Analysis Report, Risk Management Plan, and project status reports were clear and correct.

EDUCATION AND CERTIFICATIONS

Laurie earned her Bachelor of Science degree in Sign Language Interpretation from the University of New Hampshire. She is a Certified Medicaid Professional II (MCMP-II), a designation of the Medicaid Learning Center.

NATHAN DESJARDINS, MCMP-II – IV&V Analyst

Nate DesJardins is a Consultant in BerryDunn’s Government Consulting Group and is an experienced technical analyst with large-scale system implementation expertise. Nate has conducted system testing, assisted in the deployment of global applications, deployed hardware and software, conducted technical training, and developed technical documentation.

RELEVANT PROJECT EXPERIENCE

- **Maine DHHS, IV&V, QA, and Technical Assistance for the MaineCare Management Information System Implementation.** BerryDunn is currently providing IV&V services for the MaineCare Management Information System and Fiscal Agent Solution (MMIS/FAS) development, implementation, and certification project. As part of our work, we review and evaluate vendor deliverables, identify issues and/or deficiencies, and provide recommendations for modifications to address known issues or deficiencies. We also provide ongoing monitoring of project tasks; identification of risks and issues and development of mitigation strategies; monitoring of vendor and State project personnel, communications, and activities; and communicating project status to State stakeholders. Nate is currently serving as Lead Technical Analyst on this project, providing on-site technical assistance throughout the life of the contract related to the design, development, implementation, and certification of the State’s MMIS.
- **Massachusetts EOHHS, MITA SS-A.** Nate is currently serving as a Technical Analyst on BerryDunn’s team to conduct a MITA State Self-Assessment for the Departments of Developmental Services, Mental Health, and Public Health on behalf of the EOHHS. In his role as Technical Analyst, Nate is assisting the team with developing the Technical Capability Matrix and Technical Requirements for the future system, including MITA-specific and State-specific processes.
- **Massachusetts EOHHS, SMHP Development.** From October 2010 through March 2011, BerryDunn assisted the Commonwealth of Massachusetts EOHHS with the development of the SMHP as required by the ARRA HITECH Act. The SMHP will serve as the strategic vision for EOHHS as it moves forwards with the development of HIT and HIE activities and will become a critical component of the overall Commonwealth HIT Plan. Nate served as Analyst on BerryDunn’s SMHP Development Core Team for this engagement.
- **Massachusetts Human Resources Division, IV&V.** BerryDunn was selected by the Massachusetts HRD to conduct IV&V of a PeopleSoft upgrade project. From September 2009 to June 2010, Nate served as Business/Technical Analyst for this project. In this role, he assisted with the review of project management documentation, system configuration, hardware and software configuration, implementation activities, and the Time and Labor Self-Service Pilot specifications and configuration.
- **West Virginia BMS, MMIS Re-procurement Services.** BerryDunn was selected by BMS to provide MMIS re-procurement services, including conducting West Virginia’s MITA SS-A, analyzing the current MMIS and Fiscal Agent operations, developing the APD and RFP for

the re-procurement, and providing project management through the implementation and certification process. Nate provided business and technical analysis services to the BMS for the MMIS re-procurement and MITA SS-A projects.

- **Vermont Agency of Human Services (AHS), Medicaid Enterprise Solution (MES) Cost/Benefit Analysis.** In 2011, BerryDunn conducted a cost benefit analysis and risk assessment for the AHS related to the State's MES to replace Vermont's current MMIS. Nate served as a Business Analyst on this project, supporting the work of our project leads.
- **Vermont Department of Children and Families, Independent Review.** From June 2009 to August 2009, BerryDunn conducted an independent review of a document management and scanning solution for the Vermont DCF. As part of this review, Nate evaluated proposed project costs, implementation plans, staffing resources, and project management approach; identified potential risks; analyzed cost/benefits; and developed recommendations to promote a successful implementation.

EDUCATION

Nate earned his Bachelor of Science Degree in Management Information Systems from Northeastern University in Boston, Massachusetts. He is a Certified Medicaid Professional II (MCMP-II), a designation of the Medicaid Learning Center.

Jeffrey LeBaron, MS – IV&V Analyst

Jeffrey LeBaron is a Business Analyst at *netlogx* with 10 years of experience providing business, technical, and systems analyst consulting services. He has extensive experience working with state government clients, including recent work with the State of Indiana health and human services agencies.

