



Technical Proposal Packet For

Arkansas Department of Human Services

RFP # 710-24-0038

Independent Verification and
Validation (IV&V) Services for the
Arkansas Medicaid Enterprise Systems
(MES)

berrydunn.com

BerryDunn

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Proposal Submitted On:

January 10, 2024



Transmittal Letter

January 10, 2024

Arkansas Department of Human Services
Office of Procurement
Attn: David King
700 Main Street
Little Rock, AR 72201

Dear David King:

Berry, Dunn, McNeil & Parker, LLC (BerryDunn) is pleased to submit this proposal to the Arkansas (State) Department of Human Services (DHS) in response to Independent Verification and Validation (IV&V) Services for the Arkansas Medicaid Enterprise Systems (MES), Solicitation Number 710-24-0038.

We understand and applaud the State's vision to keep pace with trends in healthcare approaches, services, data exchange, analytics, and applicable technologies so that Arkansas can continue to improve health outcomes while containing costs and protecting personal information. As a result of this procurement, DHS is seeking an IV&V vendor to provide rigorous independent evaluation and review that evaluates adherence to the standards, correctness, and quality of Medicaid mechanized claims processing and information retrieval systems, such as Medicaid Management Information System (MMIS) solutions or MES solutions. Further, we understand the importance of engaging a partner that can help DHS ensure that systems and projects are being developed and managed per federal, state and agency requirements. BerryDunn has been a long-term, trusted partner for the State Medicaid Agency and Centers for Medicare & Medicaid Services (CMS) projects that involve modernization and transformation of key Medicaid enterprise systems.

We appreciate your consideration of our proposal and look forward to the opportunity to discuss it in more detail. As a principal in our Consulting Services Team, I am authorized to bind BerryDunn to the commitments made herein. Should you have questions, please contact me at 573.298.2806 or darulsamy@berrydunn.com.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Divya Arulsamy', written over a blue circular stamp or seal.

Divya Arulsamy
Principal

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RESPONSE SIGNATURE PAGE

Type or Print the following information.

PROSPECTIVE CONTRACTOR'S INFORMATION					
Company:	Berry, Dunn, McNeil & Parker, LLC				
Address:	2211 Congress Street				
City:	Portland	State:	ME	Zip Code:	04102
Business Designation:	<input type="checkbox"/> Individual <input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Partnership <input type="checkbox"/> Corporation		<input type="checkbox"/> Public Service Corp <input type="checkbox"/> Nonprofit		
Minority and Women-Owned Designation*:	<input checked="" type="checkbox"/> Not Applicable <input type="checkbox"/> American Indian <input type="checkbox"/> Asian American <input type="checkbox"/> Service Disabled Veteran <input type="checkbox"/> African American <input type="checkbox"/> Hispanic American <input type="checkbox"/> Pacific Islander American <input type="checkbox"/> Women-Owned				
	AR Certification #: _____		* See Minority and Women-Owned Business Policy		
PROSPECTIVE CONTRACTOR CONTACT INFORMATION					
Provide contact information to be used for bid solicitation related matters.					
Contact Person:	Divya Arulsamy		Title:	Principal	
Phone:	(207) 842-8071		Alternate Phone:		
Email:	darulsamy@berrydunn.com				
CONFIRMATION OF REDACTED COPY					
<input type="checkbox"/> YES, a redacted copy of submission documents is enclosed. <input checked="" type="checkbox"/> NO, a redacted copy of submission documents is <u>not</u> enclosed. I understand a full copy of non-redacted submission documents will be released if requested. <i>Note: If a redacted copy of the submission documents is not provided with Prospective Contractor's response packet, and neither box is checked, a copy of the non-redacted documents, with the exception of financial data (other than pricing), will be released in response to any request made under the Arkansas Freedom of Information Act (FOIA). See Bid Solicitation for additional information.</i>					
ILLEGAL IMMIGRANT CONFIRMATION					
By signing and submitting a response to this <i>Bid Solicitation</i> , a Prospective Contractor agrees and certifies that they do not employ or contract with illegal immigrants. If selected, the Prospective Contractor certifies that they will not employ or contract with illegal immigrants during the aggregate term of a contract.					
ISRAEL BOYCOTT RESTRICTION CONFIRMATION					
By checking the box below, a Prospective Contractor agrees and certifies that they do not boycott Israel, and if selected, will not boycott Israel during the aggregate term of the contract. <input checked="" type="checkbox"/> Prospective Contractor does not and will not boycott Israel.					

An official authorized to bind the Prospective Contractor to a resultant contract shall sign below.

The signature below signifies agreement that any exception that conflicts with a Requirement of this *Bid Solicitation* will cause the Prospective Contractor's proposal to be rejected.


Authorized Signature:  **Title:** Principal
Use Ink Only.

Printed/Typed Name: Divya Arulsamy **Date:** 01/10/2024

SECTIONS 1 – 4: VENDOR AGREEMENT AND COMPLIANCE

- Any requested exceptions to items in this section which are NON-mandatory **must** be declared below or as an attachment to this page. Vendor **must** clearly explain the requested exception, and should label the request to reference the specific solicitation item number to which the exception applies.
- Exceptions to Requirements **shall** cause the vendor's proposal to be disqualified.

By signature below, vendor agrees to and **shall** fully comply with all Requirements as shown in this section of the bid solicitation.

Authorized Signature:  _____

Use Ink Only.

Printed/Typed Name: Divya Arulsamy _____

Date: 01/10/2024 _____

State of Arkansas
DEPARTMENT OF HUMAN SERVICES
700 South Main Street
P.O. Box 1437 / Slot W345
Little Rock, AR 72203

ADDENDUM 1

TO: All Addressed Vendors
FROM: Office of Procurement
DATE: December 28, 2023
SUBJECT: 710-24-0038 Independent Verification and Validation (IV&V) Services for the Arkansas Medicaid Enterprise Systems (MES)

The following change(s) to the above referenced RFP have been made as designated below:

- Change of specification(s)
- Additional specification(s)
- Change of bid opening date and time
- Cancellation of bid
- Other

OTHER

- Add Attachment N Official Bid Price Sheet

The specifications by virtue of this addendum become a permanent addition to the above referenced RFP. Failure to return this signed addendum may result in rejection of your proposal.

If you have any questions, please contact: David King at DHS.OP.Solicitations@dhs.arkansas.gov (501) 683-6453.



Vendor Signature

01/10/2024

Date

Berry, Dunn, McNeil & Parker, LLC
Company

State of Arkansas
DEPARTMENT OF HUMAN SERVICES
700 South Main Street
P.O. Box 1437 / Slot W345
Little Rock, AR 72203

ADDENDUM 2

TO: All Addressed Vendors
FROM: Office of Procurement
DATE: December 29, 2023
SUBJECT: 710-24-0038 Independent Verification and Validation (IV&V) Services for the Arkansas Medicaid Enterprise Systems (MES)

The following change(s) to the above referenced RFP have been made as designated below:

- Change of specification(s)
 Additional specification(s)
 Change of bid opening date and time
 Cancellation of bid
 Other

CHANGE OF BID OPENING DATE/TIME

- Bid submission date and time changed to: January 10, 2024, at 1:00 pm Central Time
- Bid opening date and time changed to: January 10, 2024, 2:00 pm Central Time

OTHER

- Update the buyer's direct phone number on page 1 of the solicitation to (501) 683-6456
- Section 3.1 Exhibit 5 – remove and replace with the following:

Attachment	Name	Description	Bid Submission Requirement
A	Key Personnel	This attachment is Key Personnel requirements	Mandatory
B	Glossary of terms and acronyms	This is a collection of common acronyms and terms used throughout the RFP documents.	Informational
C	Performance-Based Contracting Standards	Performance Contracting Standards	Informational
D	Technical Proposal Packet	This is a template Respondents should use in preparing their Technical Proposals	Mandatory
E	Cost Proposal Template	This is a template Respondents should use in proposing a cost for the project	Mandatory
F	DHS Org Chart	DHS Organizational Chart	Informational
G	Terms and Conditions	Required Terms and Conditions	Informational
H	Contract and Grant Disclosure Form	Required Disclosure Form	Mandatory
I	DSA	Data Sharing Agreement	Informational
J	Pro forma contract	Pro Forma Contract	Informational
K	Business Associate Agreement (BAA)	Business Associate Agreement	Informational
L	Organizational or Personal Conflict of Interest Policy	Organizational or Personal Conflict of Interest Policy	Informational
M	Client History Form	This is a template Respondents must	Mandatory

		use to list all experience, along with time frames and any other pertinent information	
N	Official Bid Price Sheet	This is a required sheet Respondents should use to provide pricing information	Mandatory

The specifications by virtue of this addendum become a permanent addition to the above referenced RFP. Failure to return this signed addendum may result in rejection of your proposal.

If you have any questions, please contact: David King at DHS.OP.Solicitations@dhs.arkansas.gov (501) 683-6456.



Vendor Signature

01/10/2024

Date

Berry, Dunn, McNeil & Parker, LLC

Company

Contract Number _____
 Attachment Number H
 Action Number _____

CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM

Failure to complete all of the following information may result in a delay in obtaining a contract, lease, purchase agreement, or grant award with any Arkansas State Agency.

SUBCONTRACTOR: _____ SUBCONTRACTOR NAME: _____
 Yes No

TAXPAYER ID NAME: Berry, Dunn, McNeil & Parker, LLC IS THIS FOR: **Goods?** **Services?** **Both?**

YOUR LAST NAME: Arulsamy FIRST NAME Divya M.I.: _____

ADDRESS: 2211 Congress Street

CITY: Portland STATE: ME ZIP CODE: 04102 COUNTRY: USA

AS A CONDITION OF OBTAINING, EXTENDING, AMENDING, OR RENEWING A CONTRACT, LEASE, PURCHASE AGREEMENT, OR GRANT AWARD WITH ANY ARKANSAS STATE AGENCY, THE FOLLOWING INFORMATION MUST BE DISCLOSED:

FOR INDIVIDUALS *

Indicate below if: you, your spouse or the brother, sister, parent, or child of you or your spouse *is* a current or former: member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee:

Position Held	Mark (√)		Name of Position of Job Held <small>[senator, representative, name of board/ commission, data entry, etc.]</small>	For How Long?		What is the person(s) name and how are they related to you? <small>[i.e., Jane Q. Public, spouse, John Q. Public, Jr., child, etc.]</small>	
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Relation
General Assembly							
Constitutional Officer							
State Board or Commission Member							
State Employee							

None of the above applies

FOR AN ENTITY (BUSINESS) *

Indicate below if any of the following persons, current or former, hold any position of control or hold any ownership interest of 10% or greater in the entity: member of the General Assembly, Constitutional Officer, State Board or Commission Member, State Employee, or the spouse, brother, sister, parent, or child of a member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee. Position of control means the power to direct the purchasing policies or influence the management of the entity.

Position Held	Mark (√)		Name of Position of Job Held <small>[senator, representative, name of board/commission, data entry, etc.]</small>	For How Long?		What is the person(s) name and what is his/her % of ownership interest and/or what is his/her position of control?		
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Ownership Interest (%)	Position of Control
General Assembly								
Constitutional Officer								
State Board or Commission Member								
State Employee								

None of the above applies

Contract Number _____
Attachment Number _____ H
Action Number _____

Contract and Grant Disclosure and Certification Form

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this contract. Any contractor, whether an individual or entity, who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the agency.

As an additional condition of obtaining, extending, amending, or renewing a contract with a state agency I agree as follows:

1. Prior to entering into any agreement with any subcontractor, prior or subsequent to the contract date, I will require the subcontractor to complete a **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM**. Subcontractor shall mean any person or entity with whom I enter an agreement whereby I assign or otherwise delegate to the person or entity, for consideration, all, or any part, of the performance required of me under the terms of my contract with the state agency.
2. I will include the following language as a part of any agreement with a subcontractor:

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this subcontract. The party who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the contractor.
3. No later than ten (10) days after entering into any agreement with a subcontractor, whether prior or subsequent to the contract date, I will mail a copy of the **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM** completed by the subcontractor and a statement containing the dollar amount of the subcontract to the state agency.

I certify under penalty of perjury, to the best of my knowledge and belief, all of the above information is true and correct and that I agree to the subcontractor disclosure conditions stated herein.

Signature _____ Title Principal Date 01/10/2024

Vendor Contact Person Divya Arulsamy Title Principal Phone No. (207) 842-8071

Agency use only

Agency Number 0710 Agency Name Department of Human Services Agency Contact Person _____ Contact Phone No. _____ Contract or Grant No. _____

Equal Opportunity Policy

The following is BerryDunn's Equal Opportunity Policy in accordance with 41 C.F.R. 60-300.44(a).

It is the policy of Berry, Dunn, McNeil, & Parker, Inc. d/b/a Berry Dunn not to discriminate or allow the harassment of employees or applicants on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law with regard to any employment practices, including recruitment, advertising, job application procedures, hiring, upgrading, training, promotion, transfer, compensation, job assignments, benefits, and/or other terms, conditions, or privileges of employment, provided the individual is qualified, with or without reasonable accommodations, to perform the essential functions of the job. This policy applies to all jobs at the Company. The Company will continue to ensure that individuals are employed, and that employees are treated during employment, without regard to their sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law in all employment practices as follows:

Employment decisions at the Company are based on legitimate job-related criteria. All personnel actions or programs that affect qualified individuals, such as employment, upgrading, demotion, transfer, recruitment, advertising, termination, rate of pay or other forms of compensation, and selection for training, are made without discrimination because of any basis protected by law. Employees may choose to voluntarily disclose their sex, race, national origin, disability and protected veteran status at any time by contacting Human Resources. Such information will be maintained in a confidential manner and will not be used against an individual when making any employment decisions. Employees and applicants with disabilities and disabled veterans are encouraged to inform Human Resources if they need a reasonable accommodation to perform a job for which they are otherwise qualified. The Company makes, and will continue to make, reasonable accommodations to the known physical or mental limitations of an otherwise qualified applicant or employee to promote the employment of qualified individuals with disabilities and disabled veterans, unless such accommodations would impose an undue hardship on the operations of the Company's business.

Berry, Dunn, McNeil, & Parker, Inc. d/b/a Berry Dunn, and our Director of Human Resources are fully committed to principles of equal employment opportunity and affirmative action. Debra Genender, the Affirmative Action Officer for the Company, supports the successful implementation of the Company's Affirmative Action Programs, and she is responsible for the implementation of the Company's affirmative action activities. The Affirmative Action Officer has the full support of top management and the staff necessary to fully implement this Program. All managers and supervisors will take an active part in the Company's Affirmative Action Policy to help ensure all qualified employees and prospective employees are considered and treated in a nondiscriminatory manner with respect to all employment decisions. Furthermore, Berry, Dunn, McNeil, & Parker, Inc. d/b/a BerryDunn will solicit the cooperation and support of all employees for the Company's Equal Employment Opportunity and Affirmative Action Policy.

Our Affirmative Action Programs include an audit and reporting system, which, among other things, uses metrics and other information to measure the effectiveness of our Programs. The Affirmative Action Officer has been assigned responsibility for periodically reviewing progress in the compliance and implementation of the policy of affirmative action. In accordance with public law, the Company's program of affirmative action for qualified individuals with disabilities and the program of affirmative action for protected veterans are available for inspection in the Human Resources Department, Monday through Friday, from 9:00 a.m. to 5:00 p.m. upon request.



In addition, employees and applicants will not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in, or may have engaged in, filing a complaint, assisting or participating in an investigation, compliance review or hearing, or other activity related to the administration of Section 503 of the Rehabilitation Act of 1973, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Executive Order 11246, all as amended, and/or any other federal, state, or local law or regulation regarding Equal Employment Opportunity, opposing any act or practice made unlawful, or exercising any other right protected by such laws or regulations. Berry, Dunn, McNeil, & Parker, Inc. d/b/a BerryDunn will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. However, employees who have access to the compensation information of other employees or applicants as part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the contractor's legal duty to furnish information.

PROPOSED SUBCONTRACTORS FORM

- Do not include additional information relating to subcontractors on this form or as an attachment to this form.

PROSPECTIVE CONTRACTOR PROPOSES TO USE THE FOLLOWING SUBCONTRACTOR(S) TO PROVIDE SERVICES.

Type or Print the following information

Subcontractor's Company Name	Street Address	City, State, ZIP
TEKsystems, Inc.	7437 Race Road	Hanover, MD 21076

PROSPECTIVE CONTRACTOR DOES NOT PROPOSE TO USE SUBCONTRACTORS TO PERFORM SERVICES.

DIVYA ARULSAMY

January 10, 2024

Technical Proposal Packet

E.1 – RFP Adherence to Federal Requirements – Business Proposal

BerryDunn is familiar with federal requirements related to federally funded Medicaid Enterprise Systems—including the Medicaid Information Technology Architecture (MITA) Framework, CMS’ Conditions and Standards, and certification guidance, among others. We understand the importance of adhering to federal regulations receiving enhanced federal finance participation.

Our IV&V team will remain current on federal and state law, rules, and regulations that affect IV&V services through the following:

- Working with BerryDunn’s internal IV&V Certification Workgroup that reviews every CMS Certification guidance release and updates our IV&V approach on this project as needed. We will work with our internal IV&V Certification Workgroup to complete an assessment immediately. Once we have reviewed the new release, we will compile a list of changes that will impact our current IV&V approach on this project, and then review and discuss any changes with the State.
- Collaborating with CMS on understanding, developing, and piloting new certification approaches. For example, at the 2019 State Healthcare IT Connect Summit, where CMS representatives spoke about how they were “experimenting to develop outcomes-based end-to-end oversight” for certification, BerryDunn’s Ohio IV&V team began working closely with CMS and Ohio to clarify guidelines and expectations regarding Ohio’s Electronic Visit Verification (EVV) module, offered expert guidance on the certification evidence approach, provided recommendations, and then documented lessons learned throughout the review.
- Providing leadership and participating in industry events. Involvement in organizations or events, such as the National Association of State Medicaid Directors (NAMD) and the Medicaid Enterprise System Conference (MESC), provides opportunity for our IV&V team to interact with other vendors, state agencies, and CMS and participate in discussions and presentations regarding federal laws, regulations, and rules that may impact our IV&V services.
- Monitoring changes to State laws, regulations, and rules that may impact our IV&V work by using websites such as <https://www.arkleg.state.ar.us/>; meeting regularly with BerryDunn’s internal policy and regulatory experts to discuss recent and/or upcoming State and federal policies; and meeting regularly with DHS.

E.2 – RFP Section 2.3 Minimum Qualifications (A–C)

E.2.A – Letter of Bondability

Reference BerryDunn’s Letter of Bondability in Appendix B.

E.2.B – BerryDunn Experience

We have outlined our IV&V experience in Attachment M – Client History Form found in Appendix B.

E.2.C – Registered to Do Business in Arkansas

Reference the Certificate of Good Standing for Berry, Dunn, McNeil & Parker, LLC (BerryDunn) in Appendix B.

E.3 – Company Information and Experience

E.3.A– BerryDunn Profile

Berry, Dunn, McNeil & Parker, LLC (doing business as BerryDunn) is a national IT consulting, management consulting, and certified public accounting firm formed January 7, 1974, in Portland, Maine. We are a privately held company, with 65 principals and 34 owners, each holding an equal share of the firm’s ownership. We have experienced sustained growth throughout our 49-year history.

Our Board of Directors include the following principals:

- Seth Webber - Treasurer
- Kathy Parker - Secretary
- Sarah Belliveau
- Charles K. Leadbetter
- Tammy Michaud - Board Chair

Our firm owners are the following principals (each shareholder holds one share):

- Sno L. Barry
- Nicole Y. Becnel
- Sarah L. Belliveau
- Renee Bishop
- William H. Brown
- Tammy J. Brunetti
- Michel T. Caouette
- Eduardo G. Daranyi
- Clinton E. Davies
- Todd J. Desjardins
- Jennifer Elwood
- David A. Erb
- Danielle Ewing
- Jason Favreau
- Jason Fournier
- Seth D. Hedstrom
- Mary E. Jalbert
- Michael F. Jurnak
- Julie A. Keim
- Charles K. Leadbetter
- Matthew Litz
- Tammy P. Michaud
- Brandon L. Milton
- Lisa Openshaw
- Connie J. Ouellette
- Kathy L. Parker
- William A. Richardson
- Linda L. Roberts
- Robert S. Smalley
- Charles D. Snow
- Lisa Trundy-Whitten
- Daniel T. Vogt
- Jeffrey D. Walla
- Seth E. Webber

BerryDunn employs more than 850 staff members (including over 350 in our consulting group). We have employees in 48 states plus Puerto Rico, including two in Arkansas. We have a long and successful history of working with state and local agencies across the country in support of IT and management initiatives. Our team members bring valuable perspective from their experiences providing IV&V, project planning, project management, business process improvement services, organizational assessments, staffing analyses, and efficiency consulting services for a range of projects.

A key differentiator that BerryDunn brings to this project is our independence from the IT systems vendor community. Our team members have many years of large-scale state and local government system implementation experience, but our firm does not sell, develop, or provide staff augmentation services for software or hardware. This allows us to provide truly independent services and work in DHS’s best interest.

We take the quality of our work seriously and aim to exceed our clients’ expectations of the value and timeliness of our communications, service delivery, and final work products. We strive to help assure

quality by understanding client expectations, developing a reasonable and achievable project approach, gaining client concurrence on project tasks and timing, and using appropriate staff for each engagement.

BerryDunn is headquartered in Portland, Maine, and serves clients nationally through our eight office locations:

1. Portland, ME
2. Phoenix, AZ
3. Glastonbury, CT
4. Waltham, MA
5. Bangor ME
6. Manchester, NH
7. San Juan, PR
8. Charleston, WV

E.3.B – Attachment M – Client History Form

Reference the completed and signed Attachment M – Client History Form in Appendix B.

E.3.C – BerryDunn and Subcontractors and Roles

DHS will benefit from the experience BerryDunn brings to this project, gained through our work with more than 600 state, local, and quasi-governmental clients across the country. We have a deep understanding of state, county, and municipal operations, allowing us to provide unparalleled expertise and unique insights.

In support of Berry Dunn and this engagement, TEKsystems will provide Jonathan Watkins as “IV&V Tech Analyst / Architect” and leverage its extensive national and local network of professional recruiters to fulfill any future specialized resource needs. TEKsystems and Berry Dunn have a National Master Services Contract and have entered into an exclusive Teaming Agreement for the life of this project. Any subcontract staff will execute a Letter of Intent confirming their commitment to this engagement.

E.3.D – In-Depth Description for Key Project

We listed in Attachment M – Client History Form five IV&V clients over the last eight years. In Table 1 we provide in-depth detail of our Missouri Eligibility Determination and Enrollment System (MEDES) project with the Missouri Department of Social Services (DSS) Family Services Division (FSD). Table 2 provides detailed information on our Ohio Department of Medicaid (ODM) IV&V services, which covers nine projects.