RELEVANT PROJECT EXPERIENCE

- **State of Indiana FSSA Integrated Case Management System (ICMS) Requirements Completion.** Jeff developed process flow diagrams and scenarios for the integrated system, and acted as Lead Technical and Systems Business Analyst for an ICMS project. He assisted with creation of database model for proposed system, and developed a list of interfaces between proposed system and existing state systems. Jeff created requirement documents from workshops and user meetings, created action item documentation for participant follow-up activities, and reviewed requirements from previous ICMS project and edit as required in IBM RequisitePro.
- **State of Indiana FSSA Project: Incident Reporting System.** Jeff conducted an FSSA project for the State of Indiana. This served as a new application for collecting information related to incidents caused by or occurring to clients served by the Division of Disability & Rehabilitative Services (DDRS) or Division of Aging (DA). Jeff met with users to gather requirements; created project documents including Vision Statement, Use Case Diagrams, and Use Case Specifications; updated user interface based on added roles; updated SQL database tables, views and stored procedures; generated EntitySpaces and built a portion of the application business layer; and updated NAnt build scripts. The technical environment and skills required for this project include the following: MS Visual Studio 2008, smart client system, WCF web services, LINQ, ASP.NET security, MS SS 2005, MS SQL Server Reporting Services, EntitySpaces, NAnt, ClickOnce, RequisitePRO, ClearQuest, and ClearCase.
- **State of Indiana FSSA Project: Bureau of Quality Improvement Services (BQIS).** Jeff was involved with the Comprehensive Survey Tool Project which is an application used to conduct random surveys of clients and the providers delivering services to clients. Jeff's responsibilities included meeting with users to gather requirements; assisting the project manager with the creation of the Functional Specification, Project Charter, Project Scope, and Project Statement of Work; and developing workflow diagrams for the new system. He also created the initial WCF web services for the application; ensured developers adhered to FSSA development guidelines; and assisted with the creation of the random sample procedures. The technical environment and skills required for this project include the following: MS Visual Studio 2008, smart client system, WCF web services, ASP.NET security, MS SS 2005, MS SQL Server Reporting Services, EntitySpaces, NAnt, ClickOnce, RequisitePRO, ClearQuest, and ClearCase.
- **State of Indiana FSSA Project: CORM (Crisis Outreach & Risk Management) System.** Jeff provided on-going maintenance and enhancements to the State of Indiana's CORM system, a case management system used by DDRS Crisis and Outreach programs to document

services provided to clients that have immediate healthcare/psychological needs. Jeff's responsibilities included meeting with users to gather requirements on an on-going basis, and develop functional specifications. He worked with the development team to implement changes, designed and implemented changes to ease maintenance of the application, and resolved defects as discovered and report to the helpdesk. Jeff redesigned MS SQL Server Reporting Services reports. The technical environment and skills required for this project include the following: MS Visual Studio 2008, smart client system, WCF web services, ASP.NET security, MS SS 2005, MS SQL Server Reporting Services, EntitySpaces, NAnt, ClickOnce, RequisitePRO, ClearQuest, and ClearCase

- **State of Indiana FSSA Project: Web Based Tools for Providers.** Jeff assisted the State of Indiana with web based tools for providers, a collection of ASP.NET web applications used by vendors providing services to DDRS and DA clients. Applications included a tool to submit invoices, a tool to submit incident reports, a tool to calculate services provided, and a tool to submit budgets for client services. Jeff met with users to gather requirements on an on-going basis; developed functional specifications; and resolved defects as discovered and reported defects to the helpdesk. Jeff also assisted the Development Manager with resolving application build and deployment issues. The technical environment and skills required for this project include the following: MS Visual Studio 2008, ASP.NET, AJAX, ASP.NET security, MS SS 2005, MS SQL Server Reporting Services, EntitySpaces, NAnt, ClickOnce, RequisitePRO, ClearQuest, and ClearCase.
- **State of Indiana FSSA Project: Integrated Case Management System.** This solution was a proposed system to consolidate several existing case management systems used by DDRS, DA and the Division of Mental Health and Addictions (DMHA) into one large system with a common database and functionality. Jeff met with users to document current processes and gather requirements for new system. He created use cases for current processes and the proposed system, developed process flow diagrams for current processes, and proposed system and created functional specifications. The technical environment and skills required for this project include the following: Curam Enterprise Framework, WebSphere, Java, Oracle, MS Office, and RequisitePro.
- **State of Indiana FSSA Project: Rational Tools.** Jeff conducted a project to integrate the new suite of IBM Rational Tools into the procedures used by the FSSA, and train FSSA staff on the Rational Unified Process (RUP). The suite included RequisitePro, ClearCase, ClearQuest, FunctionalTester, and BuildForge. Jeff was the administrator for RequisitePro for FSSA Technology Services, creating new projects in RequisitePro for Business Analysts to use to document requirements. He worked with vendor and FSSA staff to create template documents. The technical environment and skills required for this project include the following: MS Office, RequisitePro, ClearCase, ClearQuest, Functional Tester, and BuildForge.
- **State of Indiana FSSA Project: Technology Services.** Jeff provided technical services for the State's CORM (Crisis Outreach and Risk Management) System/initial development. CORM is a case management system used by DDRS Crisis and Outreach programs to document services provided to clients that have immediate healthcare/psychological needs. Jeff

developed database tables and schema; developed the business layer using Entity Spaces and WCF web services calls, and WCF web services for CORM document uploading and Utilities database; and created user interfaces using user controls. The technical environment and skills required for this project include the following: MS Visual Studio 2005, MS Visual Studio 2008, Visual Source Safe, smart client system, WCF web services, ASP.NET security, MS SS 2005, MS SQL Server Reporting Services, EntitySpaces, NAnt, and ClickOnce.

- **State of Indiana FSSA Project: State Admin Tool.** An application used by Bureau of Disability Determination Services (BDDS) staff to create budgets for services provided to the clients and paid for by state funds. Jeff was responsible for assisting with the initial development of the business layer and user controls and developing portions of the WCF web server. The technical environment and skills required for this project include the following: MS Visual Studio 2005, MS Visual Studio 2008, smart client system, WCF web services, ASP.NET security, MS SS 2005, MS SQL Server Reporting Services, EntitySpaces, NAnt, and ClickOnce.
- **Wishard Health Services, Process Automation.** Jeff automated two procedures performed by the operations staff by developing Visual Basic .NET applications. He also developed a desktop application to demonstrate the ease of a ClickOnce deployment and moved it to a new web server. He updated the application to test the automatic update feature and developed an ASP.NET application which displayed data from a MySQL database using Crystal Reports. Jeff worked with the department web developer to build an ASP.NET application for updating the company phonebook database and to develop a web application for Environmental Services to use to collect data from tours. The technical environment and skills required for this project include the following: MS Visual Studio 2005, Windows forms, XML web services, ASP.NET, MS SS 2005, ClickOnce, MySQL, and Crystal Reports.

EDUCATION AND TECHNICAL SKILLS

- Masters Degree in Electrical Engineering, Southern Illinois University – Carbondale
- Bachelors Degree in Electrical Science and Systems Engineering, Southern Illinois University – Carbondale, GPA 3.1
- Web Technologies: ASP.NET, XML WEB Services, WCF Web Services, AJAX
- Operating Systems: DOS, Windows 3.1, 95, 98, NT, 2000, XP, Vista, 7, Server 2003 and Server 2008
- Tools/Technologies: MS Office (Word, Excel, Access), MS Project, MS Visio, IBM RequisitePro, IBM ClearCase, IBM ClearQuest, Curam, EntitySpaces, MyGeneration, NAnt
- Reporting Tools: MS SQL Server Reporting Services/Business Intelligence Design Studio
- Languages: Visual Basic .NET, C# .NET
- Databases: MS SQL Server 2008, MS SQL Server 2005, MySql

DOUGLAS ROWE, BS – IV&V Analyst

Douglas Rowe is a Senior Consultant in BerryDunn's Government Consulting Group. Doug has 29 years of IT industry experience, focusing on satisfying clients' business needs with appropriate technology solution. His experience spans the disciplines of project management, enterprise system deployment, quality assurance, curriculum development and training, and technology support. He has presented at the national and regional level, sharing his knowledge of technology support, training, and justice/public safety technology initiatives.