Table 1: Missouri DSS, FSD: IV&V for MEDES

Missouri DSS, FSD IV&V for MEDES	
Project Background	The Missouri DSS is replacing its existing eligibility and enrollment (E&E) system—the Family Assistance Management Information System (FAMIS)—with a new system, the MEDES. This is a large-scale development and integration project that uses extensive automation and electronic verification, allowing the DSS to serve Missourians seeking health coverage and financial support more efficiently. The MEDES, developed on the IBM® Cúram Social Program Management Platform, currently supports Missouri’s Modified Adjusted Gross Income (MAGI)-based programs. All other Income Maintenance programs are transitioning from FAMIS to MEDES, including non-MAGI Medicaid,

	<p>Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), the Low-Income Home Energy Assistance Program (LIHEAP), and Child Care Assistance.</p>
<p>BerryDunn's Solution</p>	<p>The primary objective of BerryDunn's IV&V services is to support the transition from FAMIS to MEDES, while also evaluating and monitoring MEDES project issues and risks and providing independent, objective recommendations to promote a successful system implementation. The scope of our IV&V services includes:</p> <ul style="list-style-type: none"> • Assessing all the MEDES program's software development life cycle (SDLC) phases to help ensure a high-quality product that meets or exceeds customer expectations and reaches completion within timelines and cost estimates. Specifically, BerryDunn evaluates and reports on the vendor's execution and the evolution of the MEDES solution through the collaborative effort of cross-functional teams and the MEDES users. • Monitoring system quality and compliance, including reviewing project artifacts; assessing readiness for gate reviews; and evaluating compliance with requirements and applicable laws, regulations, and guidance, including system evaluation against CMS requirements for states regarding processes, standards, and architecture—specifically, the Standards and Conditions for Medicaid IT and Medicaid E&E System Critical Success Factors (CSFs). • Evaluating project management practices against industry best practices, including monitoring the solution vendor's and the DSS' project management activities and evaluating the extent to which key milestones are being achieved. • Evaluating the use of "time travel technology" used by the MEDES project to advance the system date on applicable servers during the system and/or user acceptance testing (UAT) phases to help ensure all actions, validations, downstream system validations, and notices occur in sequence and at the appropriate time. • Assessing the use of automated test tools, specifically IBM® Rationale Functional Tester, in creating automated regression test cases for use during regression testing of the MEDES application. • Reviewing system business functions against the Medicaid Eligibility and Enrollment Toolkit (MEET) to help ensure that the new/updated system meets all federal E&E requirements and satisfies the objectives described in the State's Advanced Planning Document (APD). • Providing IV&V assessments using checklists that evaluate the project making sure all standards and requirements are met. We then provide recommendations to FSD and DSS of the identified items in the checklist. <p>In our role as the IV&V provider this project, BerryDunn provides the following deliverables:</p> <ul style="list-style-type: none"> • Biweekly IV&V Report of Project Risks and Issues, which provides an objective assessment of the overall project health of the MEDES project and identifies project risks and issues based on IV&V activities. • Biweekly IV&V Status Report of IV&V Services, which documents BerryDunn's IV&V activities and deliverables, as well as risks and issues influencing the provision of IV&V services. Our IV&V team distributes both reports to MEDES project leadership, CMS, and Food and Nutrition Service (FNS). • As needed, IV&V Attestation Report, which supports the State Testing Guidance provided by CMS. Our IV&V team will send an email

	notification to CMS and post the report on CMS' Opportunity to Network and Engage (CMSzONE).
Project Outcomes	Due to the quality of the IV&V services that we have provided since 2013 and our ability to support the success of the MEDES project, DSS re-hired BerryDunn's team in 2018, via competitive procurement, to continue providing IV&V services during the MEDES Design, Development, Implementation (DDI).
Project Dates	07/2013 to present

Table 2: Ohio ODM, IV&V Services

Ohio Department of Medicaid (ODM) IV&V Services Medicaid Management Information System (MMIS) Procurement, Implementation, and Certification (SMC)	
Project Background	The ODM's goal is to modernize the Ohio Medicaid system, comprising the Medicaid Information Technology System (MITS) and associated systems, by relying on new Commercial Off-the-Shelf (COTS) solutions. This effort, managed as the Ohio Medicaid Enterprise System (OMES) program, affects ODM as well as its sister State agencies. The modernized solution is guided by CMS standards for system architecture and integration to build a modular system composed of best-in-breed applications and technology.
BerryDunn's Solution	<p>BerryDunn produces a biweekly IV&V Progress, Risk, and Issue Report for CMS and ODM that documents our assessments, risks, issues, and corresponding recommendations. Through open lines of communication with ODM stakeholders, we have established reporting metrics that provide insight into progress and overall project health for the State. This has resulted in a unified partnership between IV&V and ODM, various module vendors, and consulting firms that are stakeholders in the OMES program. Our main objective is to help ensure the OMES program is successful for all involved.</p> <p>The scope of our IV&V services includes:</p> <ul style="list-style-type: none"> • Providing oversight to ODM to help ensure compliance with CMS Streamlined Modular Certification guidelines. • Providing insight and sharing experience on the Request for Proposal (RFP) development and procurement processes based on marketplace experience. • Analyzing the Microsoft Project-based project schedule, including assessing resource allocation and task dependencies, as well as monitoring scope, schedule, quality, resource management, and risk and issue management. • Assessing the completeness and sufficiency of test planning documents and test execution using module-level Outcomes-Based Certification (OBC) Intake Forms as the foundation for testing observation. • Reviewing OBC Key Performance Indicators (KPIs) to validate data queries and sources, verify query results, and confirm KPI calculations. • Performing CMS certification reviews and support based on current SMC guidelines. • Reviewing CMS certification-required artifacts, including concepts of operations, data and technical management strategies, privacy impact assessment (PIA), security plan, earned value and velocity management, database design, and system design.

	<ul style="list-style-type: none"> • Coordinating and facilitating discussions between ODM and Medicaid agencies in other states to exchange information on EVV and other OMES modules, CMS certification, and health plan management. • Providing feedback to ODM on the system integrator’s use of Jira® as a Kanban productivity and risk management tool and Jama software for requirements traceability. • Identifying opportunities for reusability, including developing reusable components and plans for other modules. • Supporting the communication and potential collaboration between Ohio and other states to leverage reusability. • Reviewing MITA State Self-Assessments (SS-A) and IV&V observed ODM SS-A training materials. <p>Given the importance of CMS certification for the State to receive 90% federal funding for the OMES project, a central part of BerryDunn’s IV&V role is to review CMS certification evidence packets and provide guidance to ODM to help ensure a successful certification process. To support Ohio’s certification, our team is using BerryDunn’s certification library, which contains nearly 100 artifacts, templates, and process flows that help support the certification process and make the certification process as efficient and effective as possible.</p>
<p>Project Outcomes</p>	<p>Our Ohio-based team guided ODM through its first modular certification effort, which focused on the R1, R2, and R3 Milestone Reviews for ODM’s Pharmacy Benefit Management (PBM) module. In addition, we have the distinction of supporting Ohio as the first state to undergo certification for an EVV system. During this effort, we worked collaboratively with ODM and CMS to clarify the applicability of certification criteria to EVV functionality and pilot CMS’ OBC model. Through this collaborative partnership, ODM’s EVV system achieved certification under the OBC approach in 2018.</p> <p>IV&V has provided hundreds of assessments for the OMES Program and the multiple module implementations that include the State Pharmacy Benefits Manager (SPBM), Provider Network Management (PNM), Advanced Data Analytical Model (ADAM), Advanced Payment Model (APM), Electronic Data Interchange (EDI), and ODM’s Fiscal Intermediary (FI). IV&V has performed quality reviews for the deliverable documents for each of the modules mentioned, including observation of the module lead meetings and IV&V facilitation of meetings with the module project leads. Through IV&V observations, recommendations and working collaboratively with the Ohio client, we have witnessed successful implementations of EDI, FI, SPBM and PNM. We are working toward a planned final certification review for SPBM in December 2023, and for FI and PNM in early 2024.</p>
<p>Project Dates</p>	<p>12/2016 to present</p>

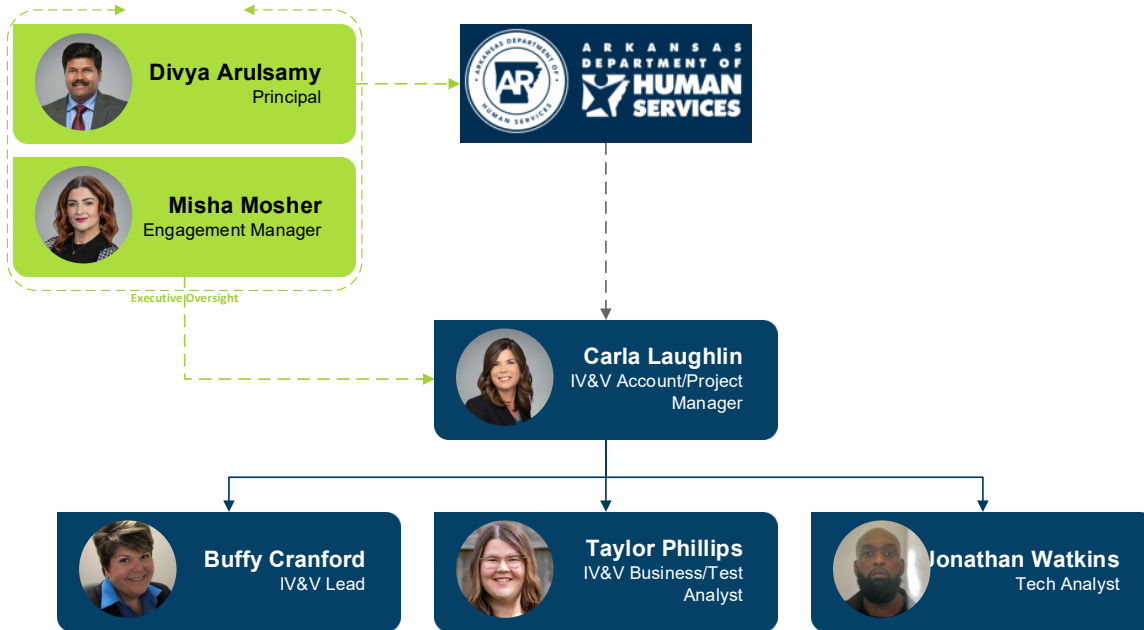
E.4 – RFP Section 2.4.3 Project Staffing and Attachment A – Key Personnel

E.4.A – Staffing Plan

BerryDunn prides itself on team cohesiveness and our culture fosters clear communication, an understanding of team members’ responsibilities and the expectation to support each other and work “shoulder-to-shoulder” with project management office (PMO), contractor, and DHS staff throughout the project.

Reference Figure 1 for BerryDunn’s Organization Chart, which shows the level and reporting relationship of the BerryDunn IV&V team. We have included our four key team members, Carla Laughlin, Buffy Cranford, Taylor Phillips, and Jonathan Watkins, as well as our engagement leadership team, Divya Arulsamy and Misha Mosher.

Figure 1: BerryDunn Organization Chart



In Table 3, we have included each team member’s role and key responsibilities to illustrate how each team member meets the needs related to this project.

Table 3: Project Roles and Responsibilities

Project Role	Project Responsibilities
Divya Arulsamy Principal	<ul style="list-style-type: none"> • Provide legal authorization to bind BerryDunn to all contractual commitments • Serve as the primary point of contact for activities related to contract management and dispute resolution • Participate in meetings and presentations with leadership as appropriate • Review and approve all deliverables • Provide subject matter expertise
Misha Mosher Engagement Manager	<ul style="list-style-type: none"> • Provide oversight for the project and maintain overall responsibility for the quality of the work • Determine project and process priorities and help ensure that BerryDunn sources are properly allocated • Review and approve all project deliverables • Serve as the single point of contact for DHS regarding financial and operational aspects of the contract while monitoring client satisfaction • Point of escalation for risks and issues while promoting timely communication with stakeholders • Provide MES subject matter expertise
Carla Laughlin IV&V Account / Project Manager	<ul style="list-style-type: none"> • Provide oversight for the project and maintain overall responsibility for the quality of work • Serve as the primary point of contact with the DHS Project Manager, PMO staff, and contractor staff

Project Role	Project Responsibilities
	<ul style="list-style-type: none"> • Plan and properly allocate IV&V resources, determine project and process priorities and staff oversight • Proactively identify project risks and issues and propose recommended courses of action while promoting timely communications with DHS • Conduct quality assurance reviews of BerryDunn deliverables, if needed
Buffy Cranford IV&V Lead	<ul style="list-style-type: none"> • Provide specialized IV&V knowledge and expertise in Medicaid and certification • Review and monitor comment logs for deliverable reviews • Facilitate meetings with subject matter experts to best observe project milestones and activities • Participate in reviews and research related to area of expertise • Apply Project Management Professional® (PMP®) best practices in evaluating and providing project recommendations, and communicating with project leadership
Taylor Phillips IV&V Business / Test Analyst	<ul style="list-style-type: none"> • Provide Medicaid policy expertise • Provide MES modernization expertise • Provide pharmacy module implementation expertise • Provide legislative expertise • Provide MITA expertise
Jonathan Watkins IV&V Tech Analyst / Architect	<ul style="list-style-type: none"> • Provide data system assessments and health informatics expertise • Provide information security and privacy requirements, specifically the Minimum Acceptable Risk Standards for Exchanges (MARS-E) • Review Institute of Electrical and Electronics Engineers (IEEE) IT standards, software quality assurance plans, and requirements specifications • Apply a working knowledge of enterprise and business architecture of IT solutions

E.4.B – Subcontractors

Our partner TEKsystems has been providing IT staffing, IT talent management, and IT services to Fortune 500 and government entities since their inception in 1983. They partner with a total of 6,000 clients and deploy 80,000 IT consultants annually to their office sites across the United States. TEKsystems is actively supporting over 42 state governments, 38 state Health and Human Services programs, with over 1,000 current state and local government consultants. Additionally, they have supported the State of Arkansas for over 20 years and maintained a local office in Little Rock since 2009. They currently have over 40 consultants supporting the State of Arkansas. BerryDunn frequently and successfully works with TEKsystems to support similar project work for other state Medicaid agencies.

Our IV&V tech analyst/architect, Jonathan Watkins, is supplied by TEKsystems. TEKsystems and BerryDunn have a National Master Services Contract and have entered into an exclusive Teaming Agreement for the life of this project. Any subcontract staff will execute a Letter of Intent confirming their commitment to this engagement.

E.4.C – Attachment A – Key Personnel Information

Reference the following information for the references, education and training, and required experience and qualifications. Reference Appendix A for all resumes, including the following key personnel.

Carla Laughlin – IV&V Account/Project Manager

Professional References

Name and Title:	Samantha Cook, Business Systems Manager
Phone Number:	573-526-2053
Email:	Samantha.Cook@dss.mo.gov
Company Name:	Missouri Department of Social Services, MO HealthNet Medicaid Division
Mailing Address:	PO Box 6500 Jefferson City, MO 65101

Name and Title:	Lesley Lueckenotte, MEDES Program Director
Phone Number:	573-522-2571
Email:	Lesley.Lueckenotte2@oa.mo.gov
Company Name:	Department of Social Services, Family Services Division
Mailing Address:	3315 W. Truman Blvd. Jefferson City, MO 65109

Name and Title:	Tisha McGowan, MHD Information Services Director (retired)
Phone Number:	573-619-1441
Email:	tishannon08@gmail.com
Company Name:	Missouri Department of Social Services, MO HealthNet (MHD) Medicaid Division
Mailing Address:	1300 Quail Court California, MO 65018

Education and Training

MBA, William Woods University

BS, Computer Science, SMSU

Certified Project Management Professional®

Required Experience and Qualifications

Project Name:	Wipro Fiscal Agent Contract – State of Missouri
Contact Name	Samantha Cook
Contact Phone Number:	573-526-2053
Contact Email:	Samantha.Cook@dss.mo.gov

Dates of Experience:	1998 to 2022
Description of Duties	<p>Served 23 years with the fiscal agent for the State of Missouri MMIS, and 17 years of team leadership through the entire SDLC and DDI. Worked with the client to create deliverables to support CMS funding including Project Charters, Project Schedules, Requirement Analysis Documents, Detailed Design Documents, Test Plans, User Training, System Documentation, and Implementation Plans, followed by successful implementations and lessons learned activities.</p> <p>Examples of projects/activities are:</p> <p>Committee on Operating Rules (CORE) I, II, and III, each project progressively integrated federally required operating standards for the use of X12 transactions.</p> <p>Provided release management for biweekly application changes.</p> <p>Conducted project management office (PMO) touchpoint meetings, to facilitate continued improvements and growth of the PMO processes, tools, and templates used by the fiscal agent and MHD.</p>

Project Name:	Missouri MEDES IV&V Engagement
Contact Name	Lesley Lueckenotte, MEDES Program Director
Contact Phone Number:	573-522-2571
Contact Email:	Lesley.Lueckenotte2@oa.mo.gov
Dates of Experience:	07/2022 to present
Description of Duties	<p>As IV&V analyst, duties included attending project meetings, performing assessments (e.g., schedule, scope, risk, and issue), preparing attestation reports for CMS required testing activities, preparing weekly IV&V status reports and risk and issue reports, conducting deliverable reviews and findings, and assisting with development of identification of risks and issues including actionable recommendations for mitigation.</p>

Project Name:	Wipro Fiscal Agent Contract – State of Missouri
Contact Name	Tisha McGowan, MHD Information Services Director (retired)
Contact Phone Number:	573-619-1441
Contact Email:	tishannon08@gmail.com
Dates of Experience:	1998 to 2022
Description of Duties	<p>Served 23 years with the fiscal agent for the State of Missouri MMIS and for 17 years of team leadership through the entire SDLC and DDI. Worked with the client to create deliverables to support CMS funding including Project Charters, Project Schedules, Requirement Analysis Documents, Detailed Design Documents, Test Plans, User Training, System Documentation, and Implementation Plans, followed by successful implementations and lessons learned activities.</p> <p>One example of a project was as lead Project Manager guiding a 35-member team to migrate the applications supporting the Missouri MMIS to an improved facility. This project also included the upgrade of several modules/service components which required oversight of a full SDLC in addition to vendor selection, procurement, data migration for multiple modules, connectivity coordination (state data center, clearinghouses, and</p>

	other external agencies), followed by a successful implementation, cutover of all operations and services to the new facility and a disaster recovery test.
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Buffy Cranford – IV&V Lead

Professional References

Name and Title:	Daina Caldwell, Consultant
Phone Number:	703-231-0492
Email:	dainacc@gmail.com
Company Name:	CTD Caldwell Consulting
Mailing Address:	8136 Hovingham Way Raleigh, North Carolina 27616

Name and Title:	Michelle Saathoff, Project Manager
Phone Number:	402-432-5427
Email:	redtickx5@aol.com
Company Name:	State of Nebraska Project and Performance Management
Mailing Address:	1831 S 17 th St. Lincoln, Nebraska 68502

Name and Title:	Amy Sayers, Senior Project Manager
Phone Number:	402-499-6573
Email:	amysay@gmail.com
Company Name:	Wipro
Mailing Address:	6106 S 25 th St. Lincoln, Nebraska 68512

Education and Training

Buffy is a certified Project Management Professional® who has a master’s degree in management and a bachelor’s degree in English. Additionally, she is a certified Stable Master Chief and certified Scrum Master, and Prosci® certified. She has demonstrated competencies in federal Medicaid and labor programs, IV&V, stakeholder assessment, quality assurance, project management, program management, RFP writing, communications, credibility building, and client management.

Required Experience and Qualifications

Project Name:	Arkansas Eligibility and Enrollment Framework
Contact Name	Daina Caldwell
Contact Phone Number:	703-231-0492
Contact Email:	dainacc@gmail.com
Dates of Experience:	03/2021 to present

Description of Duties	Daina served as a Business Analyst on the Arkansas eligibility project, supporting SNAP and Medicaid. With 14 years of consulting and Business Analyst experience, she has worked on multiple projects in North Carolina, Nebraska, Arkansas, and Washington D.C.
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Project Name:	Nebraska Eligibility and Enrollment
Contact Name	Michelle Saathoff
Contact Phone Number:	402-432-5427
Contact Email:	reddickx5@aol.com
Dates of Experience:	08/2014 to present
Description of Duties	As a Medicaid lead, Michelle provided subject matter expertise in design sessions for the Nebraska Eligibility and Enrollment project. She specialized in appeals and streamlining client case activities. During the past decade, she has advanced her career into the Project and Performance Management Division within the Nebraska Department of Health and Human Services.

Project Name:	Nebraska Eligibility and Enrollment
Contact Name	Amy Sayers
Contact Phone Number:	402-499-6573
Contact Email:	amysay@gmail.com
Dates of Experience:	04/2018 to present
Description of Duties	As a senior training lead, Amy led the organizational change management (OCM) and training efforts for the System Integrator for the Nebraska Eligibility project. She specialized in developing the overall training strategy, created curriculum, and built a training deployment plan. As OCM lead, she worked collaboratively with field and administrative staff to anticipate process changes and identify gaps. Amy has advanced into senior project and contract management, managing client contracts throughout the United States.

Taylor Phillips – IV&V Business/Test Analyst

Professional References

Name and Title:	Kevin Wohlever, Deputy Chief Information Security Officer
Phone Number:	614-466-8380
Email:	Kevin.Wohlever@das.ohio.gov
Company Name:	Ohio Department of Administrative Services
Mailing Address:	50 W. Town St Columbus, OH 43215

Name and Title:	Felicia Davis-Ray, Operations Manager
Phone Number:	614-466-6511

Email:	Felica.davis-ray@das.ohio.gov
Company Name:	Ohio Department of Administrative Services
Mailing Address:	50 W. Town St Columbus, OH 43215

Name and Title:	Nickie J. Antonio, Ohio Senate Leader
Phone Number:	614-466-5123
Email:	Antonio@ohiosenate.gov
Company Name:	Ohio Senate
Mailing Address:	Statehouse, 1 Capitol Square, 3 rd Floor Columbus, OH 43215

Education and Training

Taylor is a senior consultant in BerryDunn's Medicaid Practice Group with over two years of IV&V experience. She has program and project management experience. Through her work, Taylor has developed collaborative and trusted relationships with state Medicaid Departments leadership and staff, as well as CMS State Officers and numerous vendor staff. Taylor has a bachelor's degree in political science with multiple years working in the Ohio Legislature. Through that experience, she has a deep understanding of the state legislative landscape, including navigating the state and capital budgetary processes and analyzing legislative policy, particularly health and Medicaid policy. She leverages strong communication, analytical, stakeholder engagement, and organizational skills to all her work. Taylor also plans to obtain her PMP® certification in the upcoming months.

Required Experience and Qualifications

Project Name:	Ohio Benefits IV&V Engagement
Contact Name	Kevin Wohlever, Felicia Davis-Ray
Contact Phone Number:	614-466-8380
Contact Email:	Kevin.Wohlever@das.ohio.gov , Felica.davis-ray@das.ohio.gov
Dates of Experience:	01/2023 – 07/2023
Description of Duties	Taylor served as the Project Manager executing project management duties including managing a team of IV&V professionals, facilitating meetings, and contributing to the status reports sent to stakeholders.

Project Name:	Ohio Senate Legislative Staff
Contact Name	Nickie J. Antonio
Contact Phone Number:	614-466-5123
Contact Email:	antonio@ohiosenate.gov
Dates of Experience:	06/2017 – 03/2021
Description of Duties	Taylor was a Senior Legislative Aide leading policy through the legislative process, navigating the fast-paced budget process, analyzing policy, particularly health and Medicaid policy, and managing the Senator's office and overseeing staff.

Jonathan Watkins – IV&V Technical Analyst/Architect

Professional References

Name and Title:	April Daniels, Project Manager
Phone Number:	334-201-1020
Email:	aprdaniels@gmail.com
Company Name:	Gainwell Technologies
Mailing Address:	381 Highland Colony Pkwy Ridgeland, MS 39157

Name and Title:	Sonya Arrington, Account Executive
Phone Number:	601-941-7495
Email:	sonyaarrington7@gmail.com
Company Name:	IBM®
Mailing Address:	618 Campbell Loop Hattiesburg, MS 39401

Name and Title:	Emmitt Louie, Jr., Senior Professional Application Developer
Phone Number:	601-954-2403
Email:	emmittlouie@yahoo.com
Company Name:	Gainwell Technologies
Mailing Address:	128 Sweetbriar Circle Canton, MS 39046

Education and Training

Jonathan is a subcontractor in BerryDunn’s Medicaid Practice Group and has over 15 years in software technologies, including Cognos, Cognos Framework Manager, Microsoft Visual Studio, DataStage, Impact Pro, Toad, and SQL Developer, among others. His experience ranges from performing systems analysis, including research, data mining and modeling, to process analysis and documentation, data extract creation, ETL processes and needs assessment for Medicaid beneficiaries. Jonathan has a master’s degree in environmental science and a bachelor’s degree in industrial technology, with a focus on computer technology. He leverages strong communication, research, and analytical skills to all his work.

Required Experience and Qualifications

Project Name:	Mission Division of Medicaid MMIS Implementation
Contact Name	April Daniels, Project Manager
Contact Phone Number:	334-201-1020
Contact Email:	aprdaniels@gmail.com
Dates of Experience:	2020-2023

Description of Duties	Jonathan executed the implementation and integration of Medicaid subsystems through IV&V, walkthroughs, research, SQL-based data mining, data modeling, process analysis, process documentation, and the execution of Extract, Transform, Load (ETL) processes. These integrated subsystems covered Pharmacy, Claims, Beneficiary, Provider, and Program Integrity.
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Project Name:	Mississippi Division of Medicaid MMIS DSS Takeover
Contact Name	Sonya Arrington, Account Executive
Contact Phone Number:	601-941-7495
Contact Email:	Sonyaarrington7@gmail.com
Dates of Experience:	2012-2020
Description of Duties	Jonathan conducted systems analysis tasks, encompassing research, SQL-based data mining, data modeling, process analysis, documentation of processes, IV&V, creation of data extracts, and execution of Extract, Transform, Load (ETL) processes across various Medicaid subsystems. These subsystems include Pharmacy, Claims, Beneficiary, Provider, and Program Integrity.

Project Name:	Mississippi Division of Medicaid
Contact Name	Emmitt Louie, Jr., Senior Professional Application Developer
Contact Phone Number:	601-954-2403
Contact Email:	emmittlouie@yahoo.com
Dates of Experience:	2009-2011
Description of Duties	Jonathan performed systems analysis functions which included research, data mining using SQL, data modeling, process analysis, IV&V for Mississippi Division of Medicaid subsystems, including Pharmacy, Claims, Beneficiary, Provider, and Program Integrity.

E.4.D – IV&V Experience in HHS

Our IV&V team, below, brings extensive expertise in areas such as Medicaid Management Information Systems (MMIS), Integrated Eligibility Systems (IES), outcomes-based procurement, CMS Certification, project management, organizational change management, and IT.

Divya Arulsamy is a principal in BerryDunn’s Medicaid Practice Group. As the proposed principal for this project, he is an information technology, program delivery and change management leader with more than 25 years of experience managing large complex transformation programs for State Medicaid Agencies (SMAs) and fortune clients and has more than 15 years of Health and Human Services (HHS) project and program management experience. He has successfully assisted multiple SMAs with the MES Modernization involving DDI, program and portfolio management, operations management, and CMS Certification.

Misha Mosher, BerryDunn’s proposed engagement manager, is an experienced legal professional with proven project management, research, and analysis skills. She brings knowledge of the legal industry, Medicaid, CMS certification process, government regulations, state procurement processes, intellectual property, technology licensing, privacy and security, and risk management. Misha has supported, developed, and managed dozens of state procurements in support of the modernization of the MMIS

and IES. She has extensive Medicaid Enterprise Certification Toolkit (MECT) and Outcome-Based Certification (OBC) experience from assisting SMAs, and she has over nine years of government HHS experience.

BerryDunn's proposed IV&V Account/Project Manager, **Carla Laughlin**, is a certified PMP® with 25 years of Medicaid experience and 17 years' experience in leadership of small and large development teams and mentoring staff. She has extensive experience with MMIS and implementation of projects. Serving as the IV&V Deputy Project Manager for BerryDunn's IV&V team for OMES, she assists the IV&V Project Manager with client relationship management, team resource planning, and review of team assignments. In addition, Carla serves as an IV&V analyst for the MEDES where she helps assess project health, review project deliverables, evaluate MEDES progress, produce IV&V progress reports, identify potential risks and issues, and offer recommendations for mitigation. As Technical Supervisor and Project Manager for the fiscal agent (Wipro) of MO Healthnet, she facilitated multiple, concurrent projects' resourcing plans, project plans, technical direction, DDI, and risk analysis for small and large projects with team sizes range from 4 to 35. She led projects such as integration of CORE I, II, and III, SSNRI, and provider enrollment enhancements, and she supported transition of services and module modernization for data warehouse and program integrity, managed and coordinated third party vendor deliverables and contract compliance, led two data center migrations, and participated in multiple disaster recovery tests for the MO HealthNet application.

Our proposed IV&V lead, **Buffy Cranford**, brings more than 20 years of experience in designing specifications, testing, and implementing software solutions on a variety of projects and platforms. She specializes in project management, serving as the Project Manager for IV&V with the OMES, where she is responsible for the development and submission of the IV&V reports to CMS. She has also served as Deputy Project Manager, CMS Certification Lead, and module lead for the OMES project. Additionally, Buffy specializes in organizational change management, knowledge management, communications, training, and documentation design and implementation. Buffy has experience serving as an organizational change management (OCM) lead on numerous projects, including West Virginia Department of Health and Human Resources' (DHHR) People's Access to Help (PATH) DDI Project Management where she managed the identification, development, and implementation of organizational change management and operational readiness activities.

Taylor Phillips is BerryDunn's proposed IV&V business/test analyst. Taylor has experience in IV&V services, program management and policy development and modeling, and legislative analysis. As the Deputy Program Manager and Certification Lead for the Iowa HHS Medicaid Enterprise Modernization Effort (MEME) engagement, Taylor provides program management support to Iowa HHS while it undergoes modernization of its legacy systems. She was previously the Project Manager for the Ohio Benefits IV&V engagement and provided leadership to staff on her team, served as the lead contact for State staff and CMS, and managed the team's budget and invoices. Additionally, she served as the Deputy Project Manager for the OMES IV&V engagement where she also served as the certification lead. Through her work, Taylor has developed collaborative and trusted relationships with state Medicaid Departments leadership and staff, as well as CMS State Officers and numerous vendor staff.

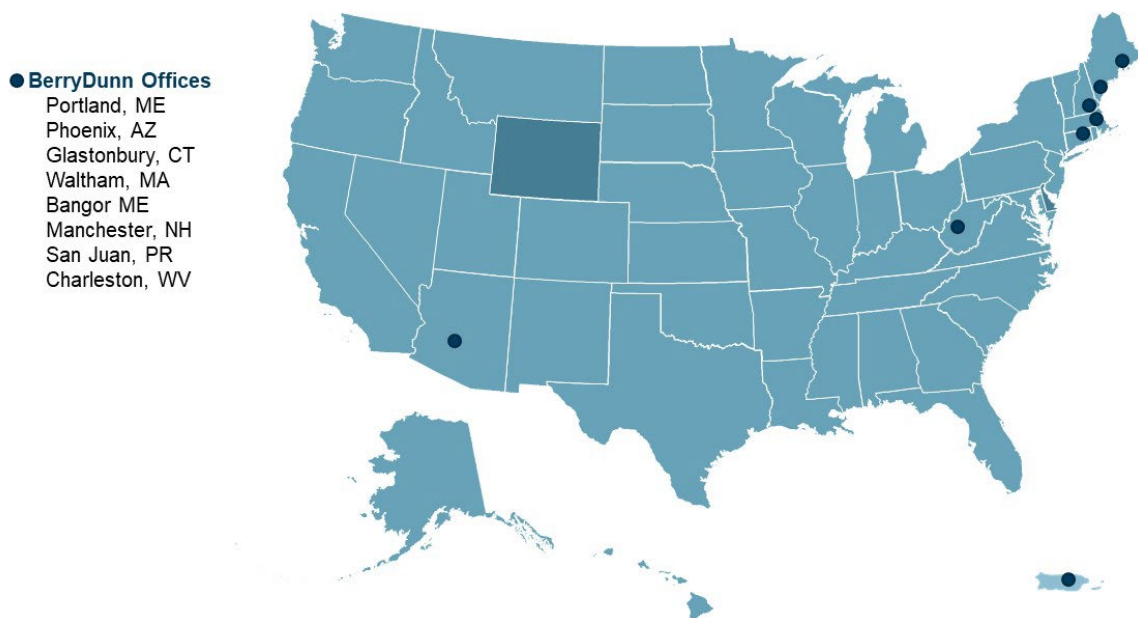
Jonathan Watkins is BerryDunn's proposed IV&V Tech Analyst / Architect. Jonathan has experience working with multiple software technologies and databases, performing systems analysis, research, data mining and modeling, and analyzing processes and documentation. As the senior professional application designer for DXC / Gainwell Technologies, he modifies, creates, and designs Cognos models using Cognos 11 Framework manager. He created and currently manages the 1094/1095B Affordable Care Act Extract/Mailout Application, which saved the Mississippi Division of Medicaid an estimated 1 million dollars annually. Additionally, he worked as a senior analytic consultant, BI analyst, and application developer for Truven Health Analytics / IBM Watson. He assisted in the development of

the T-MSIS validation engine using VB.NET and Oracle, and he supported Pharmacy, Claims, Eligibility, Provider, and Third Party Liability subsystems.

E.4.E – Locations to Perform Work

BerryDunn is headquartered in Portland, Maine, and serves clients nationally through our eight office locations. BerryDunn is planning to extend our footprint into Hawaii and also the Midwest. We have employees in 48 states (shaded light blue), plus Washington D.C. and Puerto Rico as shown in Figure 2. We work with clients across the continental United States, as well as Alaska, Hawaii, and the U.S. territories. Our strong client references and repeated selection to perform additional work speak to the firm's ability and commitment to respond to each client's needs, regardless of location or time zone. Over 48% of our employees are remote staff; our employees on this project will work remote with on-site meetings as agreed upon with DHS.





Figure 2: BerryDunn Locations



E.4.F – Key Personnel Physically Located and On-site Presence

Reference Table 4 for the physical location of all key personnel.

Table 4: Key Personnel Physical Location

Key Staff	Physical Location
Carla Laughlin, IV&V Account/Project Manager	 Remote in Jefferson City, MO
Buffy Cranford, IV&V Lead	 Remote in Phoenix, AZ
Taylor Phillips, IV&V Business/Test Analyst	 Remote in Columbus, OH
Jonathan Watkins, IV&V Technical Analyst/Architect	 Remote in Canton, MS

BerryDunn will coordinate with DHS the timing and logistics of on-site and remote work to achieve program objectives and minimize disruption to the project. As an example, our IV&V Project Manager will review project tasks and determine appropriate off-site activities to help ensure that off-site work will

not negatively impact the project. Examples of potential work that may be conducted off-site include reviewing selected vendor deliverables and developing/reviewing BerryDunn project deliverables. We have found that it is sometimes to our advantage to use team members from different time zones, depending upon the work being performed (such as deliverable reviews and report preparation). No BerryDunn services will be performed offshore.

E.4.G – Staff Replacement

BerryDunn’s team of senior recruiters has well-defined processes for sourcing, screening, recruiting, and hiring full-time employees and subcontractors. Our executive oversight team, Divya Arulsamy and Misha Mosher, work with our recruiting team to identify, interview, and screen full-time and contracted personnel.

Because we work with clients nationally, our recruiting efforts focus on finding the right individuals based not only on their qualifications but also on the geographical needs of the client. BerryDunn is committed to supporting the local workforce by recruiting and hiring locally when it best serves the needs of the project. We use a variety of tools and methods for recruiting, including advertising with national associations such as the Project Management Institute® (PMI®), utilizing LinkedIn’s professional recruiting platform, working together with our subcontractor recruiters, and participating in college and university recruiting events.

During the hiring stage, all potential BerryDunn employees are required to take the Predictive Index® (PI®) behavioral assessment. The PI® is a science-based assessment that provides BerryDunn management with accurate, actionable data quantifying the unique motivating needs and behavioral drives of potential employees. The results of the PI® are used by managers to analyze, align, and optimize our individuals and teams. The PI® is work-related, free of bias, valid, and reliable. It is designed to help employers comply with the Equal Employment Opportunity Commission’s Uniform Guidelines on Employee Selection Procedures.

“Our human capital is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of not only our culture, but our reputation and company’s achievement as well. We embrace and encourage (our) employees’ differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.”

Time and again, people who have chosen to work for BerryDunn say the decision was easy after meeting some of the people here and getting a feel for our supportive culture. Our clients often tell us that we’ve got the nicest people in the world—and that’s because our people genuinely love working with our clients. BerryDunn is committed to finding smart, talented people who are up to that task and who have the right attitude to make it happen.

We are able to attract such people to work at BerryDunn because of our priorities: we are passionate about helping companies, nonprofits, and government agencies solve problems. We are continually asking ourselves why we do what we do, who we’re helping today, and how we can improve. Whether it’s mastering the competitive financial services market or creating strong healthcare systems for seniors, our clients’ dedication inspires us to be the best we can, offering services, insight, experience, and dedication to help them achieve their goals. The incredible clients—from banks to biotech pioneers—make every workday meaningful.

E.4.H – Staff Management Approach

Staff management involves the monitoring, controlling, and adapting of resources based on project metrics to help ensure the program benefits successful delivery. This activity involves resource planning to identify, document, and assign program roles and responsibilities to various components of the program, along with the close management of resource projections and utilization across those interdependent areas of the program. Our staff management approach includes training and communicating with DHS and vendor staff to help them succeed with changes brought about by the project.

The BerryDunn team uses the Guide to the Project Management Body of Knowledge® (PMBOK® Guide) in planning, creating, and delivering staff management. Staff planning is essential to determine and help ensure that the sufficient type and number of staff are available for successful completion of the project. The key reasons for staff planning are to identify project level staff, levels of authority, and the amount of effort needed to manage projects based on the levels of complexity. Effective planning helps prevent over-allocation of work, which can lead to stress and burnout and underutilization of work that can cause staff dissatisfaction.

Once acquired, staff are allocated to activities aligned with the skillsets needed to support the project execution. Acquisition of staff is planned early in the project initiation phase and is periodically reviewed for any deviations to take corrective actions as needed.

BerryDunn's Consulting Services team includes over 350 consultants with subject matter expertise that can be leveraged to support projects, as needed. When we receive a request for services, we identify team members based on several factors, including:

- Nature of the work to be performed
- Level of commitment requested (e.g., full-time, part-time)
- Consultants' other commitments
- Specific certifications and/or areas of expertise
- Timing and duration of the project

Our Project Manager works with our internal resource manager, project principal, and engagement manager to identify the resource(s) who can provide the qualifications, certifications, and experience requirements according to project needs to meet staffing changes requirements. If required to look outside for staffing, our engagement team works with our recruiting team or one of our subcontractor partners to identify resource needs and recruit candidates.

BerryDunn is committed to maintaining the same members of our team for every project; we believe that this is an important way that we help ensure that team members have a consistently high level of relevant experience and understanding of the needs of the project. We take steps to retain and help ensure continuity of personnel for our clients and make every attempt possible to assign the same service team to each client on a long-term basis. This allows us to truly understand the organization and its operations so that we may provide our services as efficiently as possible. Continuity also minimizes the time required of the DHS's personnel to introduce a new member of the team to their operations.

Because of this focus on staff retention, we consistently measure well below industry averages for turnover. While we believe in the importance of continuity, we also understand that staff rotation is sometimes a necessity and beneficial to our clients, and we have extensive professional resources to accommodate requests when necessary.

E.4.I – Retaining Personnel

BerryDunn makes it a top priority to retain our experienced staff. Some of our staff retention efforts include: supporting a strong people-focused culture across the firm; offering generous benefits including a responsible paid time off program and paid family medical leave; providing a robust learning and development program; supporting staff's individual development goals with a formal annual planning process, weekly and monthly updates, and bi-annual check-ins on development progress for our staff; offering a mentoring program; and conducting employee satisfaction surveys and creating action plans to address areas of improvement. As a result of this focus, we consistently measure well below industry averages for turnover. While we believe in the importance of continuity, we also understand that staff rotation is sometimes a necessity and beneficial to the project. In the event of a need for a staffing change, our Project Manager, Carla Laughlin, will immediately report the project staffing change to the State project representative and confirm that the report was received. In the unlikely case of a staffing change, we will propose a plan for the staffing change.

In the event we need to draw upon backup staff, we have processes and systems to provide new project team members with the information they need to quickly ramp up and gain an understanding of the history of the project. BerryDunn's team of senior recruiters has well-defined processes for recruiting, screening, and hiring full-time employees and subcontractors. During the recruiting process, our Project Manager, project engagement leadership, and other staff are involved in supporting our internal recruiters by helping to identify, interview, and screen potential personnel to help ensure the candidate brings the expertise and experience required.

E.4.J – Team Collaboration

BerryDunn takes a professional and conscientious approach to project management. We develop collaborative relationships and involve appropriate stakeholders when and as needed. We work to help ensure that participants understand the purpose of each meeting, their role, and how information gathered will be used, and we provide an opportunity for participants to validate information to help ensure it was captured correctly.

Virtually all consulting engagements conducted by BerryDunn involve collaborating with client stakeholders to gain an understanding of the current environment and develop project management processes that will fit the unique needs of the client. Because many of these projects result in a change in how work is currently performed, we believe it is critical to involve stakeholders in all phases of a project to build understanding, support, and buy-in for recommendations and, ultimately, for changes in the future environment.

In January 2023, BerryDunn observed an opportunity to assist the Missouri MEDES team by offering a proposed improvement to the deliverable review and comment log process used by the team. By collaborating with the MEDES team to gain an understanding of the challenges and needs, we shared processes and tools implemented in another engagement, and were able to remove the teams need of capturing comments in multiple documents by introducing automation techniques. This allowed the team to perform the task of deliverable reviews and capturing findings more quickly by reducing the administrative task of capturing a snapshot of comments per deliverable version.

The BerryDunn Ohio IV&V team collaborated with the Ohio Department of Medicaid (ODM) to streamline IV&V recommendations and responses and action items from ODM. As a result, the team moved from utilizing a basic Excel spreadsheet to an interactive Recommendations Tracker on the ODM SharePoint. Key experts from the IV&V team and ODM designed and tested the real-time tracker, and implemented a recommendations entry, review, and resolution process. Since the implementation of the tracker, recommendations are addressed timely and frequently, an improvement from the

previous model of reviewing a spreadsheet and holding multiple meetings to interact with the correct subject matter experts. New recommendations are entered by IV&V on SharePoint, ODM assigns the subject matter expert, and all necessary parties are notified as updates are made to the recommendation. This methodology provides IV&V a data-driven reporting tool for reporting progress and recommendations to CMS.

Central to our approach is working collaboratively with clients to build consensus among project stakeholders and proactively identify risks and opportunities. We strive to develop workable recommendations that leave clients well prepared to implement changes in alignment with industry best practices. Most members of our consulting practice have facilitated planning meetings, led workgroups and council meetings, and have been active observers in data and system planning and requirement definition workshops with client stakeholders. We believe that, as objective consultants, our approach to conducting projects can be an important vehicle to build awareness among project participants. By involving stakeholders early and often throughout the project, we have seen a greater level of buy-in and support for recommendations, changes, and adoption for the future environment.

E.4.K – Responsive to the Day-to-Day Needs of the State

We will work with DHS to identify the communication and awareness needs of each stakeholder or stakeholder group and set forth the method and frequency of communication to meet those needs. By starting the outreach early, stakeholders will have a chance to ask questions, understand what is expected of them in the process, communicate their expectations more clearly, and be better prepared for the commitment of time and energy needed to successfully participate in and/or support the project.

E.5 – RFP Section 2.4.6 IV&V Vendor Activities and Deliverables

BerryDunn follows the guidelines prescribed by CMS for every IV&V engagement, including prioritizing, and monitoring current federal regulations as outlined in the Medicaid Enterprise Certification Toolkit (MECT/MECL), and current issuances for SMC. BerryDunn is intentional in our approach to monitoring CMS announcements regarding governance decisions and federal guidance, utilizing our long-standing professional relationship with CMS for clarification on new standards and compliance for the State of Arkansas.

Our team is dedicated to understanding the intricacies of the Arkansas Medicaid Enterprise (AME) program and supporting the success of each AME replacement project. BerryDunn's primary mission is to leverage our existing IV&V experience helping clients in the identification and resolution of a range of risks and issues and avoid negative impacts on their respective projects. Our team is confident we will accomplish the work defined within the RFP and come equipped with a strong repository of lessons learned from our work with other clients as their IV&V vendor. We bring experience in developing effective strategies to address risks and issues and will help ensure that the AME replacement projects are successful.

IV&V is a core service for BerryDunn, and we offer DHS our disciplined IV&V framework, which will integrate management and service delivery consistently across DHS's Arkansas Medicaid Pharmacy Program (AMPP) replacement project and other AME replacement projects, while also promoting the flexibility necessary for continuous improvement. BerryDunn's IV&V service framework is a culmination of IV&V best practices refined over 35 years of practical, hands-on application of IV&V competencies. Our IV&V team will use this framework throughout our role as your IV&V partner on the AME replacement projects and leverage our IV&V expertise and experience in providing IV&V services on similar projects in clients such as Kentucky, Maine, Massachusetts, Missouri, and Ohio.

When we work in the IV&V role, we strive to integrate with project teams and contribute in a manner that promotes a successful project outcome. To facilitate our IV&V services approach, our team will bring our proven, four-step, IV&V methodology detailed below. These project initiation activities enable us to provide the project participation at the level of detail necessary to assess the project's health. Our established IV&V services approach seamlessly integrates all relevant federal partner certification and regulatory requirements. Figure 3 shows BerryDunn's four-step IV&V services approach—Plan, Review, Assess, and Report.

Step 1 – Plan

The planning step of our IV&V approach is integral to helping ensure a successful engagement. During this step, we will document DHS's objectives, scope, and deliverables, and outline the activities necessary for project startup. We understand that the scope, schedule, and/or budget of a project might change after it is underway because of the dynamic project environment and/or new information discovered during project activities. BerryDunn encounters these changes regularly in our work with public agencies; we are adept at addressing them in partnership with our clients and are accustomed to the need to be flexible. In our experience, transparency, honesty, and communication are key factors in successfully navigating these changes. At project initiation, our Project Manager will discuss the process to manage project changes. If the need for changes arises, we will alert DHS and work together to determine an appropriate resolution. BerryDunn's IV&V approach has built-in flexibility and provides the ability to adjust the sequence of some tasks as needed.

Step 2 – Review

Our IV&V team will review and observe program and project documentation, processes, procedures, and practices, working to uncover potential underlying issues and obstacles. We will maintain regular engagement with team members and stakeholders to build relationships, trust, and credibility. Observation of program and project meetings and activities will help us understand the approach, methodologies, and tools being used for the AME replacement projects. This understanding, coupled with our extensive industry knowledge and experience working for state agencies, will enable us to identify areas of focus that might require additional research and fact-finding activities.

Step 3 – Assess

With large and complex projects, an effective IV&V team can help drive project success by verifying and assessing project management and the organization. We believe in proactive participation in relevant project meetings and activities. We will assess that project meetings are following all documented protocols (e.g., scheduling, agendas, attendees, and minutes) to support effective communication. Proactive participation helps support our team's understanding of the project's progress, resources, budget, schedules, workflow, and reporting, allowing us to evaluate these areas. This understanding enables us to identify areas of focus that might require additional research and fact-finding activities. We will maintain regular engagement with team members and stakeholders to build relationships, trust, and credibility. To support our "no surprises" approach to IV&V methodology, we will validate our observations and findings with DHS. Using the information gathered throughout our review of project meetings, processes, procedures, and deliverables, we will synthesize observations, findings, and recommendations into a clear and concise process and document review reports.

Figure 3: IV&V Services Approach



Step 4 – Report

The BerryDunn IV&V team is committed to supporting DHS in achieving a successful AMPP replacement project, and other AME replacement projects, through independent monitoring and reporting. Our team will use our knowledge of successful project implementation to verify that reporting provides adequate oversight of the project. We are accustomed to producing a range of client deliverables—from IV&V checklists, status reports, and risk assessments, to certification progress reports and executive briefings—as well as reporting deliverable findings. Throughout the duration of the project, BerryDunn will use the State document repository (SharePoint or other designated resource) to store all final documents, reports, and deliverables.

Approach

Our IV&V approach is a cornerstone component of BerryDunn’s IV&V framework. In Figure 4, we have illustrated the BerryDunn IV&V framework and its five principles—a shared understanding of industry standards; continuous learning and application of process improvements; BerryDunn’s proven IV&V methodology; a disciplined execution of governance guidelines; and healthy, collaborative partnerships with DHS and other project stakeholders.

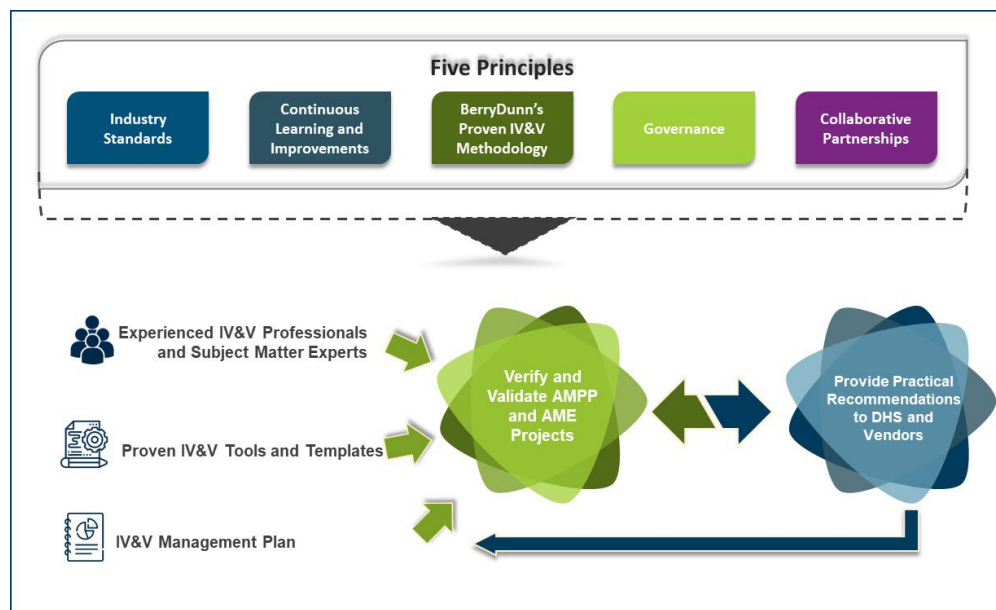
BerryDunn’s IV&V service framework is a culmination of IV&V best practices supported by years of practical, hands-on application of IV&V competencies. Our proposed IV&V team is supported by this framework and expert resources with the goal of attaining and sustaining a high-level of IV&V performance to help ensure success of DHS.

Our professionals, supported by our IV&V methodologies, offer a shared understanding of industry standards, continuous learning and improvement, and application of disciplined governance guidelines, which in combination create the precise balance of foundation and expertise needed to perform IV&V services for DHS’s initiatives.

Our balanced foundation allows BerryDunn the capacity to scale our IV&V capabilities so that our IV&V team can help ensure application of consistent and repeatable IV&V services across all DHS initiatives.

Through collaboration and assistance from BerryDunn, DHS can successfully and seamlessly establish and support an IV&V Center of Excellence (CoE) that can be leveraged to help ensure project success across the Enterprise. In Figure 4, BerryDunn describes our IV&V CoE guiding principles.

Figure 4: Five-Principle Approach to BerryDunn’s IV&V CoE



Through discipline and governance guidelines, BerryDunn's IV&V CoE drives IV&V activities by providing an independent, objective assessment of project processes and products throughout each project life cycle. The focus of IV&V is on timely communications and practical, relevant, constructive, and rapid feedback aimed at helping ensure success of your projects, thereby making certain there are no surprises. In short, BerryDunn wants your projects to succeed and supports that with our IV&V CoE approach.

The guiding principles by which our IV&V CoE operates include a combination of a shared understanding of industry standards, continuous learning, and application of process improvements, BerryDunn's proven IV&V methodology, a disciplined execution of governance guidelines, and healthy, collaborative partnerships with DHS and other project stakeholders.

The BerryDunn IV&V CoE validates the appropriate levels of assessment around technology and system development and helps to ensure quality is built into the solution requirements, resulting in a system that exceeds DHS stakeholder expectations. IV&V activities are designed to offer timely insights into the status of each project and are integrated and conducted throughout all phases. BerryDunn's IV&V CoE approach emphasizes project success; hence, all IV&V concerns are respectfully presented in such a way that adds value to the project.