RELEVANT PROJECT EXPERIENCE

- **Maine DHHS, IV&V Services.** Doug is currently providing Independent Verification and Validation (IV&V) services for the Maine Department of Health and Human Services' MMIS implementation. His focus includes identifying risks and providing recommendations for remediation as the vendor prepares for federal system certification by CMS, building upon his knowledge of project management and systems development best practices. His recent work included assisting with the development of a Phase 1 UAT Completion Report for the State that compares the planned testing activities with the actual testing activities.
- **City of Nashua, New Hampshire, Project Management.** Doug is currently providing on-site project management services for the City of Nashua's Enterprise Resource Planning (ERP) system implementation. In this role, Doug is responsible for monitoring the progress of the implementation, maintaining the project schedule, and providing bi-weekly project status updates to the City. In this lead role, Doug is responsible for proactively identifying issues, risks, and systems impacts and providing recommendations to mitigate potential problems as the new ERP system is implemented.
- **Abilis New England.** Doug worked for Abilis New England in several capacities between December 2004 and February 2010. His experience includes serving as Project Manager for an at-risk \$10 million enterprise-level software development project for a state department of corrections, which resulted in a successful implementation. As Strategic Solutions Manager, Doug worked with state government corrections clients to determine business requirements, while reducing risk and maintaining profitability for the software product. In both roles, he was responsible for managing a geographically dispersed team that provided varied levels of technical and business expertise.
- **UNUM.** From 1989 to 1995, Doug served as Manager of Technology Support Services for UNUM (a disability and life insurance company), providing internal business units with technical and training services. In this role, he developed a collaborative framework within which UNUM's Technology Training Team and Technology Help Desk staff provided single point of contact services to the business units. He also worked with the HR Team and IT Managers to develop and deploy a Skills Assessment/Management model for IT professionals, including a core set of competencies and skills required by IT roles.

EDUCATION

Doug earned his Bachelor of Science in Math and Computer Science from the University of New Hampshire.

EIGEN HEALD, MsIA, CEH, CISA, CISSP, CNE, GCFA – IV&V Analyst

Eigen Heald is a Consulting Manager in BerryDunn’s Management and Information Technology Consulting Group. She provides a variety of technology assurance services, including conducting security assessments, controls reviews, Statement on Auditing Standards (SAS) 70 / Statements on Standards for Attestation Engagements (SSAE) 16 examinations, Sarbanes-Oxley (SOX) 404 audits, vulnerability assessments, penetration testing, digital forensics, and IT audits. She is highly experienced in assessing IT systems, security, and operations for clients requiring a high level of security and availability from their information systems.

Eigen was a network engineer for over ten years and has extensive experience with all versions of Microsoft, Novell, Sun, AIX, Red Hat Linux, HPUX, Oracle, and MSSQL. As a Senior Systems Engineer, Eigen participated in cross-functional teams on projects including Microsoft and Sun Solaris server management with Oracle database deployments for an international bank. She also participated as lead engineer for the implementation of change management and secure deployments for complex Internet-based custom applications.

RELEVANT PROJECT EXPERIENCE

- **West Virginia Department of Health and Human Resources (DHHR), IT Security Review.** In 2009, Eigen led an IT security review for the West Virginia DHHR, Office of Management Information Services. She performed a review of certain specific aspects of logical access controls over DHHR’s three significant systems, including: access security, user access, password or other configuration settings, and privileged and sensitive user access.
- **Rhode Island Lottery, Information Security Audit Services.** From 2010 to 2011, Eigen served as Project Manager for BerryDunn’s engagement with Rhode Island Lottery. The scope of this project included an assessment of the Lottery’s system and application development resources; LAN administration; user account management and administration; computers; data backup, storage, and recovery; network vulnerability and intrusion testing; and compliance with information security policies and procedures. As Project Manager, Eigen led the engagement and performed security-related tasks, including network vulnerability and intrusion testing.
- **Iowa Lottery, SSAE 16 Examination.** Eigen has conducted more than 35 SAS 70 and SSAE 16 examinations, including for clients in state lotteries, health claims processing, and retirement plans. She has conducted the Iowa Lottery’s SSAE 16 examination on an annual basis since 2009. She has led the development of customized auditing scripts for databases and has audited iSeries and AS400 security for banks and SAS 70 engagements.
- **Johnson and Wales University, Information System Security Assessment.** From 2010 to 2011, Eigen conducted an assessment of Johnson and Wales University’s security compliance and risk management practices. The focus of this project was identifying and planning for IT management practices, policies, and procedures. It was undertaken in light of the Higher Education Opportunity Act (HEOA) and other compliance authorities that impact the University’s operations in many states.