The detailed information provided in our RFP response demonstrates that BerryDunn and our proposed IV&V team bring the depth and breadth of experience DHS requires. Particularly in the areas of replacement of modernization, modularity, outcomes-based procurements, and processes, our team is capable and highly qualified to meet your demands. Highlights of BerryDunn's IV&V CoE include:

- **Integrated processes, templates, checklists, tools, and best-in-class documents.** These are integrated into our IV&V CoE with discipline and built on solid governance, industry standards, and a set of core values which help ensure the delivery of high-quality IV&V services. Our IV&V CoE framework promotes continuous learning and improvement. BerryDunn delivers results that are in the best interest of our clients by verifying that the solutions procured or implemented perform as expected in an efficient and accurate manner.
- **A standard, repeatable IV&V framework.** BerryDunn's IV&V professionals use our CoE to thoroughly evaluate and analyze project products and services. We provide constructive feedback and practical, actionable recommendations that improve the implementation of a system or software product.
- **Collaborative partnerships built on mutual respect.** BerryDunn and our IV&V professionals work tirelessly to cultivate strong, healthy relationships with all stakeholders within our client engagements. We believe that mutual respect improves communication between project stakeholders and helps drive project success. BerryDunn professionals will bring respect, honesty, and humility to your project.
- **Thorough Governance.** Governance is the management framework within which project decisions are made. Therefore, the role of project governance within the IV&V CoE is to provide a decision-making framework that is logical, robust, and repeatable to govern DHS projects.
- **Integration of industry standards.** Our IV&V CoE is rooted in industry standards to help ensure compliance of requirements, project artifacts, gate reviews, and applicable federal and state regulations. Our IV&V framework considers standards such as the PMBOK® Guide, SDLC Methodology and IT Standards, CMS Enterprise Life Cycle (ELC), and FNS Handbook 901, CMS policy and initiatives such as MITA, MMIS, SMC, and consistent research of CMS federal guideline updates.

E.5.A – RFP Section 2.4.6.C and 2.4.6.D – IV&V Project Management Plan and IV&V Project Schedule

During our IV&V project engagements, we continually leverage our exclusive BerryDunn IV&V Toolkit. This toolkit was developed to provide consistency throughout our IV&V engagements for performing thorough assessment evaluations. It is modeled after industry standards and best practices including the PMI®'s Standards of Program Management Fourth Edition and PMBOK® Guide Seventh Edition and federal guidelines included in MECT Version 2.3. It provides interactive checklists and scoring criteria for all standard assessment areas evaluated by our IV&V team.

Our team will review the DHS and contractor project plans, processes, procedures and associated requirements, planning documents, and updates to these documents as the project progresses. We will perform assessments against our BerryDunn IV&V Toolkit checklists to identify improvements and verify that the processes and procedures are being followed. We will make recommendations for improvements based on findings. We will provide guidance that will serve the purposes of validating that the solution satisfies the needs of DHS and to identify improvements and whether they are being followed.

BerryDunn will develop a detailed IV&V Project Management Plan that outlines how we will deliver an IV&V methodology tailored to the specific requirements, expectations, and unique organizational environment of the AMPP Replacement project.

BerryDunn's IV&V Project Management Plan will add structure and clarity to our work by assigning an order to all important project execution activities. Within the IV&V Project Management Plan, BerryDunn will define the IV&V services outcome, how we achieve it, who will be involved in our IV&V services, and how our IV&V services will be measured and communicated. As with any blueprint, we must start by understanding what we are trying to achieve; therefore, defining goals is important to a successful project. We begin with our IV&V Project Management Plan prototype and refine it to align with DHS's project goals and objectives. We will work with DHS to deliver the IV&V Project Management Plan within the first 45 days of project start. We will provide updates annually.

We will develop and deliver the IV&V Project Schedule within 45 days of the projects' start date and will update the IV&V Project Schedule quarterly, and within 30 days of DHS approval of an updated Solution Vendor's (re)baselined schedule. Throughout each project, our IV&V project team will collaborate with DHS to adjust the approach and timing and sequencing of tasks in our IV&V Project Schedule based on DHS's needs and project objectives.

Once the IV&V Project Management Plan and IV&V Project Schedule have been approved by DHS, the BerryDunn project team will manage and perform our IV&V services in accordance with the IV&V Project Management Plan and IV&V Project Schedule.

E.5.A.A – Proven Methodology Approach, and Process for Project Management

BerryDunn's proven project management methodology, approach, and process has been refined over years of IV&V engagements with Medicaid programs across the country, including in Kentucky, Maine, Massachusetts, Missouri, and Ohio.

Our IV&V Project Management Plan, which outlines BerryDunn's project management and service delivery approach, will serve as the framework for all IV&V project activities. As we build the IV&V Project Management Plan to address all the major project management activities in our IV&V role, we will elicit feedback and make necessary adjustments to gain approval from DHS.

The IV&V Project Management Plan includes the following major components:

- Planned Activities and Key Events
- Communications Management Plan, including Document Repository Management with frequency, format, and delivery mechanisms
- Performance Management Plan
- Privacy and Security Plan
- Subcontractor Management Plan (if applicable)
- Project Schedule
- Quality Management Plan
- Risk and Issue Management Plan
- Resource Management Plan

BerryDunn will develop drafts of each component, which will be tailored to the needs of the AME replacement project. Prior to completing the development of these documents, the BerryDunn team will review the draft components with DHS and identify any requested modifications.

To help inform the completion of our plan and orient our team to the project, we will request available background documentation and artifacts such as:

- Organizational structures, roles, and responsibilities related to the AME replacement projects
- Planning materials, such as APDs and project management planning documents
- Schedules and historical documents, such as agendas and meeting minutes, for recurring meetings (e.g., project management team meetings, executive leadership team meetings), if they exist
- Contractor selection information and contracts
- Existing project management plans to align our IV&V Management Plan to DHS's standards (where possible)
- Arkansas Medicaid statistical information

After review of the supplied information, a formal knowledge presentation will be conducted within the first 60 days after the contract state date.

E.5.A.B –IV&V Project Schedule Example

Project planning is key to project success. The IV&V Project Schedule should contain sufficient detail to determine the order, duration, and resources needed to achieve the contracted outcomes. The IV&V Project Schedule should be flexible enough to allow recovery from delays and obstacles. It should also incorporate quality control tasks and client reviews to help ensure that the product planned for delivery will meet the client's expectations without significant rework. For example, before BerryDunn produces a deliverable, we create a Deliverable Expectation Document (DED) consisting of an outline and explanation of the information that will be included in the deliverable and the level of detail. This helps us ensure that the final deliverable we produce will be acceptable.

Reference Appendix C for an example of the schedule created for a recent IV&V Integrated Eligibility Enterprise project. Although the sample is from an IV&V eligibility project, it shows the level of detail our Project Schedule will provide. To aid in reviewing, we collapsed the details on repetitive tasks such as delivery of the Monthly IV&V Status Report.

E.5.A.C – Project Management Approach Adapting to State Governance Models

The PMBOK® Guide is highly customizable and adaptable to different projects and governance models. As BerryDunn integrates into the AME replacement projects, we will adapt our IV&V Project

Management Plan and IV&V Project Schedule to complement DHS's governance model and PMO approach. This helps to ensure we are adopting appropriate project management protocols that work within DHS's and the project's governance models.

BerryDunn's ability to adapt to varying State governance models and project cultures has been developed and enhanced over the years from our proficiency in delivering IV&V services in states such as Ohio, Kentucky, Maine, Maryland, Massachusetts, Missouri, and New Hampshire. We tailor our IV&V approach as needed depending on the SDLC model/method being used and the type of implementation, from custom development and COTS to major upgrade or enhancement, or a hybrid. We have conducted IV&V engagements for projects utilizing the traditional waterfall development model, agile development, and hybrid approaches. Despite these variations in IT initiatives, we maintain standard IV&V methods to guide our work.

During project initiation, BerryDunn's IV&V project team will begin by identifying key governance stakeholders, and work with them to confirm our understanding of the governance model and protocols being used on the project. To supplement these conversations, BerryDunn will review project governance artifacts and documentation, with a focus on understanding DHS's decision-making process. In addition, relevant organizational charts will be requested and analyzed to determine lines of communication and delegation within the project. These findings will serve as inputs to BerryDunn's own project management approach.

Our project approach helps build quality throughout the project life cycle, and helps promote strong project leadership and governance, both of which are essential to project success.

Following are **key strategies** to BerryDunn's project approach that help guide our participation in the project at the level of detail necessary to assess the project at hand:

- We view ourselves as stakeholders in the success of DHS's projects under this contract and recognize that, at times, some project stakeholders may not agree with our observations and recommendations. We have found that providing effective assessment and quality assurance services takes more than knowledge of best practices, technical experience, and subject matter expertise. It requires us to **establish credibility early, exercise tact, and model professionalism** in order to build and maintain the trust of our client and contractor leadership and staff.
- **We will establish positive and productive working relationships** with DHS project teams and contractors early in the project by clearly defining our team's role for each project, and communicating with project partners and stakeholders that our role is about promoting a successful project. Early issue and risk identification and resolution or mitigation improves the chances of project success. Our team members assess every project situation with an open mind and work with stakeholders to focus on what is best for the project overall. We also conduct our work in a way that minimizes impact on project personnel, activities, and schedules.
- We use a proactive issue, risk, and opportunity management approach that incorporates a **"no surprises" policy**. We will document and communicate new high-priority issues and risks to DHS as we identify them; we will not wait until the production of the next status report to communicate high-priority issues and risks.
- We use checklists to drive our assessments and deliverable reviews. Checklists contain **objective assessment criteria to independently evaluate deliverables and contractor performance**. They are important tools to help ensure we assess not only the quality and comprehensiveness of the content that is present, but also what is missing. Our checklists are developed based on contractual requirements, state and federal standards and requirements, and industry standards and best practices, such as the IEEE and the PMI®'s PMBOK® Guide.

We adapt our IV&V approach as needed depending on the SDLC model/method being used and the type of implementation, from custom development and COTS to major upgrade or enhancement, or a hybrid. We have conducted IV&V engagements for projects utilizing the traditional waterfall development model, agile development, and hybrid approaches. Despite these variations in IT initiatives, we maintain several standard IV&V methods to guide our work.

We offer DHS more than 35 years of IV&V experience, helping clients to resolve a range of risks and issues that had the potential to negatively impact their respective projects. We do not anticipate any problems in accomplishing the work defined within the RFP and will come to this project with lessons learned and experience in developing effective strategies to address risks and issues and help ensure that the AME replacement projects are successful.

Finally, we will work to discern the culture of the project. BerryDunn recognizes that understanding project culture, which can include business process, communication and social norms that may not be formally documented, is key to understanding how DHS's governance model works within the project. In addition, our project team will prioritize integrating into the project culture and establishing trust with stakeholders early in the engagement. Our goal is to convey that BerryDunn's IV&V team is vested in the success of the project and focused on providing support and insight rather than simply pointing out issues or problems. These relationships will help BerryDunn gain further insight into the working governance model of the project, and in turn adapt our own project management approach accordingly.

E.5.A.D – Staff with Experience in Managing and Evaluating Project Schedules

Managing Project Schedules

The IV&V contractor's schedule is primarily dependent on the schedules and timelines of multiple stakeholders. This is especially true with similar large-scale, multi-contractor enterprise projects utilizing our experiences from similar projects, so our IV&V team has built project schedules based on incremental updates. Our IV&V team develops its project schedule to coincide with a quarterly period of work to support the overall goal of successful and timely delivery of IV&V services.

It is important to note that our approach and a proposed IV&V Project Schedule will be prepared with the input and expertise of the people proposed for this project, rather than by people you will not meet. To provide a meaningful staffing plan and cost estimates, the team carefully considered the needs expressed in the RFP and determined how to meet those needs most effectively.

During project initiation, we will meet with DHS to review the draft IV&V Project Schedule to refine the tasks, subtasks, and timelines to meet the DHS's project's needs and expectations, accounting for the availability and competing demands of key stakeholders. We understand, however, that the scope, schedule, and/or budget of a project might change after it is underway because of the dynamic project environment and/or new information discovered during project activities.

BerryDunn encounters these changes regularly in our work with public agencies and builds flexibility into our work to meet changing needs. In our experience, ***transparency, honesty, and communication*** are key factors in successfully navigating these changes. At project initiation, our Project Manager will discuss the process to manage changes to project scope, schedule, and/or budget. If issues arise that might impact the overall project timeline or milestones, or if changes to project scope or budget are identified, BerryDunn will alert DHS of these issues as part of our regular status reporting, and we will work together to determine an appropriate resolution.

BerryDunn's IV&V approach has built-in flexibility and provides the ability to adjust the sequence of some tasks as needed, helping to ensure BerryDunn's extensive IV&V Project Schedule is in alignment with DHS needs as they evolve throughout the engagement.

Evaluating Project Schedules

BerryDunn's project estimating and schedule management process keeps the triple constraint of scope, cost, and schedule at the forefront of each project we support. With these factors serving as the foundation of our approach, our IV&V team applies their wealth of experience working with MMIS program project schedules to assess the progress of the projects against planned schedules, budgets, and resource utilizations to help ensure that the project budget and resources are adequate for the Work Breakdown Structure (WBS) and schedule.

We analyze project estimating and scheduling artifacts with the end in mind—i.e., timely completion of the projects. To achieve this objective, we follow the approach outlined by PMI®'s PMBOK® Guide when evaluating project schedules for specific projects. The steps we take are the same whether we are developing a schedule for DHS or evaluating an existing schedule, such as one produced by a contractor.

Our IV&V team starts by examining the WBS for all the AME replacement projects being undertaken by DHS. This breakdown involves defining the activities needed to complete the project, and then moves to sequencing these activities in their logical order. We then identify and address dependencies between activities, as well as estimate resources, resource dependencies, and the durations for these activities. In doing so, we will verify DHS has a project schedule that includes adequate time and resources assigned for planning, development, review, testing and rework activities. Effective WBS coordination will bring DHS's and contractor's tasks into alignment and will advance the effectiveness of our collective efforts. BerryDunn will document our approach and best practices described above in the IV&V Project Management Plan.

Evaluating project estimating and scheduling helps ensure that the project budget and resources are adequate for the WBS and schedule. This includes examining historical data to determine if the project/department has been able to accurately estimate the time, labor, and cost of software development efforts. Our team will review the project schedule critical path and dependencies and evaluate how possible delays could impact project deadlines. We will perform periodic assessments of the project plans/schedules on monthly or quarterly basis.

We will evaluate each phase of the project and communicate our evaluation of each project phase to help ensure that it is compatible with information architecture standards and policies, that the goal of the phase can be accomplished with the appropriated funds, and that the project (phase) supports DHS's goals.

E.5.A.E – Privacy and Security Plan

We are unable to share a Privacy and Security Plan Sample from a previous project as it constitutes internal proprietary information for BerryDunn and could violate a confidentiality agreement with a client. We do not share our privacy and security plans during the RFP stage but are willing to share a project-specific plan during the award stage. We have included a sample template in Appendix D that is similar to what we would develop with DHS to protect workforce privacy and security and meet State and federal requirements.

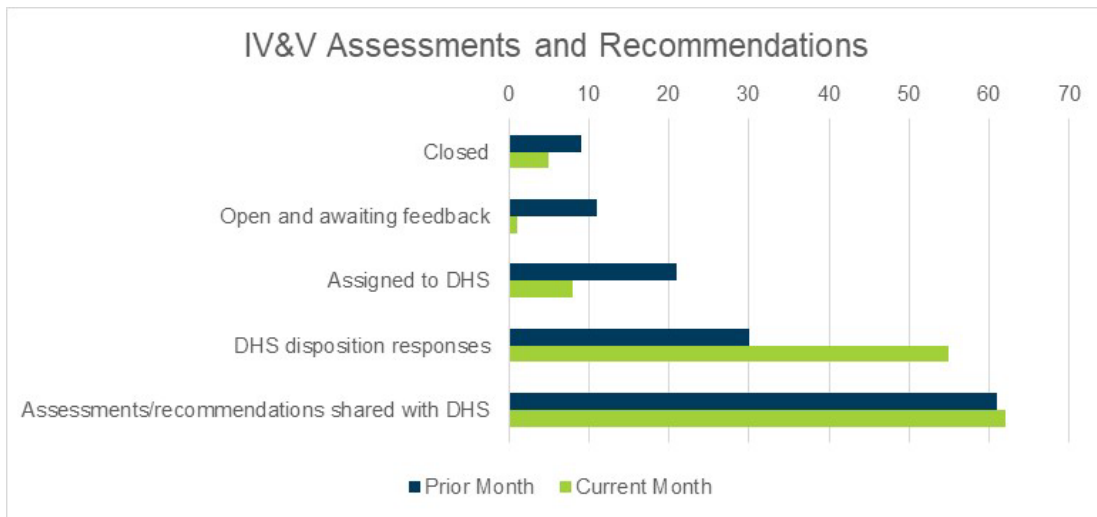
E.5.B – IV&V Biweekly Status Report

E.5.B.A – Capturing Detailed Status on Project Activities

BerryDunn's Biweekly IV&V Status Reports will serve as our method to communicate to DHS regarding IV&V activities for the previous week and upcoming activities for the subsequent weeks. BerryDunn plans to draft a Biweekly IV&V Status Report including dashboards that will be reviewed with DHS to help ensure it encompasses information DHS prefers to review.

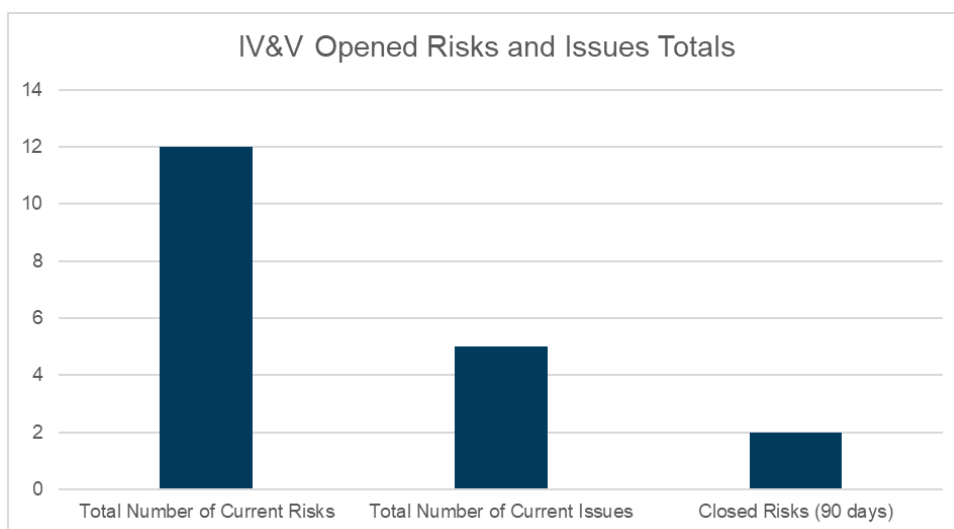
The first dashboard IV&V has drafted, as illustrated in Figure 5, includes a numeric overview of comments in the IV&V Assessments and Recommendations Tracker. The IV&V Assessments and Recommendations Tracker helps ensure that recommendations are being reviewed and incorporated into the AME replacement projects, if appropriate. The tracker outlines each IV&V recommendation and where it can be found in the report, assigns each recommendation an DHS owner who crafts a DHS response, and delivers it to IV&V for review. Also, the tracker will allow DHS to share if it is already incorporating IV&V recommendations or, if applicable, why DHS is not able to incorporate a recommendation.

Figure 5: Example IV&V Assessments and Recommendations Dashboard



The second dashboard IV&V, as illustrated in Figure 6, includes a brief overview of the Risks and Issues IV&V has created in response to the program’s progress and health. These IV&V opened Risks and Issues are also in the Project Monthly Progress Reports; however, this weekly dashboard will reflect ongoing progress on the Risks and Issues and allow DHS the opportunity to communicate any updates.

Figure 6: Example IV&V Opened Risks and Issues Dashboard



Project leadership can use the Biweekly IV&V Status Reports to support calls to action for process improvements for both DHS and vendor teams. In addition, these reports will memorialize the periodic status of the project through the eyes of an independent observer and offer a point of origin for project

measurement. We will begin with a Biweekly IV&V Status Report Template and will collaborate with DHS to help ensure our Biweekly IV&V Status Report includes the required information in the format that is easy for DHS and other stakeholders to comprehend. We will provide these reports at least one full business day before each status meeting.

BerryDunn's approach to creation of IV&V reporting is shown in Figure 7.

Figure 7: IV&V Report Production Cycle



- **Fact-Finding and Analysis** – The IV&V project team will attend and observe key project meetings to build our understanding of the trends, opportunities, and challenges affecting the project's progress. As needed, we will schedule and facilitate meetings or interviews to clarify and gather additional information from State Project Managers and stakeholders (e.g., to gather or clarify information related to a potential concern). We will examine applicable documentation across the project life cycle—from procurement through final certification—for adherence to accepted, contractually-defined industry standards. In addition, we will review project artifacts for alignment with contractual requirements, project governance processes, and applicable federal and state regulations. project metrics, issue-tracking tickets, and Risk, Actions, Issues, and Decisions (RAID) Log items will be analyzed. Through these fact-finding activities, our project team will develop a holistic view of the project that informs our status reporting and recommendations.
- **Internal Team Meetings** – To support the development of our status reporting, we conduct regular internal team meetings to share the results of our fact-finding and analysis activities across the team. We discuss and detect trends, formulate new issues and risks, and update existing issues and risks. As a part of BerryDunn's IV&V approach, we have developed a comprehensive list of assessment categories and questions modeled after industry standards and best practices including the Standards of Program Management Fourth Edition from PMI® and the PMBOK® Guide Seventh Edition and federal guidelines included in MECT Version 2.3. Our team uses these tools to guide us in asking the right questions that help us to assess project health.
- **Report Production and Delivery** – Leveraging the information gathered throughout our review of project meetings, processes and procedures, and deliverables, our IV&V team will synthesize its observations, findings, and recommendations into a clear and concise IV&V status reports. Our team coordinates all materials and creates the status reports for delivery to State leadership. Our team will post all IV&V status reports to a shared project management site. We will deliver all status reports to DHS and CMS simultaneously.
- **Discuss Findings with State Team** – In accordance with our documented communication protocols, the BerryDunn IV&V project team will communicate and report on opportunities to minimize risk and increase the likelihood of project success. BerryDunn's IV&V team will communicate often with DHS and State leadership, including facilitating IV&V status meetings on a weekly and monthly basis.

E.5.B.B – Methods for Determining and Reporting Overall Project, Schedule, Budget, Scope and Quality Status

Program assessment dashboards and status indicators play an integral role in our ongoing reporting to provide a visual snapshot of project health to DHS leadership. The assessment dashboards provide the current and previous month(s) assessments to easily identify any trends and highlight areas that can improve.

BerryDunn’s IV&V project team will leverage more than 19 existing IV&V assessment checklists based on industry standards, including PMI®’s Standard for Program Management, Standard for Risk Management, and PMBOK® Guide. These checklists cover all aspects of the project, including project management, project execution, and CMS certification and compliance. Our checklists include embedded formulas that generate objective assessment area checklist ratings that can be paired alongside our expert judgement into IV&V’s assessment of each area. In consultation with DHS, our project team will identify relevant metrics associated with each assessment area that may help inform our analysis.

By combining quantitative and qualitative measures into a single, cohesive set of checklists, DHS can be confident that it will receive a well-rounded, objective assessment of business processes, project management processes and procedures, functional and technical compliance, and OCM processes and procedures.

While we recommend that assessment areas trace back to industry standards and best practices (e.g., the PMBOK® Guide), we have worked with our clients on similar projects to define additional assessment areas most important to the project’s success such as cost performance index, schedule performance index, complete performance index, and OCM. We will work with DHS to define consistent and clear criteria for our dashboard status assessments as they pertain to each DHS module. Table 5 and Table 6 illustrate a sample Project IV&V Dashboard and IV&V Dashboard Status Definitions.

Table 5: Sample Project IV&V Dashboard

Knowledge Area	Current Assessment	Previous Assessment	Description for Observations and Recommendations
Integration Management	G	G	The processes required to help ensure that the various elements of the projects are properly coordinated.
Scope Management	G	G	The process of defining what work is required to complete the project successfully and then making sure all that work—and only that work—is completed.
Schedule Management	Y	Y	The process of developing, maintaining, and communicating schedules for time and resources.
Cost Management	G	G	The process of planning, estimating, budgeting, financing, funding, managing, and controlling costs so the project can be completed within the approved budget.
Quality Management	G	G	The act of overseeing all activities and tasks needed to maintain a desired

Knowledge Area	Current Assessment	Previous Assessment	Description for Observations and Recommendations
			level of excellence to meet stakeholder expectations.
Resource Management	G	G	The processes to identify, acquire, and manage the resources needed for the successful completion of the project.
Communications Management	G	G	The processes required to help ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and final disposition of project information.
Risk and Issue Management	G	G	The processes that support better decision-making through an understanding of risks and issues and their impact on the project.
Stakeholder Management	G	G	The processes required to identify the people, groups, or organizations that could impact or be impacted by the project; to analyze stakeholder expectations and their impact on the project; and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution.

Table 6: IV&V Dashboard Status Definitions

Health Assessment	Description
Green	Observations in the assessment area do not pose a material risk or issue to the program.
Yellow	Observations in the assessment area represent challenges at risk likely to increase in severity and negatively impact the program. This health assessment will include recommendations, require mitigation, and involve planning to reduce the risk.
Red	Observations in the assessment area represent significant risk where action is highly recommended. If these observations are not addressed, they will likely cause negative impacts to project quality, result in schedule delays, or provide significant risk in delivery of the program.

We will partner with DHS to tailor the Biweekly IV&V Status Report to meet the program communication needs.

E.5.B.C – Status Report Template

A proposed template of the Biweekly IV&V Status Report will be presented to DHS for their review and approval. Our experience has shown that the biweekly format of the reports may need to be adjusted depending upon the project phase; however, the required content will be included in the reports. Any proposed format changes for the status report during the project will be presented for approval prior to submission of re-formatted reports.

BerryDunn will work collaboratively with DHS to define the format, content, and audience of our reports. Our IV&V project team offers an existing report template, as shown in Appendix E, as a guideline.

As approved by DHS, each Biweekly IV&V Status Report may include an executive summary, key project focus areas, open findings, and closed findings, as well as the required information, agreed upon with DHS.

Regular status reports enable key project stakeholders and decision-makers to receive a detailed, independent perspective on the health of all project activities. BerryDunn will work collaboratively with DHS to define the format and audience of each Biweekly IV&V Status Report, and what information is needed based upon the reporting audience.

E.5.B.D – Weekly or Biweekly Status Report Example

Reference Appendix F for an example of a similar status report used in previous projects. The sample is a biweekly report.

E.5.C – RFP Section 2.4.5.G – IV&V Monthly Assessment Report

Each month, BerryDunn will provide the IV&V Monthly Assessment Report featuring an independent assessment of the AME Replacement Project to DHS and CMS. These reports will include, but are not limited to, the following information:

- **Overall Program and Individual Project Health** – Our team will provide a detailed overall program and individual project health assessment based on observations in project meetings, available documentation (project Share Point, emails, internal technical releases and change requests), and IV&V hosted meetings with project leadership. Our team will also capture basic project information, including the module under review, points of contact, submission dates, etc.
- **Project Management Assessment** – The BerryDunn IV&V team will provide an assessment of project management status and progress in alignment with PMBOK® Guide project management methodologies by the PMI®.
- **Schedule Assessment** – Our team will interview the appropriate project stakeholders to provide schedule measurements in this section. Observations will be noted, and variances calculated against the schedule approved in the Implementation Advance Planning Document (IAPD), life cycle status, and target dates for Certification Milestone Reviews.
- **Risks** – BerryDunn’s IV&V team will provide a list of important project risks that IV&V is tracking, which will include any applicable programmatic or technical risks arising from our review of the project, including deliverables, Medicaid Enterprise Certification (MEC) Checklists, and applicable evidence. Our team will provide a unique risk ID, title, and description.

Throughout each month, we will conduct a full review and assessment of project risks, issues, and opportunities with associated mediation plans, proposed resolutions, and recommendations.

BerryDunn IV&V will review project level risks, but also log and track executive level risks and provide evaluations for probability and impact. Table 7 is an example of an open risk in an IV&V assessment.

Table 7: Risk Example

ID	Title	Category	Time Frame	Status	Open Date	Risk Rating
68	Program Collaboration Site	Communications	Mid	Open	5/20/2023	Moderate (Probability – 2; Impact – 4)
Risk Statement		Without adherence to the defined processes for utilizing the Collaboration SharePoint site, project resources may receive inadequate informational knowledge, resulting in a loss of project knowledge continuity across all programs among staff resources to support key functions across concurrent projects.				
Context		IV&V has observed meeting minutes and supporting documentation are no longer being uploaded to the Collaboration SharePoint site. Due to the sub-risk of meeting minutes and documentation being distributed to outdated recipient lists, project resources, the State, the vendor, and IV&V are experiencing a loss of critical knowledge. This knowledge gap may result in a decrease in performance, reporting accuracy, and reviews of requirements, artifacts, and data such as UAT.				
Recommendation		IV&V recommends that the State work in conjunction with the vendor and project leads to adopt and adhere to defined processes for uploading and sharing documentation to the Collaboration SharePoint site while simultaneously distributing meeting minutes and project documentation to help prevent delays in communication and resource performance.				
State's Disposition and Update		9/29/2023 – IV&V continues to observe the need to hold module vendors accountable, as cited in the Program Management Plan, and finds value in saving documentation to the Collaboration site to avoid potential quality impacts due to the importance of retention for historical value. IV&V continues to suggest properly capturing documentation on the Collaboration SharePoint site. Throughout this reporting period, IV&V continued to monitor and observe issues with inconsistent documentation storage on the Collaboration site and will continue to monitor and report in future Progress, Risk, and Issue Reports.				

- **Project Phase Assessments** – BerryDunn’s IV&V team will provide assessments throughout each phase of the project. This begins with a thorough review of the contract, deliverable documentation, and interviews with key project stakeholders. Throughout the project, our team will monitor actual practices and compare them to documented plans.
- **Deliverable Assessment Reports** – Our team will provide an assessment of project deliverables and work products reviewed in the last reporting period, and the status of each deliverable. For example, Figure 8 provides a snapshot of completed deliverable reviews, and those currently under review.

Figure 8: Example Deliverable Assessment Reports

Completed Deliverable Reviews

Deliverable/Artifact	Date Received	Date Complete
EVV vendor HIPAA Statement DED	10/11/2023	10/18/2023
EVV Staffing Plan DED	10/11/2023	10/18/2023
EVV Device Transition Plan DED	10/11/2023	10/19/2023

The table below provides a list of deliverables under review as of the end of this reporting period.

Deliverables Under Review

Deliverable/Artifact	Date Received
EVV Data Management Plan DED	10/26/2023

- **Stakeholder Interview Observations** – Our team will provide an assessment of stakeholder management, including, but not limited to, feedback from internal and external stakeholders, change request communications, project release communications, internal and external training, and corrective actions and mediation.
- **IV&V Findings and Recommendations** – Our team will provide a list of any recommendations for DHS, including any programmatic or technical recommendations arising from our review of the project, including deliverables, MEC Checklists, and applicable evidence.

The BerryDunn IV&V team has piloted a successful findings and recommendation process with clients, utilizing a collaborative SharePoint site. As each monthly report is delivered, the recommendations from within the report is uploaded to the collaboration site. The State can then assign the recommendation to specific subject matter experts for responses, mitigation planning, etc. Throughout the month, the collaborative recommendation site serves as a constant line of communication for addressing recommendations, creating action items, and resolving or closing the recommendations. We have also found this method useful for asking project-related questions to align with the IV&V goal of continuously validating and verifying project information such as milestones, changes in the master schedule, UAT data, and defect resolution. Figure 9 shows an example of a recommendation that has been through the recommendation life cycle and captures the initial recommendation, subsequent state response, and IV&V updated recommendation and health.

Figure 9: IV&V Findings and Recommendations Tracking

ID	Finding Report	Finding Date	Program	Recommendation	Initial Health	DHS Owner	DHS Response	Updated Recommendation	Updated Health
IVV01	D01-05	11/12/2023	EVV	IV&V recommends collaboration with DHS and the vendor PM in prioritizing risks potentially impacting certification.	Yellow	Joe	A regular meeting cadence is scheduled to prioritize risks	IV&V recommends closing this recommendation.	Green

- **IV&V Monthly Status Meeting** – After delivery of the Monthly IV&V Status Report, BerryDunn’s Project Manager will hold a project status meeting with representatives from DHS to walk through the report and discuss any key issues and/or risks that might impact the IV&V project scope, schedule, budget, and/or quality.

E.5.C.A – IV&V Monthly Independent Assessment Example

Reference Appendix G for an example of an IV&V Monthly Independent Assessment.

E.5.C.B – Approach to IV&V

Approach to Project Health Assessment - Initialization

The BerryDunn team will begin fact-finding activities immediately upon contract award by assembling and reviewing documentation available in the public domain. We will prepare and deliver a baseline Initial IV&V Review report that establishes an independent baseline assessment of project status, quality, and performance, and identify risks and deficiencies. An important objective of the Initial IV&V Review is to assess the project’s health and identify “problem areas” for focused review during subsequent phases. We will meet with project management staff, DHS, and vendors during the Initial IV&V Review period. Prior to these meetings, the IV&V team will review all relevant project documentation including published meeting notes and status reports.

For the Initial IV&V Review, our team will follow the approved schedule and methodology, and use developed IV&V checklists to gather and analyze the information and data needed to create a baseline of the project status, performance, and quality, including an initial list of issues and risks. Our activities will include a review of past project performance. For our past performance analysis, findings will be documented, and recommendations will focus on helping prevent recurrence of issues, future improvement, and lessons learned.

We will record accomplishments of key milestones, defect resolution, and project management, as well as findings that may impact the achievement of project objectives as issues and craft detailed recommendations that are constructive, practical, and increase the likelihood of project success. Findings that necessitate rework will be brought to the attention of the IV&V contract manager within the agreed upon communication standards. The information collected during our review will inform the Initial IV&V Review Report and the Initial IV&V Certification Progress Report. A thorough review of documentation and reports planned interviews, and observation of development and testing activities will be used to assess PMO effectiveness, identify risks, and evaluate progress.

Project Participation

IV&V will observe state-facilitated meetings as appropriate and determined by DHS. The role of IV&V can be sensitive, and BerryDunn understands the need for DHS to manage and protect vendor relationships. Noting also that reporting and meeting attendance are crucial components of an IV&V review as they create good platforms to communicate identified risks and discuss potential options for mitigation. They are also opportunities to gain buy-in from the project stakeholders, get further input, and ask questions about project status. Our team will regularly attend vendor and PMO status meetings and host meetings to provide observations and assessments. Our team strives to create a transparent information exchange for discussing viable observations or concerns and collaborates with project leadership in qualifying the status of each project path. The IV&V team provides opportunities for project leads and participants to deliver frequent updates during the project life cycle to allow for status clarifications and updates.

Our IV&V team will conduct reoccurring status meetings with the project representative and stakeholders to review the status of project findings, meaningful observations, or emerging project trends, review IV&V assessments, and recommendations, and discuss issues or risks. IV&V also uses this meeting time to develop relationships and build trust as the IV&V success story can only be accomplished when we work collaboratively with our client. Holding regular and effective status meetings throughout the life cycle of the project is critical because they provide prompt task updates, as well as serve as a forum to recognize milestone achievements, share updates, and discuss challenges/issues with the appropriate individuals. Additionally, these meetings will serve as a method to gain further visibility into the project, omitting any misconceptions or miscommunications, and understanding any resolutions or mitigation strategies in place by DHS or their vendors.

There are typically three types of meetings BerryDunn attends as the IV&V vendor for Arkansas. These meetings include those facilitated by BerryDunn, those facilitated by DHS or their vendors where IV&V takes an observatory role, and meetings facilitated by DHS or their vendors where IV&V is an active participant.

Often in the meetings facilitated by BerryDunn, there are typically two BerryDunn team members included in each meeting with DHS and other stakeholders—one to facilitate, and the other to provide support such as taking notes. To orient all individuals to each of the meetings, and make best use of everyone's time, BerryDunn will tailor each individual meeting to address DHS and the stakeholders' needs. For example, IV&V can prepare and share an agenda and capture and distribute meeting minutes.

BerryDunn has years of experience in states such as Missouri, Ohio, and West Virginia facilitating meetings with CMS, the SMA, other state agencies, and vendors. To run efficient project status meetings, our Project Manager, Carla Laughlin, will employ the following best practices:

- Meetings will begin and end on time.
- Meeting participants will be given the schedule of the recurring meeting at the beginning of the project, as well as reasonable notice of meeting time/date changes and cancellation when they occur.
- Key meeting participants who cannot attend will send a designee to attend in their stead.
- Clearly defined meeting purpose or objectives will be included in the meeting invitation.
- Meeting participants will review necessary data or reports and will be prepared to address the meeting's objective.
- If DHS or the PMO request written questions or an agenda prior to any IV&V facilitated meeting, BerryDunn is pleased to provide that in advance of the meeting.

During DHS- or vendor-led meetings where IV&V maintains an observatory role, IV&V collects project progress information and retains data collected in the IV&V project SharePoint that is shared with all Ohio IV&V team members. This allows for Ohio IV&V team members to access project information and provides a space for data collection for accurate weekly and monthly deliverables. Current DHS or vendor meetings IV&V is attending but typically maintains an observatory role include module status report meetings, certification status meetings, or testing update meetings.

During DHS- or vendor-led meetings where IV&V are active participants, IV&V attendees will capture discussion and decisions, answer any directed questions thoughtfully, follow up on action items, and complete identified action items in a timely manner. An example of a meeting led by DHS or the vendor where IV&V is an active participant for is the Work Product Review meetings for collaboration on a deliverable for the project.

During initial project planning, we will review the above general meeting management guidelines with DHS's identified project leadership to see if they want changes from our current practice and determine whether modifications are needed.

Risk, Issue, and Opportunity Management

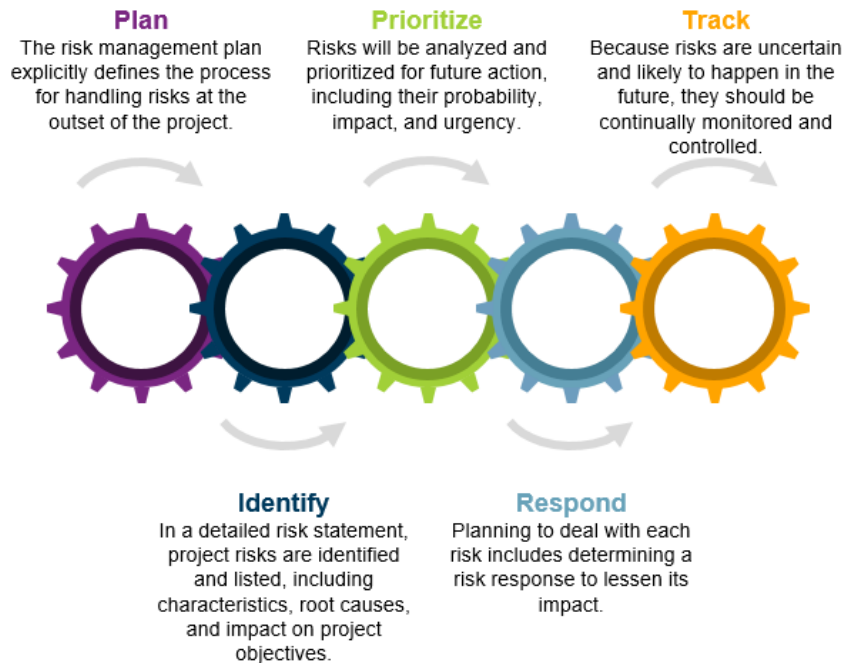
IV&V maintains constant assessment of project progress, resources, schedules, workflow, and reporting, allowing us to evaluate these areas. We understand that a risk or issue can cause an unexpected cost, slip in the schedule, or reduction to quality or technical performance. It is also important to assess and document opportunities that are identified.

Our team will perform ongoing reviews of project artifacts and leverage our IV&V toolkit and experience to perform assessments and proactively identify risks, issues, and opportunities in a tracking log. This log develops a risk management strategy to reduce the probability of the risk event, define an action plan to reduce impact, or obtain commitment from the client to accept the risk (i.e., formally accept a change request and additional costs).

BerryDunn's risk, issue, and opportunity management approach begins at project initiation and is integrated into every phase of the project life cycle. Our approach is rooted in industry standards and best practices, including the PMBOK® Guide and Standard for Risk Management in Portfolios, Programs, and Projects. This helps ensure the project team is equipped with a proven, repeatable approach to identifying, prioritizing, mitigating, and tracking program and project risks that might threaten successful implementations, maintenance, and operations activities.

Figure 10 depicts BerryDunn's standard risk management framework as employed in IV&V service engagements.

Figure 10: Key Elements of the Risk Management Approach



Plan. BerryDunn will document our risk management approach in the IV&V Management Plan. This approach will guide the IV&V team with the identification of program and project risks, issues, and opportunities, estimating impacts, and defining potential risk mitigation strategies. The following components of our risk management approach will be documented in the IV&V Management Plan:

- Risk, Issue, and Opportunity management approach: including processes, assessment, identification, and corrective actions, and reporting mechanisms.
- Procedures, tools, and reports for documenting and tracking program and project risks, issues, and opportunities.
- Guidelines for quantification and evaluation of risks in terms of probability and impact.
- Escalating risks and issues.
- Definition of roles and responsibilities for managing, monitoring, and addressing risk, and issue management activities.
- Assumptions and constraints.
- Inputs/outputs to risk management.

BerryDunn’s IV&V toolkit contains checklists used to verify that the Management, Assessment, and Response plans are created and being followed for the risks, issues and opportunities identified for the project.

Identify. When a risk, issue, or opportunity is identified, our team will provide a detailed statement which includes characteristics, such as category, probability, severity, and impact to project. Our team will offer recommendations for all IV&V identified program and project-related risks, issues, and opportunities.

Prioritize. Should a risk, issue, or opportunity be detected, we will have the methodology and tools in place to help evaluate the source, impact, and probability for prioritization. Our team will perform assessments and determine appropriate responses or future actions for the identified risk, issue, or opportunity.

Respond. As part of our standard practice and approach, we also make a point of discussing findings and recommendations as issues arise rather than requiring DHS to wait for submission of a formal report, and we will work with DHS to identify and document escalation processes to handle such issues and risks. The earlier we can identify and communicate risks, the greater the opportunity DHS will have to address potential problems before they occur. The documented risk, issues, and opportunities will also be reported to DHS in the IV&V Monthly Assessment Report, which includes important project status summary and assessment information.

Track. BerryDunn tracks IV&V project risks, issues, and opportunities using the customized Risk, Issue, and Opportunity Tracking Log from BerryDunn’s IV&V toolkit. This log includes all risks, issues, and opportunities that pose threat or present opportunity to the project. This log allows our IV&V team to prioritize and maintain findings as seen in Figure 11.

Figure 11: BerryDunn Risk, Issue, and Opportunity Tracking Log

Risks & Issues Log

Title	Risk or Issue	Status	Description	Mitigation Strat...	Notes/Actions	Impact
[Redacted]	Risk	Open	[Redacted]	[Redacted]	[Redacted]	2-Medium
[Redacted]	Risk	Closed	[Redacted]	[Redacted]	[Redacted]	2-Medium
[Redacted]	Issue	Open	[Redacted]	[Redacted]	[Redacted]	2-Medium

BerryDunn will put the appropriate risk, issue, and opportunity management processes in place so that DHS has an IV&V partner focused on early risk identification and communication. These principles allow us to add value to DHS’s risk management approach as we evaluate and verify risks are identified and quantified and mitigation plans are developed, communicated, implemented, monitored, and complete.

Our team is careful to control to whom we report risks and issues. Reporting of IV&V deliverables must follow a deliberate distribution plan. It is important that only authorized leads receive our recommendations and advice, and then those leads decide on how or if to act upon them. If too many or unauthorized project participants receive IV&V feedback, they might make decisions to respond to them in a way that contradicts other activities in the project. The BerryDunn IV&V team will include a communication approach within our overall IV&V Management Plan that guides how IV&V output is controlled.

Deliverable Review and Reporting of Deliverables Findings

Our IV&V Project Management Plan will detail our process and standards for efficiently developing, maintaining, and performing quality reviews on the individual components of each AME replacement project, including vendor deliverables and AME program developed artifacts. In addition to the quality review practices highlighted in this section, BerryDunn’s deliverables will follow quality management standards we will also detail in our IV&V Project Management Plan.

The BerryDunn team applies industry standards and our quality management approach to our review of vendor-submitted deliverables and DHS-produced deliverables. The IV&V team consults agreed-upon

acceptance criteria; CMS guidance and templates; contracts; industry standards and best practices; and other sources as necessary to determine the assessment criteria specific to each deliverable. The IV&V team will re-review deliverables as DHS and/or the DHS vendor makes revisions throughout the project life cycle.

The IV&V team will evaluate deliverables and artifacts according to our agreed-upon deliverable review cycle with DHS and using established Assessment Areas to verify alignment with the current service-level agreements, contract, state and federal regulations and guidance, and industry standards and best practices. IV&V will assign each assessment criteria a unique identifier for reference purposes.

The Deliverable Review Assessment contains five assessment areas. Table 8 provides a description of each assessment area.

Table 8: Assessment Area Definition

Review Area	Description
Editorial	The editorial assessment area validates adherence to basic grammar, organization, formatting, and spelling conventions.
Quality	The quality assessment area validates adherence to defined standards for clarity, completeness, consistency, traceability, and timeliness.
Compliance	The compliance assessment area validates compliance with contract requirements; federal and state laws, rules, and guidelines; and industry standards and best practices. The IV&V team will tailor the assessment to specific compliance criteria applicable to the identified deliverable.
Feasibility	The feasibility assessment area validates the possibility of execution and reasonableness of the deliverable based on the expected project scale, scope, schedule, budget, and resources.
Effectiveness	The effectiveness assessment area validates the degree to which the processes and procedures described in the deliverable can be successful if implemented.

Table 9 provides an example of the review criteria used to evaluate the Quality Assessment review area. Each comment from a review will be assigned a review criteria ID to provide clarity and continuity to our reviews. Once the review of the deliverable is completed, our team will submit our deliverable review table to DHS and will also input the reviewer’s comments directly into the deliverable for collaboration with DHS, vendors, and other stakeholders.

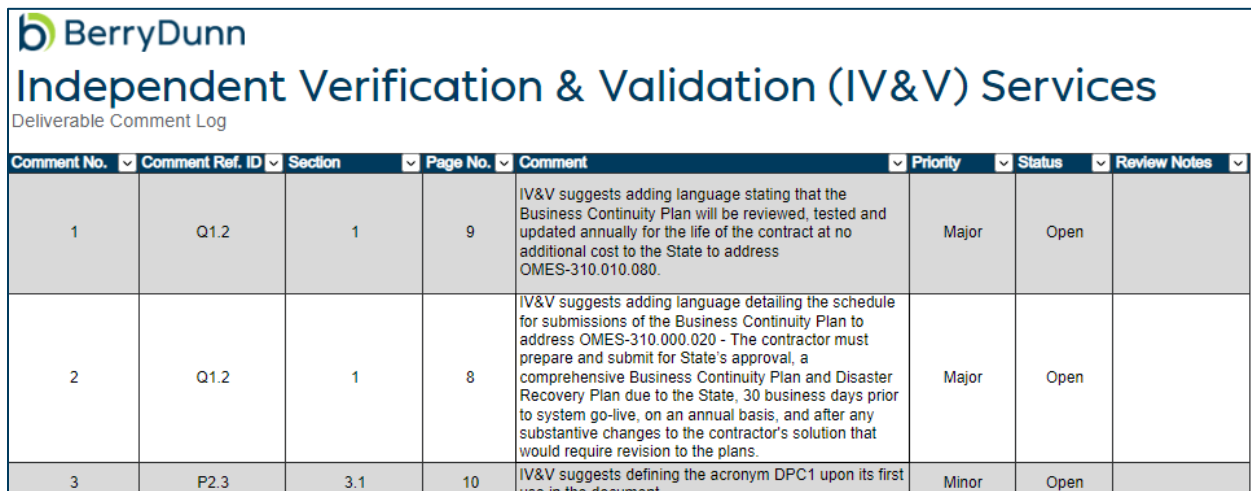
Table 9: Quality Assessment Area Review Criteria

ID	Review Criteria
Q1.1	Clarity – The deliverable content is clearly stated, and misinterpretation is minimized.
Q1.2	<p>Completeness</p> <ul style="list-style-type: none"> Based on the project status, SDLC phase, and/or project milestone, the deliverable fulfills applicable requirements as specified in the agreed-upon outline or CMS template(s), with no tasks or sections missing or incomplete, including appendices. If an outline or template section is omitted or not applicable, an explanation is provided in the deliverable. (A complete response must include more than “Not applicable” or “N/A.”) The deliverable contains a level of detail that is reflective of the version and the project phase/milestone. The deliverable is in alignment with service-level agreements. The deliverable aligns with CMS critical success factors

ID	Review Criteria
Q1.3	Consistency – The content contained in the deliverable is consistent within the document, with previously submitted versions of the same deliverable, with predecessor documents, and across other related documents.
Q1.4	Traceability – Within each deliverable, tracing of requirements occurs throughout each SDLC phase and aligns with the Medicaid Information Technology Architecture (MITA) Roadmap and MITA goals.
Q1.5	Timeliness – DHS/the vendor submitted the deliverable on time based on the due date established by DHS, including revisions in accordance with the approved deliverable review process.

BerryDunn’s IV&V team will use our custom-developed Deliverable Review Comment Log to document observations, defects, and comments related to client and vendor deliverables. The log includes acceptance criteria, links the comments to the review criteria, and allows for an interactive process by providing space for DHS or the vendor to respond to each comment. Figure 12 shows an excerpt from a sample Deliverable Review Comment Log.

Figure 12: Sample Deliverable Review Comment Log



The screenshot shows the BerryDunn logo and the title "Independent Verification & Validation (IV&V) Services" with the subtitle "Deliverable Comment Log". Below the title is a table with the following columns: Comment No., Comment Ref. ID, Section, Page No., Comment, Priority, Status, and Review Notes. The table contains three rows of data:

Comment No.	Comment Ref. ID	Section	Page No.	Comment	Priority	Status	Review Notes
1	Q1.2	1	9	IV&V suggests adding language stating that the Business Continuity Plan will be reviewed, tested and updated annually for the life of the contract at no additional cost to the State to address OMES-310.010.080.	Major	Open	
2	Q1.2	1	8	IV&V suggests adding language detailing the schedule for submissions of the Business Continuity Plan to address OMES-310.000.020 - The contractor must prepare and submit for State’s approval, a comprehensive Business Continuity Plan and Disaster Recovery Plan due to the State, 30 business days prior to system go-live, on an annual basis, and after any substantive changes to the contractor’s solution that would require revision to the plans.	Major	Open	
3	P2.3	3.1	10	IV&V suggests defining the acronym DPC1 upon its first use in the document.	Minor	Open	

Our deliverable reviews will provide the DHS project team and leadership with clear, concise, and—most importantly—actionable comments. The purpose of each comment is to provide DHS and its vendors with a clear explanation of the deficiency and a defined measure for accepting the correction. In addition, each comment is ranked as “critical,” “major,” or “minor.” Critical comments are material deficiencies that must be addressed in order for the deliverable to be approved. Minor comments are typically cosmetic in nature and would be fixed prior to finalizing the document. Left unaddressed, minor comments will not likely increase project risk or impact system performance.