- **Washington and Lee University, eCommerce Consulting Services.** In 2009, Eigen provided eCommerce consulting services to Washington and Lee University. During this engagement, Eigen assessed the University's Payment Card Industry (PCI) compliance and identified ways to improve processes, policy guidelines, and practices in support of eCommerce. Eigen also led work sessions with the Information Technology Team to help them strengthen security architecture and practices.
- **L.L. Bean, Independent Security Review.** From February to April 2007, Eigen led BerryDunn's engagement to assess L.L. Bean's operations and to recommend changes to their security and systems.
- **TD Bank, SOX 404 Support Services.** Eigen managed a team providing SOX 404 support services for TD Bank, providing internal audit IT testing to meet regulatory requirements.
- **Performing Digital Forensics.** Within the BerryDunn practice area of forensic accounting, Eigen has performed computer and digital forensics to address: workplace investigations, corporate fraud, business valuation, Internet-based fraud and theft, family and marital law, and eDiscovery. Eigen specializes in computer hard disks, USB drives, and external storage drives.

EDUCATION AND CERTIFICATIONS

Eigen earned her Master's degree in Information Assurance (MsIA) from Norwich University and earned a Certificate of Project Management from Boston University. Her relevant technical certifications include the following:

- CEH – Certified Ethical Hacker
- CISA – Certified Information Systems Auditor
- CISSP – Certified Information Systems Security Professional
- CNE – Certified Novell Engineer
- GCFA – GIAC Certified Forensic Analyst

PROFESSIONAL AFFILIATIONS

Eigen is a member of the Information Systems Audit and Control Association (ISACA), Information Systems Security Association (ISSA), ISC2, International Association of Privacy Professionals (IAPP), and Association of Certified Fraud Examiners.

State of New Hampshire

Linda M. Hodgdon
Commissioner
(603) 271-3201

Robert D. Stowell
Administrator/Operations Manager
(603) 271-3606



Michael P. Connor
Director
(603) 271-6899

Ronald Jobel
Contract Manager
(603) 271-2201 x227

Department Of Administrative Services
Division of Plant & Property Management
Bureau Of Purchase & Property
State House Annex
25 Capitol Street
Concord, New Hampshire 03301
(603) 271-2201

November 1, 2011

To Whom It May Concern:

The State of New Hampshire recently implemented an Enterprise Resource Planning (ERP) system for use across all State agencies. In 2007, the State of New Hampshire hired BerryDunn to provide Quality Assurance (QA) oversight of the implementation.

As the State's Project Manager for the ERP system implementation, and in my role as Contract Manager, I worked closely with the BerryDunn team members and am pleased to provide this letter recommending their services.

Implementing a new ERP system is one of the largest and most far-reaching projects the State of New Hampshire has undertaken as it touches every agency and bureau in the State. As the QA services provider, BerryDunn played a critical role in the implementation by proactively identifying risks and providing insight and an independent perspective of both the implementation vendor and the State. While some of the recommendations provided by BerryDunn were not what the State or the vendor wanted to hear, the recommendations were "Best Practice" and were in the best interest of the project. BerryDunn made the tough calls time and time again.

Throughout the project, BerryDunn was very flexible and always went that extra mile in working with the project management team in meeting the ever evolving project needs. The original Phase 1 implementation timeframe was anticipated to be 18 months. As it became evident that the timeline would need to be extended, BerryDunn worked collaboratively to modify contractual requirements to meet the needs of the project.

I enjoyed working with BerryDunn and would highly recommend them based on their knowledge, experience, professionalism, collaborative approach, and commitment to client service.

Sincerely,

A handwritten signature in black ink, appearing to read "Ronald Jobel", written over a horizontal line.

Ronald Jobel
NH FIRST Contract Manager
Tel: 603-271-2201 x227
E-mail: Ronald.Jobel@NH.Gov

Brenda Harvey, MEd
222 Maple Avenue
Hoagland-Pincus Conference Center
Shrewsbury, MA 01545

October 27, 2011

To Whom It May Concern:

In my tenure as the Commissioner of Maine's State Department of Health and Human Services (DHHS) from January 2006 to January 2011, I was responsible for the implementation of Maine's MMIS (known as the Maine Integrated Health Management Solution – MIHMS) and managing a system that would best meet the needs of Maine's Medicaid (Maine Care) program administrators, providers, and – most importantly – the citizens of Maine. To do this, I used a combined team of State personnel, system developers, and contract staff who had to work closely to meet the goals of DHHS and to bring the project to a timely and successful completion.