If there are significant gaps between the work product delivered by the solution vendor and the expectations of the client, the BerryDunn IV&V team may recommend a real-time collaborative issue-resolution approach. Using this approach, our team will schedule live review sessions (via projection of the document) and walk through findings with the entity that submitted the deliverable while the entity makes the necessary updates.

Checklist or Other Tools

BerryDunn uses an array of software tools, templates, guides, and internally developed checklists to effectively assess project management and technical processes as well as other components of IT

systems. Collectively, these tools allow us to effectively manage the IV&V work effort of each AME replacement project. The IV&V CoE includes best-in-class IV&V processes that are continually developed, documented, and refined. This includes repeatable IV&V processes, templates, and methodologies such as:

- Level of effort estimating
- Resource planning
- Document and deliverable formatting
- Deliverable review
- Risk and issue management
- Quality management
- Requirements management
- Verification and validation
- Reporting
- Metrics and performance monitoring

BerryDunn is committed to maintaining independence and objectivity in our tools and technological offerings. As a result, BerryDunn uses proven service tools that are technology agnostic, allowing our team to effectively deliver services regardless of the technical environment available. BerryDunn uses BerryDunn KnowledgeLink, its secure Microsoft SharePoint Online instance, to build and manage internal project activities. BerryDunn leverages the usability and accessibility of the Microsoft suite of applications to produce project artifacts.

The flexibility of Microsoft's applications allows BerryDunn's IV&V team to seamlessly integrate its activities and work products into existing client and contractor workspaces including State or contractor-managed instances of SharePoint or Google's Workspace. In addition to developing its service using Microsoft's applications, BerryDunn has experience using tools and environments common in the industry including Confluence, Jira®, JAMA, and IBM®'s Rational Team Concert (RTC). Experience in using these common tools allows our team to effectively incorporate them into our delivery methodology. Further, BerryDunn uses its own instances of Microsoft Teams and Zoom for teleconference and project collaboration and is familiar with other commonly used teleconferencing services such as WebEx and GoToMeeting.

After contract award and during project planning, BerryDunn's project team will engage with the State and its vendors to discuss the current project work environment and determine the best way for BerryDunn to integrate its work into the project ecosystem.

The ability to track, measure, and report on the performance of the IV&V services projects across key areas is critical to the success of the respective engagement. Measuring IV&V services projects requires a blend of quantitative and qualitative measures, including execution against a schedule and budgeting and meaningful risk identification and recommendations.

All performance measuring relies on having an established baseline. At the start of each IV&V services project, BerryDunn's IV&V CoE will immediately identify and establish baselines for the scope of work to be performed. Measuring performance allows the IV&V CoE to set expectations for current and new work and provide answers to key questions such as how do we know when things are "good enough"? Additionally, performance measuring allows DHS and the IV&V CoE to identify and redesign areas of deficiencies, furthering the collective goal of successful implementation and operations and management.

BerryDunn's IV&V project team will leverage more than 19 existing IV&V assessment checklists based on industry standards, including PMI®'s Standard for Program Management, Standard for Risk

Management, and the PMBOK® Guide. These checklists cover all aspects of the project, including project management, project execution, and CMS certification and compliance. Our checklists include embedded formulas that generate objective assessment area checklist ratings that can be paired alongside our expert judgement into IV&V's assessment of each area. In consultation with DHS, our project team will identify relevant metrics associated with each assessment area that may help inform our analysis.

By combining quantitative and qualitative measures into a single, cohesive set of checklists, DHS can be confident that it will receive a well-rounded, objective assessment of business processes, project management processes and procedures, functional and technical compliance, and OCM processes and procedures.

Approach to Schedule Evaluation

BerryDunn maintains a strong working relationship with our clients and have a solid reputation for delivering outcomes and efficiencies when researching and providing recommendations on project risks, and schedules of their programs. Additionally, BerryDunn is equipped to assess budgeting as it aligns with the project schedule. We analyze project management and scheduling artifacts with the end in mind—i.e., timely completion of the projects.

As part of our project management process, we will provide status reports assessing the health of the project. These components will include assessments and recommendations for APD's, schedule, scope, resources, procurements, and deliverables.

Our IV&V team will first examine the WBS for the AMPP replacement project and other AME replacement projects being undertaken by DHS. Effective WBS coordination will bring DHS's and vendors' tasks into alignment and will advance the effectiveness of our collective efforts. BerryDunn will document our approach and best practices in the IV&V Management Plan.

This WBS assessment breakdown involves defining the activities needed to complete the project, and then moves to sequencing these activities in their logical order. We then identify and address dependencies, estimate resources, resource dependencies, and duration. Ultimately, we will verify DHS has a project schedule that includes adequate time and resources assigned for planning, development, review, testing, and rework activities. Our team will review the project schedule critical path and dependencies and evaluate how possible delays could impact project deadlines. We will perform periodic assessments of the project plans/schedules on weekly or monthly bases.

We will evaluate each phase of the project using these approaches and communicate our evaluation of each project phase to help ensure each phase can be accomplished with the appropriated funds, and that the project (phase) supports the enterprise IT strategy.

E.5.C.C – Past Challenges and Common Issues

Having team members who have worked on several multi-vendor engagements—as the IV&V vendor, vendor, and as the PMO—we understand the challenges that can occur in system modernization efforts. Below please find a few examples of past challenges uncovered during our team's IV&V efforts and what we recommended to resolve the challenges:

- **Massachusetts HIX/IES.** The system integrator's (SI's) regression testing efforts were being constrained and negatively impacting project success due to a reliance on manual execution of the regression test cases. In our role as the IV&V provider, we identified the opportunity for the SI to automate regression test cases to reduce the overall testing schedules (e.g., system integration testing and user acceptance testing), reduce costs, improve code quality, and increase testing accuracy. Following implementation of this recommendation, Massachusetts

saw measurable increases in the accuracy of the regression testing results and a reduction in the regression testing timelines.

- **Missouri Eligibility Determination and Enrollment System (MEDES).** In our current role as the IV&V vendor on the MEDES project, we recommended the implementation of several tactical WBS improvements (i.e., level of task details, resources assignments, and task dependencies). As a result of this recommendation, the MEDES project team was better equipped to evaluate the day-to-day execution of the project. The MEDES project team's successful implementation of Release 2.2 in February 2018 is, in part, the result of the WBS improvements that were made.
- **Ohio Medicaid Enterprise System (OMES) Project.** BerryDunn's IV&V team began reviewing the activities of the OMES project in February 2017. In 2016, the Ohio legislature had established a requirement that a new Provider Network Management (Provider) module must be in place and functioning for all providers by December 31, 2018. ODM's plans to meet this deadline introduced significant risks to the project in terms of quality, cost, and functionality. BerryDunn's IV&V team documented the risks and recommended escalating them for mitigation. Although this risk began as a negative, the result was positive for ODM. All parties ultimately agreed that the date was not feasible, and a new project schedule was developed that allowed time for thorough requirements definition, deliverable reviews, and coordination between the SI and Provider vendors.
- **Kentucky Department of Revenue's (DOR's) Tax System Implementation.** From our perspective, it is a best-case scenario when IV&V is brought into a project prior to the execution of a contract between a client and a software vendor. Kentucky's \$100 million tax system project is one of the largest projects being undertaken in 2019. BerryDunn reviewed the RFP for the tax project, and the resulting RFP responses from vendors. As a result of our review, we determined that the State's focus on SLAs during the implementation, as well as what was planned for Operation and Maintenance expectations, could be improved significantly. We shared examples of SLAs from other similar projects and discussed the importance of spending extra time in this critical area of procurement. This allowed the State to set the appropriate expectations for the vendor as the State continues to navigate the procurement process and contract negotiation. In the end, this work also helped ensure that the department and its vendors appropriately identified the scope of work needed, planned for necessary resources, developed a realistic project schedule, and accurately estimated project costs prior to executing the contract.

We understand that projects of this magnitude can be overwhelming; it can be challenging to know where to start when addressing project risks and issues. We will collaborate with DHS to prioritize the actions that arise from our recommendations so that you are able to focus your attention and resources on those risks and issues that are most likely to promote the success of the project.

We also recognize that every state and every project is unique. We understand that the environment in which DHS operates is dynamic. As a result, we view our experience and knowledge as a solid foundation to build upon and adapt to the changing project, organizational, and financial realities in the AME replacement projects.

E.5.C.D – Examples of Opportunities or Positive Risks

Below, we have provided examples of how BerryDunn IV&V teams have helped state HHS agencies in this regard.

- **Missouri MEDES –** In our current IV&V role on the MEDES project, we identified the opportunity for the solution vendor to employ enhanced schedule management practices, discipline, and rigor to better allow for accurate assessment of project health. The successful

implementation of Release 2.2 is a result, in part, to strengthened schedule management processes.

- **Ohio OMES** – BerryDunn’s IV&V team began reviewing the activities of the OMES project in February 2017. In 2016, the Ohio legislature had established a requirement that a new Provider Network Management (Provider) module must be in place and functioning for all providers by December 31, 2018. ODM’s plans to meet this deadline introduced significant risk to the project in terms of quality, cost, and functionality. IV&V documented the risks and recommended escalating the risk to the level necessary to mitigate this risk. Although this risk began as a negative, the result was positive for ODM. It was ultimately agreed that the date was not feasible, and a new project schedule was developed allowing time for thorough requirements definition, deliverable reviews, and coordination between the SI and Provider vendors.

We understand that the perception is that IV&V vendors only focus on the threats to achieving project objectives. We believe; however, that in our role as an IV&V partner, we are also able to identify positive risks, or opportunities, where the risk impact is desirable and where risk management is used to realize the potential opportunities. We also recognize that every state and every project is unique. We understand that the environment in which DHS operates is dynamic. As a result, we view our IV&V experience and knowledge as a solid foundation to build upon and adapt to the changing project, organizational, and financial realities in the State and at DHS.

E.5.C.E – Deliverable Review Findings and Issue Assessment Example

Our IV&V CoE is rooted in industry standards to help ensure compliance of requirements, project artifacts, gate reviews, and applicable federal and state regulations. Our IV&V framework considers standards such as the PMBOK® Guide, SDLC Methodology and IT Standards, CMS Enterprise Life Cycle (ELC), and FNS Handbook 901, CMS policy and initiatives such as MITA, MMIS, SMC, and consistent research of CMS federal guideline updates.

BerryDunn uses checklists to facilitate quality and consistency of deliverable reviews, please see Section E.5.C.B – Deliverable Review and Reporting of Deliverable Finding for more details.

An example of deliverable review findings and issue assessment can be found in Appendix H.

E.5.D – RFP Section 2.4.6.H – IV&V System and Business Operations and Readiness Review

E.5.D.A – Approach to Assessing Operational and System Readiness

BerryDunn’s operational and system readiness assessments help agencies and departments to identify findings and recommendations related to their readiness to perform critical business operations and system functions during the planned system go-live. The assessment intake process considers project requirements, as well as local, state, and federal compliance requirements.

The purpose of an operational and system readiness assessment is to share observations and offer recommended corrective actions related to the client and its critical business operations and system functions prior to go-live. BerryDunn’s evaluation is based on the project gate review and phase entrance and exit criteria established for the project.

Our assessments, reporting, and recommendations against performance measurements are informed by nearly 35 years of IV&V service delivery to HHS clients. Our IV&V project team will provide timely assessments and actionable recommendations to State leadership and stakeholders to help ensure the success of the AME replacement project.

Our readiness assessment methodology covers all aspects of project implementation. Depending on the project phases involved, the assessment may include readiness review of software, integration and interfaces, infrastructure, environments, security, data conversion, performance testing, release management, training, contingency planning, and operations. There may be dozens of project components evaluated across project areas, depending on the size and complexity of the project.

Our readiness assessment process consists of the following key steps:

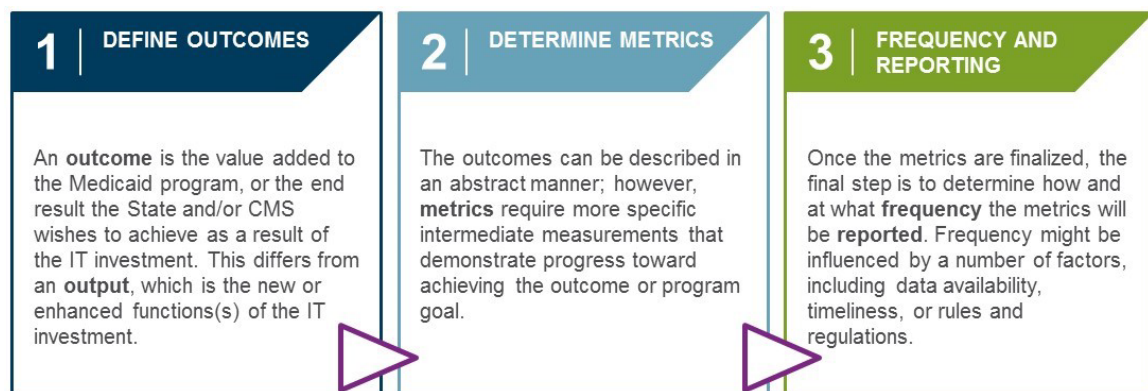
- **Define methodology** - review areas and assessment criteria
- **Collect and analyze data** - interviews, direct observation, and document review
- **Document and report** - findings and recommendations

This evaluation, provided 90 days prior to the system implementation date, will determine how many of the project components are “at risk” or “at significant risk” and not ready for go-live, and how many components are “on track” but may be dependent upon on-time submission and approval of key project deliverable updates, such as the Implementation Plan, Operations & Maintenance and Stabilization Manuals, and SLAs/Memorandum of Understanding documents.

The intention of a SMC approach is to provide consistency and accountability during the certification process. This includes following CMS guidance for CMS-Required Outcomes based on statutory and regulatory requirements, State-Specific outcomes that are measurable, achievable, and structured with short-term goals (agile approach), measurable metrics to track evidence and successes, and meeting the seven certification artifact requirements.

Rethinking certification in terms of business outcomes will require agencies to engage business and operations units at the earliest possible point of the project development process to define the program goals and define what a successful implementation is. BerryDunn employs a high-level three-step process to keep program goals and outcomes central to all other supporting activities. Figure 13 presents BerryDunn’s three-step SMC evaluation process.

Figure 13: Three Steps to SMC Evaluation



Step 1 – Define Outcomes

Unlike previous iterations of the certification life cycles and processes, SMC does not have a project initiation gate milestone. Instead, the certification process begins as DHS defines outcomes for inclusion in its APDs for CMS consideration. These outcomes, combined with the CMS-defined outcomes relevant to the specific IT investment, make up most of the certification effort. Defining outcomes early allows DHS to include those outcomes in RFPs, and subsequent vendor contracts. This helps DHS ensure that it and its vendor partners are moving towards those outcomes from project initiation.

Step 2 – Determine Metrics

The second step in the OBC process is to determine what to measure and subsequently how it will be measured. Metrics can be developed in two primary ways. For more strategic, high-level metrics, CMS offers a baseline set of metrics it recommends with its pre-defined outcomes for SMC efforts. To help ensure that recommended metrics achieve the desired objective, DHS should work with CMS to discuss how those metrics can be reported on based on DHS's business model and processes.

For metrics specific to the State's Medicaid program, DHS will need to draft metrics relevant to its outcomes. This process involves understanding the business need for the IT investment, how it fits into the Medicaid enterprise, and what the desired output of the particular approach is.

Step 3 – Frequency and Reporting

The third step represents the final certification effort, which includes reporting on the metrics determined in step 2. In determining the metric reporting frequency, DHS will need to consider the nuances of its Medicaid programs, how those nuances fit into CMS' expectations, and what data is available at what intervals. Understanding existing reporting mechanisms will serve as a valuable input in determining the frequency at which DHS will report on outcome-aligned metrics.

The basic SMC life cycle can be overlaid with BerryDunn's three-step process to create a comprehensive process that arms DHS with the tools and support necessary to achieve successful certification for its IT investments.

The SMC Intake Form is the central tool for integrating the CMS-defined outcome statements, Conditions for Enhanced Funding, and performance metrics with State-defined outcomes. BerryDunn will support DHS and its contractor partners in incorporating SMC-specific concepts and components into its certification and larger business activities to help ensure a successful certification.

Our IV&V team will be fully engaged and supportive during many of the planning phases of the AME replacement project. We will leverage our approach as trusted advisors to provide guidance and recommendations in preparing for milestone certification reviews. We make it a practice to meet weekly or biweekly with the project team regarding certification preparations and communicated frequently with CMS to align federal requirements with our outcomes-based recommendations across multiple project modules. We also provide the flexibility DHS needs, by offering feedback and insight in preparing for successful Operational Readiness Review (ORR) milestone submissions, assessing test results and defect lists, and ORR-readiness demonstrations. The IV&V team understands certification has evolved from MECT and CMS Certification Progress Reports into the SMC approach, and we are flexible to adhere to any approach determined by CMS and DHS.

Our team will review the State and contractor project plans and associated requirements, planning documents, and updates to these documents as the project progresses. We will provide guidance that will serve the dual purposes of validating that the solution satisfies the needs of DHS and the documentation needs of the certification and compliance processes. BerryDunn will coordinate in submitting all information for CMS Milestone Reviews, including the reviewer comments portion of the Medicaid Enterprise Certification Checklists and other required CMS forms. We will deliver the Project Monthly Progress Reports and Certification Progress Reports to CMS at the same time as DHS submissions, and before the scheduled certification milestone review. We have found collaborative working sessions with State appointees, the DHS PMO, and the contractor as needed, produce a thorough evaluation from various angles of the project. This team approach allows IV&V to collect valuable input needed to make recommendations for required artifacts. For example, a sampling of review analysis may include:

- Review and analyze project software development documents.

- Perform a detailed review of project deliverables for accuracy, completeness, and adherence to contractual and functional requirements.
- Perform a detailed review of the system documentation (Requirements, Design, Training, Test, Management Plans, etc.) for accuracy and completeness.
- Perform a detailed review of the software architecture for feasibility, consistency, and adherence to industry standards.
- Inventory and review the application software for completeness and adherence to programming standards.
- Analyze application, network, hardware, and software operating platform performance characteristics relative to expected/anticipated/contracted results and industry standards/expectations.
- Assess and recommend improvements, as needed, to help assure software testing is performed adequately through review of test plans or other documentation and through direct observation of testing where appropriate, including participation in and coordination of peer reviews.
- Assess and recommend improvements, as needed, to assure appropriate training is planned and carried out.
- Report all analyses and findings of verification and validation activities in a State-approved format.

For our fact-finding activities, BerryDunn will review AME and contractor deliverables, project artifacts, and status reports. In addition, the team will conduct focused interviews with project team members, as well as several informal discussions with AME and contractor staff, and attend several meetings to collect additional information and verify observations from document reviews.

During our assessment, our team will document critical findings identified in the assessment. Some examples of critical findings include:

- **Critical Finding:** Critical “Day One” functionality has not been designed, and workarounds/contingencies have not been developed.
- **Critical Finding:** Component testing, end-to-end (E2E) testing, and UAT may encounter numerous defects.
- **Critical Finding:** The number of defects encountered in component testing and the current pace of defect resolution may lead to further testing delays and/or software that lacks adequate quality or reliability.
- **Critical Finding:** Availability of software for 10 functional areas for component testing is late, leading to a backlog of test scripts.
- **Critical Finding:** Defect management processes outlined in the Test Plan are not being followed; defects may not be prioritized accurately.
- **Critical Finding:** Interface development is behind schedule, contributing to the delayed delivery of functionality and a backlog of test scripts.

Our assessment will identify findings and recommendations to improve readiness of required operational preparation activities. Many of our observations and comments are critical by nature because our primary objective is to identify areas of improvement. Our findings could reflect strengths noted during our assessment work. Figure 14 shows a sample of our readiness assessment work.

Figure 14: Sample Readiness Assessment Artifacts

Readiness Designation Indicators and Definitions

Indicator	Readiness Designation Definitions
	At Significant Risk: Activities are late based on the project schedule, have risks that are not mitigated, and may not be able to be completed on a schedule that indicates they will be ready for Day One.
	At Risk: Activities are late based on the project schedule and have risks that are not well controlled and will likely cause the area to continue to track late. However, with appropriate risk mitigation and issue resolution strategies, it may be possible to bring activities back on track schedule so that activities are ready for Day One.
	At Minimal Risk: Activities are on or ahead of project schedule. Mitigation activities have been identified and implemented, and indicates they will be ready for Day One. Promptly identify new risks.

ORR Group Tasks	
Readiness Groups	Task Topic
Infrastructure	<ul style="list-style-type: none"> • Desktops/workstations • Network connectivity to State data centers from the site • Access to shared folder and scanners • Access to local printers
Operations	<ul style="list-style-type: none"> • Assignment of BerryDunn site support staff • Assignment of State site support staff • Identification of individuals non-piloted counties who require training • Changes to work processes communicated to State staff • Work process training provided to State staff
Implementation	<ul style="list-style-type: none"> • Creation of pre-implementation checklists and post-implementation checklists per site by State • Creation of facilities checklist per site by State • List of staff per site along with State user IDs • Identification of System roles for site staff per site by State

The BerryDunn IV&V team will participate in the State’s CMS Milestone Reviews and inform CMS of significant risks or issues as the modules are planned, developed, and deployed. Our team will be present, as requested by the State and CMS, to answer questions and provide any additional guidance needed, based on findings reported by our team. We will be available and prepared to speak to any of our team’s findings. It is BerryDunn’s experience that CMS often has questions for the IV&V provider during CMS Milestone Reviews, and our team is committed to providing any additional information needed to complete the reviews successfully and efficiently. Through BerryDunn’s consistent application of the PMBOK® Guide framework, industry best standards for requirements management, and customization of our standard processes that have been developed for past clients, we will help DHS reach goals both for the project—such as CMS certification—and the product, achieving better outcomes for DHS.

E.5.D.B – Readiness Review Plan Example

BerryDunn has not used a standalone Readiness Review Plan for prior IV&V projects, as we include our methodology in our Operation and System Readiness Review reports. Reference Appendix I for an example of a plan we created to meet a previous project’s requirements for a comprehensive operation and system readiness review plan for each project.

E.5.D.C – Operation and System Readiness Review Report Example

Reference Appendix J for an example of an Operation and System Readiness Review Report used in a previous project.

Appendix A – Resumes



Divya Arulsamy, MBA, PMP®, SMC, ITIL, LSSYB Principal

Divya is an information technology (IT), program delivery and change management leader with 25+ years of experience managing large complex transformation programs for State Medicaid Agencies (SMAs) and Fortune 500 clients. In addition to his role of principal, Divya co-leads BerryDunn's Technical Advisory Service (TAS) practice which includes overseeing the TAS team of professionals and providing strategic direction for the practice. Core

services of the TAS team include IT governance and data governance, business architecture, information architecture, technical architecture, and solution architecture support services.

Divya possesses an excellent understanding of state Medicaid modules, namely claims system; provider; pharmacy; decision support systems; financial management; system integration services; fraud, waste, and abuse; and business operations. He has successfully assisted multiple SMAs with large complex programs involving design, development, and implementation (DDI), program and portfolio management, operations management, and Centers for Medicare & Medicaid Services (CMS) Certification.

Key Qualifications

- ✓ 12+ years of Health and Human Services (HHS) project and program management experience
- ✓ Re-engineered a legacy MMIS to a multi-tier architecture and MITA compliant system
- ✓ Working experience on multiple MMIS platforms in collaboration with multiple SMAs
- ✓ 20+ years of system integration and consulting experience across multiple technology
- ✓ 25+ years of Project, Program and Portfolio management experience across multiple industries
- ✓ Certified Project Management Professional®, Scrum Master and Lean SixSigma
- ✓ Practitioner knowledge and usage of industry standards, tools, and processes

Relevant Experience

BerryDunn (09/2017 to present)

Missouri Department of Social Services – Missouri Medicaid Enterprise (MME) PMO Engagement (11/2017 to present).

Divya is the Engagement and Project Manager for the MME PMO assisting the State in implementation of Program Integrity and Enterprise Data Warehouse (MMIS) modules. Divya established the PMO processes, templates and coached and mentored the state staff to oversee solution vendor Design, Development and Implementation (DDI) work. Additionally, Divya managed, Schedule, Risk and Issues, Change, Gate reviews, Status review and Quality. In addition to DDI work, Divya also assisted in traceability, testing and certification.

During this time Divya also led a procurement assistance project for Electronic Visit Verification (EVV). As part of this project Divya led a team to gather requirements, document business process and draft a Request for Proposal. Additionally, assisted in the Planning APD and budget projection for the RFP. Based on the teamwork, MME reached out to us to assist in the actual procurement of EVV vendor.

Divya worked on another key engagement with Department of Social Services (DSS) which included Dept. of Health and Senior Services (DHSS), Dept. of Mental Health (DMH) and DSS on Medicaid IT Assessment. As part of this project, Divya led a team to assess the current state of Medicaid and performed a survey with the key stakeholders to understand the issues, challenges and compare with other similar Medicaid agencies to recommend a solution for DSS.

Vermont Agency of Human Services (AHS) (10/2016 to 08/2017)

Divya worked as Senior IT Project Manager with multiple responsibilities and reporting within the PMO organization at AHS Vermont. He was responsible for program planning and development of an Advance Planning Document (APD) for the Integrated Eligibility & Enrollment (IE&E) program. Divya performed an assessment of the existing solution landscape and recommended a transformation approach to modernize the legacy eligibility system to a SoA-based IE&E system. Divya also established the groundwork for a Data Governance Council to implement Master Data Management for the AHS. Additionally, Divya provided project management for Pharmacy Benefit Management (PBM) through DDI and CMS Certification supporting R3 review and was instrumental in successful certification of the PBM module within the MMIS.

Xerox Business Services, LLC**New York Department of Health (05/2015 to 09/2016).**

Divya oversaw the NY Medicaid DDI work as the PMO Director for Xerox/Conduent engagement. The scope of the implementation covered overseeing the implementing of an open architecture MMIS on an aggressive schedule. Conduent brought the base system from NH MMIS to customize and configure for NY Medicaid using a Hybrid (Agile-Waterfall) methodology. Divya managed the development process, risk and issues, tools, staff onboarding, client management and ran the steering committee meeting.

Infocrossing, a Wipro Company**Missouri Medicaid Enterprise (MME) Modernization of Legacy MMIS (08/2006 to 04/2015).**

Divya was the program leader with Infocrossing and was responsible for all the DDI work for the legacy system modernization contract with Missouri Medicaid System. As part of the modernization Divya implemented over fifteen modules including claims, financial, enterprise service bus, fraud waste abuse, VSAM to DB2 conversion, rules engine implementation and other allied enhancement. In addition to this Divya also implemented 5010/D.0, ICD-10 and Council for Affordable Quality Healthcare Core administrative updates. During this tenure, Divya closely worked with business operations unit and addressed the system needs to support the multiple call centers for the Medicaid business. Legacy modernization of the MMIS was carried out through multiple steps spanning multiple years. This project successfully used a modified waterfall, agile, and iterative methodology, based on PMBOK® and Software Engineering Institute (SEI) CMM standards for program delivery, and established Center of Excellence (CoE) in PMO, testing, and development functions to successfully delivery the program on time and budget.

Realsoft, Inc. (04/2004 to 07/2006)

Divya worked as a program manager for application development with this IT consulting company, he led delivery teams of 100+ resources to work with fortune clients in the United States (US) and successful delivered mission critical solution. Additionally, he co-owned “DevConnect Partner” program for multiple Telco platforms (AVAYA, Nortel, Lucent) for joint development, customization, and deployment.

Nuntius Systems, Inc. (04/2001 to 03/2004)

Divya worked as an application manager for this Internet Protocol (IP) core company based out of Silicon Valley, wherein he managed a team of staff for design, development, and optimization of software products. Additionally, he was responsible to managed client relationship with multiple clients in the Silicon Valley. Divya worked on the state-of-the-art platforms to delivery embedded solution to chip companies.

Lucent Technologies (04/2000 to 03/2001)

Divya worked as a Senior Project Manager with Lucent wherein he was responsible for design, development, testing, and deployment of various software solutions for the lucent wireless product suite. This included managing over 80+ staff from offshore location in solution design and development

work. Additionally, Divya supports the go-to market team with the pursuits and pilot and product launches.

Ericsson Limited (08/1996 to 03/2000)

Divya worked as a Technical Project Manager handling design, development, testing, and deployment of products for Wireline and Wireless platform. Additionally, in this role, he analyzed field errors and created improvement plans for better problem management, undertook, and successfully completed an extremely challenging GSM System (CPU APZ21220), overhauling, and replacing on a live network at five different customer locations. This was performed meticulously that won customer appreciation.

C-DoT Telecom System Integrator (02/1990 to 07/1996)

As a senior engineer for design services, Divya was responsible for the design, development, integration, testing, and implementation of a telco digital switching system; and for system customization and re-configuration for unique numbering design based on customer requirements. He assisted in transfer of technology for design services, working on system design, production, testing, and integration. In addition, he participated in vendor training and wrote International Organization for Standardization (ISO) 9001 Quality System for Design Services Unit and obtained accreditation in 1994.

Education and Certifications

MBA, Marketing, Symbiosis Institute of Management

BS, Engineering – Electronics & Communication, University of Madras, India

Certified Project Management Professional®, Project Management Institute®

Scrum Master Certified from Scrum Alliance

Information Technology Infrastructure Library (ITIL) Foundation Certification

Lean Six Sigma Yellow Belt

Publications and Presentations

PMO for modular implementation – presented in MESC 2019



Misha A. Mosher, JD, LLM, PhD Engagement Manager

Misha is an experienced legal professional with proven project management, research, and analysis skills. She brings knowledge of the legal industry, Medicaid, Centers for Medicare and Medicaid Services (CMS) certification process, government regulations, state procurement processes, intellectual property, technology licensing, privacy and security, and risk management.

Key Qualifications

- ✓ Supported, developed, and managed dozens of state procurements in support of the modernization of the Medicaid Management Information System (MMIS) and Integrated Eligibility System (IES).
- ✓ Extensive Medicaid Enterprise Certification Toolkit (MECT), Streamlined Modular Certification (SMC), and Outcome-Based Certification (OBC) experience from assisting State Medicaid Agencies (SMAs).
- ✓ Developed and implemented vendor management practices for multiple clients through the creation of standardized policies.
- ✓ Over nine years of government Health and Human Services (HHS) experience.
- ✓ Led the development of project major deliverables (e.g., gap analyses, reports, policies, presentations, procurement documents) for Ohio, Iowa, Vermont, Puerto Rico, and West Virginia.

Relevant Experience

BerryDunn (11/2018 to present)

Iowa Department of Health and Human Services (Iowa HHS) – Medicaid Enterprise Modernization Effort (MEME) (06/2022 to present)

Iowa Medicaid has launched a systems modernization initiative, beginning with solutions targeted at achieving the top business priority: improving the experience for providers and Medicaid staff in provider enrollment, screening, credentialing, and maintenance of provider information. Misha serves as engagement manager on this project where BerryDunn is providing strategic planning, acquisition, and funding support services.

Ohio Department of Medicaid (ODM) – Ohio Medicaid Enterprise System (OMES) IV&V Services (01/2021 to present).

ODM is implementing its vision for a modular MMIS in the Ohio Medicaid Enterprise System project and BerryDunn is providing IV&V support. Misha serves as the engagement manager on the project, helping to provide ODM with crucial project health analysis; budget, schedule, and scope analysis; and risk and issue tracking for the Ohio Medicaid program as a whole.

Puerto Rico Department of Health (PRDoH) – Enterprise Objective Monitoring and Control Services (11/2019 to 12/2020).

As the contract management lead, Misha supported PRDoH's efforts to manage their vendor contracts. Misha analyzes existing and new vendor contracts to identify areas of a contract that introduce varying levels of risk to PRDoH. At the request of PRDoH, Misha also monitored and evaluated vendor activities including vendor deliverables and service level requirements in compliance with contracted terms. Misha also worked with PRDoH to develop and implement an enterprise-level contract management plan.

West Virginia Bureau for Medical Services (BMS) – Data Visioning and Warehouse Development and Procurement Assistance Project (11/2018 to 11/2019).

As the Project Manager, Misha managed the Data Visioning and Enterprise Data Warehouse

Development and Procurement Assistance Project, a project focused on supplying project management services to the State in an effort to assist with the integration of data sources, systems, and databases within BMS. This project was also focused on strategic planning and procurement related services to assist West Virginia Department of Health and Human Resources (DHHR) in the development of a Request for Proposal (RFP) for a DHHR Enterprise Data Solution (EDS). This responsibility included:

- ✓ Facilitation and gathering of RFP specifications
- ✓ Procurement facilitation and the development of the RFP
- ✓ Project status tracking, maintenance, and reporting to CMS
- ✓ Finalizing and sequencing data visioning activities to most efficiently and effectively integrate data sources across the DHHR into various State databases, data marts, and data warehouses
- ✓ Developing an Implementation Advance Planning Document (IAPD)
- ✓ Developing RFP documents and artifacts
- ✓ Oversight of a team of six to eight individuals

CSG Government Solutions (11/2016 to 10/2018)

Ohio Department of Medicaid (ODM)

As certification lead, Misha assisted ODM on process, strategies, and required artifacts in order to achieve federal certification through CMS for enhanced federal matching funds for the State's operations. She also provided legal consultation and analysis to the General Counsel's Office at ODM to help ensure it remains in compliance with procurements and contractual obligations. Other responsibilities included providing contract negotiations subject matter expertise, conducting alignment analysis to help ensure requirements align with the Medicaid Enterprise Certification Toolkit Checklist criteria, and managing the process leading to certification for each release.

Iowa Medicaid Enterprise

Misha served as a procurement subject matter expert, assisting the State in procuring a new MMIS. In this role, she conducted research and drafted analytical strategy documents in support of MMIS and Integrated Eligibility / Enterprise Data Warehouse strategy.

Vermont Agency of Human Services

As part of the Integrated Eligibility IV&V project, Misha investigated the final federal rule for enhanced funding for Mechanized Claims Processing and assisted in developing a client strategy for incorporating changes.

Vermont Agency of Human Services (01/2014 to 12/2016)

Misha served first as a procurement manager for the Department of Vermont Health Access (DVHA) and later as the vendor manager and IT procurement director. She supported the Health and Human Services Enterprise procurement objectives for IT services, products, and capabilities by advising and facilitating project teams during the vendor selection process. Establishing vendor management operations was a new area for Vermont; therefore, Misha's role focused on supporting the development of vendor management unit from the ground up through the creation reusable vendor management policies and guidelines. To implement new processes, Misha created formal trainings for project teams related to the vendor selection process and vendor performance management. In addition, Misha provided oversight in the evaluation of potential vendors for engagement to help ensure a defensible, clean, and rigorous procurement process.

ipCapital Group, LLC (04/2013 to 05/2015)

As an independent technical analyst, Misha crafted detailed technical documentation for invention disclosure projects, including IP disclosure documentation. This included reading and analyzing a variety of background documents, including patents, publications, manuals, white papers, and research documents.

Kent Law Practice, PLLC (09/2013 to 05/2014)

Misha researched and drafted motions in preparation for litigation, as well as technology and trademark licensing agreements. She responded to United States Patent and Trademark Office actions on behalf of clients, filed detailed documentation for trademark and copyright registration, attended client depositions and hearings, and supported clients in commercial, trademark, patent, antitrust, and copyright litigation in conjunction with transactional work.

Handal & Morofsky, LLC (01/2012 to 10/2012)

As an associate, Misha assisted partners with extensive litigation and transactional work primarily relating to privacy agreements, terms of use in digital media rights, e-commerce, privacy, free speech, and domain name dispute resolution. She researched and drafted legal documents and contracts related to IP licensing, communication law, and commercial litigation; drafted motions and co-facilitated client depositions and hearings; and supported clients in commercial, trademark, patent, antitrust, and copyright litigation in conjunction with transactional work.

Greenberg Traurig, LLP (11/2010 to 12/2011)

As a junior associate, Misha assisted solicitors in several departments while focusing on commercial and civil litigation: intellectual property, mergers and acquisitions, and human rights. She conducted initial legal research and writing on pro bono human rights brief for which the European Court of Human Rights reviewed and granted relief for the firm's client.

Reed Smith, LLP (05/2010 to 09/2010)

As a training associate, Misha researched policy implications of proposed IP and antitrust legislation, reviewed pleadings, and researched and drafted motions, legal briefs, and memorandums.

UK QMUL Legal Advice Centre (Legal Aid) (11/2009 to 05/2011)

As a legal advisor, Misha served as the chief liaison between law students and attorney solicitors from various United Kingdom and international firms volunteering for pro bono work.

Education and Certifications

Master of Law (LLM), Intellectual Property Law, Benjamin N. Cardozo School of Law

Juris Doctorate (JD and LLB), Common Law, Queen Mary University of London School of Law

Doctor of Philosophy (PhD), Law in Cultural Heritage, Queen Mary University of London School of Law

BS, Legal Studies, New York University

BA, Democracy and Governance, Georgetown University

US Freedom Corps Scholarship Program, Political Science, Georgetown University



Carla Laughlin, MBA, PMP®
IV&V Account/Project Manager

Carla is a Certified Project Manager Professional with 25 total years of Medicaid experience and 17 years' experience in leadership of small and large development teams, and mentoring staff. She brings a strong understanding and direct involvement in complete project life cycle from development of Statement of Work (SOW) through project initiation and implementation phases. Utilizing a development background, she enjoys being a hands-on leader,

actively participating in approach and implementation discussions, using my experience to help the team arrive at the best approach for the solution and customer satisfaction.

Key Qualifications

- ✓ 25 years of Medicaid experience
- ✓ Extensive experience with MMIS and implementation of projects
- ✓ Certified Project Management Professional since 2015

Relevant Experience

BerryDunn (06/2022 to present)

Ohio Department of Social Services – Ohio Medicaid Enterprise (OMES) IV&V Services (07/2023 to present).

Carla serves as an IV&V Deputy Project Manager (PM) for BerryDunn's IV&V team for Ohio OMES. In this role, she assists the IV&V PM with client relationship management, team resource planning and review of team assignments. In addition to PM duties, she is lead for the EVV application upgrade and assesses project health, reviews project deliverables, evaluates MEDES progress against CMS' Medicaid Eligibility & Enrollment Toolkit (MEET) requirements, produces monthly IV&V status reports, identifies potential risks and issues, and offers recommendations for mitigation.

Missouri Department of Social Services – Missouri Eligibility Determination and Enrollment System (MEDES) IV&V Services (06/2022 to present).

Carla serves as an IV&V analyst for BerryDunn's IV&V team for Missouri MEDES. In this role, she and the team assess project health, review project deliverables, evaluate MEDES progress against CMS' Medicaid Eligibility & Enrollment Toolkit (MEET) requirements, produce IV&V progress reports, identify potential risks and issues, and offer recommendations for mitigation.

Wipro (1998 to 06/2022)

PMO Manager/Program Manager (10/2021 to 06/2022)

Carla had oversight of PMO group, including PMs, testers, business analysts, and PMO tool administrators. She developed proposals for many new opportunities, and prepared responses for several state MMIS related RFPs, as well as a Contract Management tool, used to automate communication and alerts at various milestones of each contract to improve visibility and contract compliance of the PMO team.

Project Manager (2015 to 10/2021)

Carla served as a resource manager over other PMs and Jira® Administrator, providing mentoring, assigning work, oversight of project health, and assisted with customer escalations. She facilitated multiple, concurrent projects' resourcing plans, project plans, technical direction, and risk analysis for small and large projects with team sizes range from 4 to 35. She led projects to carve out portions of the legacy MMIS and establish data interfaces with vendors in support of module replacements, managed and coordinated third party vendor deliverables and contract compliance, participated in multiple disaster recovery tests for the MO HealthNet application, and evaluated, identified, and

implemented process improvements such as consolidating all teams to the same set of templates, developing, and delivering training materials for PM's and customer.

Technical Supervisor/Team Lead (2005 to 2015)

Carla identified and managed risks, provided project status to customers, handled escalations and managed defects. She created project artifacts such as requirement and design plans, interface plans, test plans, and implementation plans at each phase for customer approval. She also sat on an Architect Board and reviewed Design Plans from other project teams.

Developer (1998 to 2005)

Carla performed technical reviews on documents and code and evaluated adequate testing to identify gaps and help ensure processes were followed. She implemented initial Health Insurance Portability and Accountability Act of 1996 (HIPAA) X12 4010 transactions into the MO HealthNet application by evaluating many of the guides to align with business needs and developed the translation tool to map the data internally and subsequently the 4010-5010 X12 remediation effort.

Education and Certification

MBA, William Woods University

BS, Computer Science, SMSU

Certified Project Management Professional®



Buffy Cranford, MA, PMP[®], Prosci[®] IV&V Lead

Buffy brings more than 20 years of professional experience in public and private sectors. Over the course of five years, she led integrated eligibility transitions and strategic implementations in Nebraska for Medicaid and Long-Term Care, client services call center development and management, and asset verification systems. For the past 11 years, she has specialized in knowledge management and streamlining of multiple federal DHS programs including Medicaid and Economic Assistance (SNAP, Child Welfare, LIHEAP). She has a proven track record for implementing processes, staffing models, and knowledge management to deliver timely eligibility determinations. While in Nebraska, she transformed state-wide service delivery as a leader in Medicaid, and within two years, successfully restructured employment and training offices using new technology within the Department of Labor. Competencies include Federal Medicaid and Labor programs, stakeholder assessment, quality assurance, project management, program management, RFP writing, communications, credibility building, and client management.

Key Qualifications

- ✓ As a PMP[®], expertise in project management and planning for implementing integrated eligibility programs and procurements in Nebraska, Arkansas, and West Virginia
- ✓ 10+ years of experience with federal Medicaid policy and programs
- ✓ 10+ years of oversight, coordination, and facilitation of OCM and operational readiness activities consistent with Prosci[®] Change Management Methodology
- ✓ 10+ years in partnering with human resources regarding staffing levels, union contracts, hiring, interviewing, recruiting and retention
- ✓ 15+ years analyzing data and trends and implementing strategies to increase staff performance metrics/efficiency, and increase client quality assurance service levels
- ✓ 15+ years of leading, managing, and coaching staff through transitions and new process implementation while maintaining retention and creating cross-functional teams
- ✓ 16+ years of providing Organizational Development opportunities and tools, and managing resource allocations
- ✓ 20+ years of managing contracts, deliverables, project communications, and public relations
- ✓ 20+ years of training approach planning, including job roles and responsibilities, business processes, measuring impacts and change resistance, and creating repositories of supporting materials

Relevant Experience

BerryDunn (12/2019 to present)

Ohio Department of Medicaid (ODM) – Ohio Medicaid Enterprise System (OMES) IV&V Services (06/2021 to present).

Buffy is a senior consultant in BerryDunn's Medicaid Practice Group, currently serving as Project Manager in supporting ODM on its modular Medicaid Enterprise System (MES) modernization effort. Buffy provides an independent and objective perspective on governance structures and processes, organizational change management and processes, system integration, and key roadblocks, risks, and issues to help ODM achieve its OMES project objectives.

West Virginia Department of Health and Human Resources (DHHR) – People's Access to Help (PATH) DDI Project Management (11/2020 to present).

As a senior consultant, Buffy serves as the OCM Lead on the West Virginia People's Access to Help (WV PATH) project. She manages the identification, development, and implementation of organizational change management and operational readiness activities. This includes updating and

expanding the OCM Project Plan in alignment with the RFP, tracking and producing OCM deliverables, providing status reports for OCM and Training responsibilities and tasks, and working in collaboration with the state of West Virginia to streamline communications.

West Virginia Bureau for Medical Services (BMS) – COVID-19 Contact Tracing and Testing Initiative (04/2020 to 09/2020).

She has also led the COVID-19 task tracking team and built strong relationships with State Bureaus by coordinating communications, escalating tasks, and monitoring the progress of tasks and adherence to Federal governance.

Cognosante (08/2018 to 11/2019)

As a senior associate and organizational change manager, Buffy has served as the OCM Lead on numerous projects, primarily Medicaid and Economic Assistance eligibility and their associated programs, and the Arkansas Juvenile programs. She managed all aspects of Organizational Change Management for Medicaid Eligibility, based on all requirements set forth in the RFP. This included collaborating with State and System Integrator teams in creating goals, timelines, deliverable expectation documents, and project status reports; serving as a track expert in design and Joint Application Development sessions of the new eligibility systems for Medicaid and Economic Assistance; and reviewing resolutions in finalizing OCM, training, communications, change impact, knowledge transfer, and roll-out plans.

State of Nebraska (04/2016 to 08/2018)

As the administrator of the Eligibility and Enrollment Solution project team, Buffy managed multiple projects including the new Medicaid eligibility system, asset verification system, procurements, and contract management. She led all facets of organizational change management, communication, training, and documentation design and implementation, which included the following responsibilities:

- ✓ Write and update Communications, Training, and OCM plans, and align with contractual requirements.
- ✓ Guide and manage creation and approval of Training approach, the design of process and training manuals, virtual training, and ongoing support materials.
- ✓ Analyze Request for Proposals (RFPs) and contractual requirements to help ensure vendors deliver accurate design and functionality.
- ✓ Develop detailed project plans for each component of organizational changes, training, documentation development and communication approaches, by identifying sequential activities.

She also served as the Information Systems and Technology Privacy Officer, overseeing security of Medicaid software and hardware. This included creating and updating the Privacy Office Policy and Program Manual to create a prescriptive set of processes and procedures aligning with Federal and State of Nebraska Information Technology security policy and standards.

ACCESS Nebraska Lincoln Customer Service Center (06/2013 to 04/2016)

Buffy oversaw the direction and organization of the Medicaid and Long-Term Care services. She performed organizational change management analysis, reorganized the Lincoln Customer Service Center, assigned workers into skill sets, minimized phone queues, and reduced call wait times from forty-five minutes to five minutes or under for over two years. She created and implemented yearly strategic plans for both Customer Service Centers by examining resources, goals and objectives of the agency; updated and monitored performance metrics and developed dashboard monitoring strategies to help ensure clients received efficient and accurate customer service; collected and analyzed data and trends for the Medicaid and Long-Term Care call centers, and implemented strategies to increase service levels; directed multifunctional programs, improved efficiency, and increased the monthly quality assurance accuracy percentage with an average of 97.5 to 98%; and reviewed interactive voice

response systems to reduce phone queues and improve customer service, and served on a workgroup reviewing upgrades to the interactive voice response systems.

Nebraska Department of Labor (10/2011 to 06/2013)

Buffy designed and implemented the Virtual Services Unit call center for improving the federally funded labor exchange by retaining and marketing to new and existing employers and adding and attracting skilled labor to the NEworks system. She designed an intense training program, including quality assurance guidelines and scripts, for new Workforce Coordinators, and conducted follow-up training.

Buffy also served as the program coordinator for the Wagner-Peyser Act, assisted in creating and communicating policy initiatives, procedures, and goals for Wagner-Peyser employees. She developed federal grant applications and corrective action plans; designed an online training program and conducted weekly trainings for the NEworks online labor exchange system to assist in learning new technology; and assisted in designing the yearly federal incentive for enhancing the administrative delivery of employment and training activities in the Nebraska career centers, Workforce Regions, and surrounding communities.

TerraScan Inc. (03/2007 to 01/2011)

Buffy managed the Human Resources department, including overseeing employment, job postings, resume review, interviewing, hiring, maintaining sensitive documentation, and training of new and existing staff on policies and procedures.

Computer Services Inc. (11/2001 to 03/2007)

As a technical writer and application product specialist, Buffy managed online and hardcopy documentation for product releases and enhancements. She supervised work teams responsible for designing enhancements, programming, and testing banking software across the nation; conducted comprehensive testing of banking software; and designed help files and created articles for company announcements.

MindVision Software (10/2000 to 11/2001)

Buffy answered software and eSellerate technical support questions daily by email and phone. She edited the User's Guide for Installer VISE, conducted comprehensive testing of software and eSellerate web site, and performed on-site training of new software to Lincoln Stars administrators.

Education and Certifications

EdD, Educational Leadership and Administration, General, Doane University (**in progress**)

Master's Degree, Management, Doane University

BA, English, Theatre English, University of Nebraska

Certified Project Management Professional (**in progress**)



Taylor Phillips IV&V Business/Test Analyst

Taylor is a Senior Consultant in BerryDunn's Medicaid Practice Group, focusing on Independent Verification and Validation (IV&V) and program management services. As the Deputy Program Manager and Certification Lead for the Iowa HHS MEME engagement, Taylor provides program management support to Iowa HHS while it undergoes modernization of its legacy systems. She was previously the Project Manager for the Ohio Benefits IV&V

engagement and provided leadership to staff on her team, served as the lead contact for State staff and CMS, and managed the team's budget and invoices. Additionally, she served as the Deputy Project Manager for the Ohio Medicaid Enterprise System (OMES) IV&V engagement where she also served as the certification lead. Through her work, Taylor has developed collaborative and trusted relationships with state Medicaid Departments leadership and staff, as well as the CMS State Officers and numerous vendor staff. As a seasoned former legislative aide, she has a deep understanding of the Ohio state legislative landscape, including experience navigating the state and capital budgetary processes and analyzing legislative policy, particularly health and Medicaid policy. Taylor brings positive energy, and strong project management, communication, analytical, stakeholder engagement, and organizational skills to all her work. Taylor also plans to obtain her Project Management Professional® (PMP®) certification in the upcoming months.

Key Qualifications

- ✓ 2+ years of IV&V experience
- ✓ 2+ years of Streamlined Modular Certification (SMC) experience
- ✓ Project Management experience
- ✓ Public policy experience and development
- ✓ Legislative analysis
- ✓ Stakeholder engagement and outreach

Relevant Experience

BerryDunn (03/2021 to present)

Iowa Department of Health and Human Services (Iowa HHS) – Medicaid Enterprise Modernization Effort (MEME) (07/2023 to present)

BerryDunn is providing program management support to Iowa HHS while it undergoes modernization of its legacy systems. In this role, Taylor serves as the Deputy Program Manager and Certification Lead. She collaborates with HHS staff, vendor partners, and CMS and MITRE staff. Taylor is a committed team player and supports the engagement in a variety of ways, including leading the creation of the monthly CMS report, facilitating client meetings, supporting stakeholder engagement, and creating and reviewing deliverables.