In 2008, BerryDunn was hired to provide DHHS with Independent Validation and Verification (IV&V), Quality Assurance (QA), and Technical Assistance services to accomplish the successful implementation and certification of the MMIS. BerryDunn's contract aligned with the start of the Design, Development, and Implementation (DDI) phase and has continued through the implementation and certification process. From the beginning, BerryDunn's team provided the DHHS Steering Committee, State Project Director, and Project Manager with valuable perspective and recommendations to help move the project from requirements validation through design, testing, and implementation.

The implementation of any MMIS is a significant undertaking. Maine's implementation faced additional challenges in that DHHS was transitioning from a State-run to a Fiscal Agent operation model, which presented a significant cultural shift across the Department. Additionally, many of my team members had never been through an MMIS implementation before. BerryDunn's team played a key role in supporting my team's decision to accept or reject the work plans, project deliverables, and recommendations of the DDI contractors. The BerryDunn team provided education and supported the CMS certification process from the beginning and often helped to remind my staff of the rules under which CMS governs these projects. The Steering Committee members and I were impressed with their ability to effectively communicate risks and challenges with the project and their willingness to support the difficult decisions that we had to make in order to meet the goals and objectives of the project.

BerryDunn's core team consisted of a Project Manager and a Senior Technical Lead. In addition, they provided a team of business and technical resources and subject matter experts to address specific needs throughout the project. As is often the case with projects of this size, their team included both BerryDunn employees and subcontractors, which can sometimes present challenges. However, I was impressed with how BerryDunn's team operated as a cohesive unit.

BerryDunn's insight, focused attention, and patience were much appreciated and I am happy to recommend their work to you. If you would like to talk with me personally about their work, please feel free to contact me at 207-462-0973 or

Sincerely,


Brenda Harvey

Cc, Timothy Masse
Eduardo Daranyi
Arlon Sturgis



**STATE OF WEST VIRGINIA
DEPARTMENT OF HEALTH AND HUMAN RESOURCES**

BUREAU FOR MEDICAL SERVICES

350 Capitol Street, Room 251

Charleston, West Virginia 25301-7307

Telephone: (304) 558-1700 Fax: (304) 558-1451

**Earl Ray Tomblin
Governor**

**Michael J. Lewis, M.D., Ph.D.
Cabinet Secretary**

November 1, 2011

To Whom It May Concern:

I am pleased to provide this recommendation for Berry, Dunn, McNeil & Parker (BerryDunn) on behalf of the State of West Virginia Bureau for Medical Services.

BerryDunn has been a trusted and objective resource for the Bureau since 2003. From 2003 to 2007, BerryDunn provided quality assurance and independent verification and validation (IV&V) services for the State of West Virginia's Medicaid Management Information System (MMIS). Throughout our MMIS implementation, BerryDunn's team worked effectively with the Bureau and our Fiscal Agent to proactively identify risks and develop recommendations to mitigate the risks and ensure that the system met stated business and technical requirements. Additionally, BerryDunn provided valuable guidance as we went through the CMS certification process.

In 2008, the Bureau hired BerryDunn to provide project management for our MMIS re-procurement. BerryDunn's team led the Bureau through our MITA State Self-Assessment and the development of our MMIS and Decision Support System (DSS) Request for Proposal and Advanced Planning Document. They have also assisted with other Bureau initiatives, including developing our State Medicaid Health IT Plan and providing leadership and subject matter expertise as we navigate the requirements of the federal Affordable Care Act.

BerryDunn's collaborative approach has helped to build a strong working relationship among the State and vendor project teams. They bring industry expertise and objective recommendations that we trust. Their strong competencies and commitment are the reasons this initiative continues to be a success. I would highly recommend BerryDunn's services.

Sincerely,

A handwritten signature in blue ink, appearing to read "Edward Dolly".

Mr. Edward Dolly, Deputy Commissioner
State of West Virginia
Office of Processes, Applications, Methodologies
304-356-4860 || ed.l.dolly@wv.gov