Ohio Department of Medicaid (ODM) – Ohio Medicaid Enterprise System (OMES) IV&V Services (03/2021 to present).

Taylor serves as a high-level support to the OMES IV&V Project Manager by reviewing the monthly report, providing historical perspectives of the project, and any ad hoc duties. Previously, Taylor was the Deputy Project Manager for the OMES IV&V engagement. She led IV&V efforts with the OMES Program and the State Pharmacy Benefits Manager (SPBM) project by collaborating and meeting with OMES stakeholders, facilitating and observing client meetings, and reviewing project artifacts. She served as the team's certification lead, coordinating with CMS and analyzing OMES' SMC efforts, and she led BerryDunn's internal certification focus group. She was also a main contributor to the OMES and SPBM monthly status reports where she provided meaningful and actionable recommendations and identified risks and issues to assist the client in mitigating possible risk. She managed the

submission of the monthly OMES and SPBM reports that were submitted directly to CMS for their review and cultivated a close partnership with the CMS State Officer. Additionally, Taylor coordinated collecting signatures from agency Project Managers and submitting the Deliverable Acceptance Forms to the IV&V manager for accounting purposes.

Department of Administrative Services (DAS) – Ohio Benefits Program IV&V Services (01/2023 to 07/2023).

Taylor served as the Project Manager for the Ohio Benefits IV&V engagement. She managed a lean team of IV&V professionals, focusing on mentoring them and developing them professionally. She was a main contributor of the Monthly Progress Assessment Report and the Quarterly Assessment Summary. She completed an in-depth review of both of those reports as well as the Monthly Status Report before submission to the client and also led and developed the agenda for weekly meetings with the Ohio Benefits leadership team, meetings with the CMS State Officer, and quarterly meetings with high-level key stakeholders, including leadership from DAS, ODM, and the Ohio Department of Jobs and Family Services (ODJFS). In addition to leading client work, Taylor executed project management duties including managing the engagement’s budget and creating and submitting invoices to the client.

Ohio Women in Government (OWIG) (06/2017 to present)

Taylor has held a number of positions with the organization Ohio Women in Government, including treasurer (01/2023 to present), membership chair (01/2021 to 12/2022), philanthropy chair (05/2020 to 12/2020), and member of steering committee (2017 to present). Through her work with OWIG, Taylor has planned and executed philanthropic, educational, and social events, worked with the OWIG executive team to chart the trajectory of the organization, and managed the nonprofit’s budget.

Ohio Senate, Office of State Senator Nickie J. Antonio, Minority Whip-Elect (01/2019 to 04/2021)

As Senior Legislative Aide, Taylor successfully moved bipartisan, sound public policy through the legislative process, including applying strong communication, analytical and organizational skills to collaborating with interested parties, coordinating testimony and public hearing presentations, and crafting bill language. Taylor navigated the fast-paced budget process, applying her institutional knowledge of state government by monitoring and suggesting amendment proposals to improve the budget. She was responsible for researching and analyzing in-depth policy topics, skillfully clarifying issues, and presenting them to the Senator, interested parties, and constituents. She coordinated with members of the press; authoring press releases, speeches, talking points, letters to the editor, and articles for local newspapers. Taylor assisted caucus policy advisors in overseeing committee work in healthcare, transportation, finance, tax, and Medicaid policy; and managed the Senator’s office overseeing day to day operations and directly supervising the Legislative Aide, pages, and interns.

Ohio House of Representatives, Office of State Senator Nickie J. Antonio (06/2017 to 01/2019)

As Legislative Aide, Taylor assisted constituents in navigating state bureaucracies and interfaced with state agency liaisons, local governments, and congressional offices to solve complex problems including public assistance, benefit retention, and jobs and family services programs. She worked to introduce numerous pieces of legislation, many with bipartisan support, by collaborating with elected officials, lobbyists, and interested parties on researching and drafting legislation. Taylor wrote press releases, newsletters, and official correspondence; researched public policy issues and platforms. Additionally, she tracked moving legislation with attention to detail; performed critical policy analysis and planning work for the following committees: Health; Finance; Joint Medicaid Oversight; and Joint Legislative Ethics.

Education, Membership, and Certifications

BA, Political Science, Ohio Northern University

Lean Six Sigma, Green Belt

Project Management Professional Training complete; certification to be completed



Jonathan Watkins, M.S.

Tech Analyst (Subcontractor)

Jonathan is a subcontractor in BerryDunn's Medicaid Practice Group and has over 15 years in software technologies, including Cognos, Cognos Framework Manager, Microsoft Visual Studio, DataStage, Impact Pro, Toad, and SQL Developer, DB Visualizer, and ASP.NET. His experience ranges from performing systems analysis, including research, data mining and modeling, to process analysis and documentation, data extract creation, and ETL

processes and needs assessment for Medicaid beneficiaries. He leverages strong communication, research, and analytical skills to all his work.

Key Qualifications

- ✓ Has experience with multiple software technologies and databases, including Vertica, Oracle 11g, and Microsoft Access
- ✓ Has experience with designing, testing, scheduling, and implementing interactive or ad hoc queries and dashboards
- ✓ Designs extracts and ETLs for the Transformed Medicaid Statistical Information System (T-MSIS) Project
- ✓ Develops multiple ETL processes for various Provider Integrity Tools

Relevant Experience

DXC / Gainwell Technologies (2020 to 2023)

Jonathan serves as the senior professional application designer. He is a Cognos 11 Administrator, where he modifies, creates, and designs Cognos models using Cognos 11 Framework manager. He created and currently manages the 1094/1095B Affordable Care Act Extract/Mailout Application which saved the Mississippi Division of Medicaid an estimated 1 million dollars annually. Jonathan designs, tests, schedules, and implements interactive or ad hoc queries and dashboards that accept descriptive metadata input via the reporting tool Cognos. He performs systems analysis functions which include research, data mining using SQL, data modeling, process analysis, process documentation, data extract creation, and ETL processes and needs assessment for Medicaid beneficiaries. He designs extracts and ETLs for the Transformed Medicaid Statistical Information System (T-MSIS) Project and builds various automation tools using a combination of VB.NET, Cognos, Oracle, and Vertica. He develops multiple ETL processes for various Provider Integrity Tools.

Truven Health Analytics / IBM Watson (2012 to 2020)

Jonathan worked as a senior analytic consultant, BI analyst, and application developer. During his tenure, he designed, tested, scheduled, and implemented interactive or ad hoc queries and dashboards that accepted descriptive metadata input via the reporting tool Cognos. He performed systems analysis functions which included research, data mining using SQL, data modeling, process analysis, process documentation, data extract creation, ETL processes, and needs assessment for Medicaid beneficiaries. He automated large reports using the Cognos 10 SDK and VB.NET and aided in the development of the T-MSIS validation engine using VB.NET and Oracle. Jonathan supported Pharmacy, Claims, Eligibility, Provider, and Third Party Liability subsystems and served as a consultant for the T-MSIS Project. He built various automation tools using a combination of VB.NET, Cognos, and Oracle, and he also created and managed the 1094/1095B Affordable Care Act Extract/Application and IV&V for R.R. Donnelley Mailout.

Thomson Reuters (2011 to 2012)

As an analytic consultant and BI analyst, Jonathan was the Cognos 10 Administrator and was responsible for modifying, creating, and designing Cognos models using Cognos 10 Framework

manager. He trained end-users on report creation using Cognos 10 and designed, tested, scheduled, and implemented interactive or ad hoc queries and dashboards that accept descriptive metadata input via the reporting tool Cognos. Jonathan administered Cognos licenses and rights management of over 200 end-users and worked on Pharmacy, Claims, Eligibility, Provider, and Third Party Liability subsystems. He performed systems analysis functions including research, data mining using SQL, data modeling, process analysis, process documentation, data extract creation, IV&V for vendor takeover, and needs assessment on Medicaid beneficiaries.

Mississippi Division of Medicaid (2008 to 2011)

As a business systems analyst, Jonathan designed, tested, scheduled, and implemented interactive or ad hoc queries that accept descriptive metadata input by way of the reporting tool Cognos 8.2. He administered Cognos licenses and rights management for 200+ end-users. Jonathan performed systems analysis functions which included researching, data mining using SQL, data modeling, process analysis, IV&V for IMPACT PRO vendor product, process documentation, and needs assessment on Medicaid beneficiaries and served as liaison between non-technical users and technical staff to help ensure that system operations performed as required.

Jonathan also served as an associate business systems analyst. With this position, he worked with clients and other non-technical staff gathering business and other system related requirements. He assisted with a new thin client implementation which involved setting up hardware and software and informing users of its capabilities. Jonathan tested applications to help ensure they met predefined requirements requested by the end-users and executed Information Technology Security, planning and documentation, disaster response, and auditing of Information Technology Resources for Mississippi Division of Medicaid Regional Offices.

University of Hawaii (2005 to 2005)

As a marine biology graduate researcher, Jonathan designed and conducted phytoplankton experiments to investigate the effects of nutrient loading on the metabolic balance of the sea. He also collected samples and created a custom database to more effectively facilitate sample processing and interpretation.

Jackson State University (2004 to 2008)

Jonathan worked as a marine biology researcher. He conducted a graduate project entitled "Assessments of Microbenthic Invertebrate Abundance and Distribution in Three Mississippi Gulf Coast Bayous," where he processed samples, performed statistical calculations, and interpreted data. He also designed and maintained a database to more effectively analyze microbenthic invertebrate samples collected from various Mississippi Gulf Coast Bayous.

NOAA-NMFS MS Laboratories (2002 to 2004)

Jonathan served as a National Oceanic and Atmospheric Administration (NOAA) Scientist. He participated in aerial surveys and long lining cruises to monitor manta ray and shark migration patterns. He oversaw the recording of shark data as well as the operation of the Conductivity, Temperature, and Depth sensor (CTD), and he conceptualized and enacted an innovative web design approach for multiple Departments within the Mississippi Gulf Coast Division of NOAA.

Education and Memberships

MS Environmental Science, Marine Biology, Jackson State University

BS Industrial Technology, Computer Technology, Jackson State University

Appendix B – Required Forms

Reference the required forms in the following pages:

- Letter of Bondability
- Attachment M – Client History Form
- Certificate of Good Standing

UNITED STATES FIRE INSURANCE COMPANY

November 8, 2023

Department of Human Services
Office of Procurement
700 Main Street
Little Rock, Arkansas 72201

RE: Berry Dunn
2211 Congress Street
Portland, ME 04102

Solicitation: 710-24-0027 Independent Verification and Validation Services for the Arkansas Medicaid Enterprise Systems

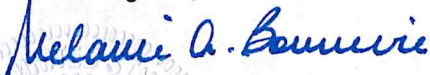
Dear Sir or Madam,

Please be advised that United States Fire Insurance Company is prepared to provide the requested Performance and Payment Bonds in the amount equal to 100% of the estimated annual contract price for the RFP and resultant contract that the contractor is seeking. We hope you will give them favorable consideration for your project.

Although Berry Dunn has our highest recommendation, execution of any final bonds would be subject to a review of the contract terms and conditions, including any requested bond forms, and also their current financial standing at the time of the request.

This letter is written for no consideration and is not a legally binding document or commitment to provide future bonds. If you need any additional assurance regarding the bonding capacity of Berry Dunn, please do not hesitate to contact me.

Best Regards,



Melanie A. Bonnevie
Attorney-In-Fact

Local Address: 46 Wright's Landing Road, Auburn, ME 04211

**POWER OF ATTORNEY
UNITED STATES FIRE INSURANCE COMPANY
PRINCIPAL OFFICE - MORRISTOWN, NEW JERSEY**

01378

KNOW ALL MEN BY THESE PRESENTS: That United States Fire Insurance Company, a corporation duly organized and existing under the laws of the state of Delaware, has made, constituted and appointed, and does hereby make, constitute and appoint:

Robert E. Shaw, Jr., Melanie A. Bonnevie, Heidi Rodzen, Joline L. Binette, Samuel M. Goulet

each, its true and lawful Attorney(s)-In-Fact, with full power and authority hereby conferred in its name, place and stead, to execute, acknowledge and deliver: Any and all bonds and undertakings of surety and other documents that the ordinary course of surety business may require, and to bind United States Fire Insurance Company thereby as fully and to the same extent as if such bonds or undertakings had been duly executed and acknowledged by the regularly elected officers of United States Fire Insurance Company at its principal office, in amounts or penalties: **Unlimited**

This Power of Attorney limits the act of those named therein to the bonds and undertakings specifically named therein, and they have no authority to bind United States Fire Insurance Company except in the manner and to the extent therein stated.

This Power of Attorney is granted pursuant to Article IV of the By-Laws of United States Fire Insurance Company as now in full force and effect, and consistent with Article III thereof, which Articles provide, in pertinent part:

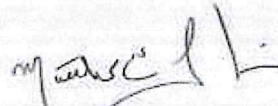
Article IV, Execution of Instruments - Except as the Board of Directors may authorize by resolution, the Chairman of the Board, President, any Vice-President, any Assistant Vice President, the Secretary, or any Assistant Secretary shall have power on behalf of the Corporation:

- (a) to execute, affix the corporate seal manually or by facsimile to, acknowledge, verify and deliver any contracts, obligations, instruments and documents whatsoever in connection with its business including, without limiting the foregoing, any bonds, guarantees, undertakings, recognizances, powers of attorney or revocations of any powers of attorney, stipulations, policies of insurance, deeds, leases, mortgages, releases, satisfactions and agency agreements;
- (b) to appoint, in writing, one or more persons for any (b) all of the purposes mentioned in the preceding paragraph (a), including affixing the seal of the Corporation.

Article III, Officers, Section 3.11, Facsimile Signatures. The signature of any officer authorized by the Corporation to sign any bonds, guarantees, undertakings, recognizances, stipulations, powers of attorney or revocations of any powers of attorney and policies of insurance issued by the Corporation may be printed, facsimile, lithographed or otherwise produced. In addition, if and as authorized by the Board of Directors, dividend warrants or checks, or other numerous instruments similar to one another in form, may be signed by the facsimile signature or signatures, lithographed or otherwise produced, of such officer or officers of the Corporation as from time to time may be authorized to sign such instruments on behalf of the Corporation. The Corporation may continue to use for the purposes herein stated the facsimile signature of any person or persons who shall have been such officer or officers of the Corporation, notwithstanding the fact that he may have ceased to be such at the time when such instruments shall be issued.

IN WITNESS WHEREOF, United States Fire Insurance Company has caused these presents to be signed and attested by its appropriate officer and its corporate seal hereunto affixed this 28th day of September, 2021.

UNITED STATES FIRE INSURANCE COMPANY

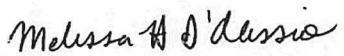

Matthew E. Lubin, President



State of New Jersey }
County of Morris }

On this 28th day of September, 2021, before me, a Notary public of the State of New Jersey, came the above named officer of United States Fire Insurance Company, to me personally known to be the individual and officer described herein, and acknowledged that he executed the foregoing instrument and affixed the seal of United States Fire Insurance Company thereto by the authority of his office.

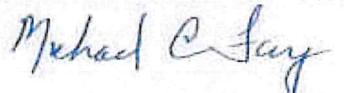


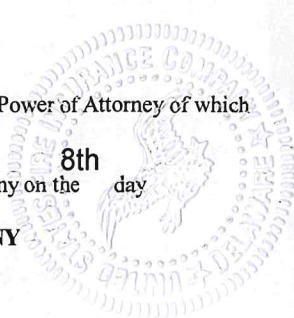

Melissa H. D'Alessio (Notary Public)

I, the undersigned officer of United States Fire Insurance Company, a Delaware corporation, do hereby certify that the original Power of Attorney of which the foregoing is a full, true and correct copy is still in force and effect and has not been revoked.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the corporate seal of United States Fire Insurance Company on the 8th day of November 2023

UNITED STATES FIRE INSURANCE COMPANY


Michael C. Fay, Senior Vice President



Attachment M

Arkansas Medicaid IV&V Client History Form

Instructions: This form is intended to help the State gain a more complete understanding of each Respondent's IV&V experience. This form **must** be completed completely and accurately.

The State reserves the right to verify the accuracy of these answers by contacting any of the listed clients, and all applicable clients **must** be listed. Omission of a client will constitute a failure to complete this form.

For purposes of this form, the "client" is not an individual but the entity which held the contract. By way of explanation, in the Contract resulting from this RFP, Arkansas's DHS will be the client. For each listed client, Respondents may (but are not required) provide the contact information for a person at the client entity who is knowledgeable of the named project. If the State contacts clients listed on this form, the State reserves the right to contact the listed individual or another person at the listed client.

The boxes below each prompt will expand if necessary. The form **must** be signed (please see the final page) by the same signatory who signed the Proposal Signature Page.

1. Please list every client state, tribe, or county (with an estimated population over 1 million as of 2020) where you (the prime contractor only) served as the prime contractor for IV&V services in the past eight (8) years. For each client, please specify the organization/agency/division, not just the state or political subdivision. Please briefly describe the scope of the contract. If there are no contracts which meet this definition please state "none."

<p>Kentucky Department of Revenue (DOR) (05/2019 to present) IV&V for Integrated Tax System (ITS) As part of this engagement, BerryDunn is providing IV&V services and RFP advisory services, reviewing ITS vendor proposal, facilitating of scoring and vendor demonstrations, ranking and contract negotiations, all leading to the successful completion of the vendor selection process. BerryDunn is now providing DOR with IV&V services to objectively evaluate the ITS development processes, identify conditions that increase risk, and provide actionable recommendations to promote successful program execution.</p> <p>Missouri Department of Social Services (DSS) (07/2013 to present) IV&V for MEDES BerryDunn is providing IV&V services to support Missouri's MEDES modernization efforts and implementation. The current initiatives for the Missouri MEDES program include Maintenance and Operations, SNAP and other special projects resulting from legislation, CMS guidance, or other driving forces. The BerryDunn IV&V team develops and delivers Bi-weekly IV&V assessments of the overall program health that are provided to CMS and Bi-weekly IV&V status reports. In addition, the BerryDunn IV&V team performs quality reviews for deliverable documents, executes assessment checklists, develops and delivers other reports (attestation reports that are provided to CMS) as needed, and has been able to provide a tool developed internally by BerryDunn to help improve MEDES documentation reviews, which streamlined their current process.</p> <p>Ohio Department of Administrative Services (04/2021 to 06/2023) IV&V for Ohio's Integrated Eligibility Application, Ohio Benefits As part of this engagement, BerryDunn developed and delivered a monthly Status Report, a monthly Progress Assessment Report, and Quarterly Assessment Reports. BerryDunn and the State met weekly where BerryDunn provided near real time input on program activities and collaborated on IV&V recommendations.</p> <p>Ohio Department of Medicaid (12/2016 to present) IV&V for Modular MMIS Procurement, Implementation and Certification BerryDunn provides IV&V services to the Ohio Department of Medicaid as they create a modernized solution guided by CMS standards. Ohio was a pilot state for the CMS Outcomes-Based Certification approach, and BerryDunn IV&V worked collaboratively with CMS and ODM in achieving certification for the EVV system in 2018. Currently, IV&V assists Ohio with piloting the Streamlined Based Certification (SMC) approach, and final certification is scheduled for three modules (SPBM, PNM, and FJ) in late 2023 and early 2024. Our team regularly performs quality reviews for deliverable documents, reviews artifacts and KPIs, and collaborated with ODM and CMS in supporting streamlined implementations and certification.</p> <p>Puerto Rico Medicaid Department (10/2019 to present) IV&V for Enterprise Objective Monitoring and Control Services BerryDunn provided a MMIS project health assessment in March 2023 for the Puerto Rico Medicaid Program (PRMP) MMIS Phase III financial management module. BerryDunn teamed together IV&V experts across the firm to perform an assessment review of project performance against project goals and outcomes, key milestones, project and program management approaches, testing management, and certification. This assessment included engaging multiple stakeholders, including PRMP, the MMIS vendor, the Enterprise Project Management Office (ePMO), and the Program Management Office (PgMO). The assessment output included a prioritized list of risks and issues with their associated mitigation and resolution strategies, overall recommendations to continuously monitor project health, and potential opportunities to further enable achievement of project goals and outcomes.</p>
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1.

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Kentucky Department of Revenue (DOR)

(05/2019 to present) IV&V for Integrated Tax System (ITS)

As part of this engagement, BerryDunn is providing IV&V services and RFP advisory services, reviewing ITS vendor proposal, facilitating of scoring and vendor demonstrations, ranking and contract negotiations, all leading to the successful completion of the vendor selection process. BerryDunn is now providing DOR with IV&V services to objectively evaluate the ITS development processes, identify conditions that increase risk, and provide actionable recommendations to promote successful program execution.

Missouri Department of Social Services (DSS)

(07/2013 to present) IV&V for MEDES

BerryDunn is providing IV&V services to support Missouri's MEDES modernization efforts and implementation. The current initiatives for the Missouri MEDES program include Maintenance and Operations, SNAP and other special projects resulting from legislation, CMS guidance, or other driving forces. The BerryDunn IV&V team develops and delivers Bi-weekly IV&V assessments of the overall program health that are provided to CMS and Bi-weekly IV&V status reports. In addition, the BerryDunn IV&V team performs quality reviews for deliverable documents, executes assessment checklists, develops and delivers other reports (attestation reports that are provided to CMS) as needed, and has been able to provide a tool developed internally by BerryDunn to help improve MEDES documentation reviews, which streamlined their current process.

Ohio Department of Administrative Services

(04/2021 to 06/2023) IV&V for Ohio's Integrated Eligibility Application, Ohio Benefits

As part of this engagement, BerryDunn developed and delivered a monthly Status Report, a monthly Progress Assessment Report, and Quarterly Assessment Reports. BerryDunn and the State met weekly where BerryDunn provided near real-time input on program activities and collaborated on IV&V recommendations.

Ohio Department of Medicaid

(12/2016 to present) IV&V for Modular MMIS Procurement, Implementation and Certification

BerryDunn provides IV&V services to the Ohio Department of Medicaid as they create a modernized solution guided by CMS standards. Ohio was a pilot state for the CMS Outcomes-Based Certification approach, and BerryDunn IV&V worked collaboratively with CMS and ODM in achieving certification for the EVV system in 2018. Currently, IV&V assists Ohio with piloting the Streamlined Based Certification (SMC) approach, and final certification is scheduled for three modules (SPBM, PNM, and FI) in late 2023 and early 2024. Our team regularly performs quality reviews for deliverable documents, reviews artifacts and KPIs, and collaborated with ODM and CMS in supporting streamlined implementations and certification.

Puerto Rico Medicaid Department

(10/2019 to present) IV&V for Enterprise Objective Monitoring and Control Services

BerryDunn provided a MMIS project health assessment in March 2023 for the Puerto Rico Medicaid Program (PRMP) MMIS Phase III financial management module. BerryDunn teamed together IV&V experts across the firm to perform an assessment review of project performance against project goals and outcomes, key milestones, project and program management approaches, testing management, and certification. This assessment included engaging multiple stakeholders, including PRMP, the MMIS vendor, the Enterprise Project Management Office (ePMO), and the Program Management Office (PgMO). The assessment output included a prioritized list of risks and issues with their associated mitigation and resolution strategies; overall recommendations to continually monitor project health; and potential opportunities to further enable achievement of project goals and outcomes.

2. Please list every client state, tribe, or county (with an estimated population over 1 million as of 2020) where you (the prime contractor only) served as a subcontractor for a IV&V services in the past eight (8) years. For each client, please specify the organization/agency/division, not just the state or political subdivision. Please briefly describe the scope of the contract and the role you specifically served in relation to the broader contract. If there are no contracts which meet this definition please state "none."

N/A

3. Please list every client state, tribe, or county (with an estimated population over 1 million as of 2020) where a proposed subcontractor served as the prime contractor for IV&V services in the past eight (8) years. For each client, please specify the organization/agency/division, not just the state or political subdivision. Please briefly describe the scope of the contract. If there are no contracts which meet this definition please state "none."

N/A

4. Please list every client where you (the prime contractor) served as the prime contractor for a contract to provide IV&V services for a state, county (with an estimated population over 1 million as of 2020), federal district, American territory, tribe, or Canadian province in the past eight (8) years. For each client, please specify the organization/agency/division, not just the state, province or political subdivision. Please briefly describe the system.

Kentucky Department of Revenue (DOR)
 (202018 to present) IV&V for Integrated Tax System (ITS)
 The Kentucky Department of Revenue (DOR), with assistance from the Commonwealth Office of Technology (COT), is in the process of replacing 116 antiquated and disparate tax systems with a single, commercial off-the-shelf (COTS), integrated tax system (ITS)—Revenue Premier Enterprise (RPE) from the contractor, Revenue Solutions Inc. (RSI)—that will allow for full transparency across all tax types. In addition, a taxpayer portal is also being constructed to allow for the electronic filing of all tax returns as well as many taxpayer self-service features. BonyDun is currently providing full-time IV&V services which includes assistance with project meetings, deliverable reviews and recommendations, risk and issue monitoring, and weekly as well as monthly project reporting.

Massachusetts Department of Social Services (DSS)
 (07/2013 to present) IV&V for MEDES
 The Mission DSS is replacing its existing eligibility and enrollment (E&E) system—the Family Assistance Management Information System (FAMIS)—with a new system, the MEDES. This is a large scale development and migration project that uses extensive automation and electronic verification, allowing the DSS to more efficiently assess Massachusetts seeking health coverage and financial support. The MEDES, developed on the IBM Cognos Social Program Management Platform, currently supports Missouri's Medicaid Adjusted Gross Income (MAGI) based programs. All other Income Maintenance programs are transitioning from FAMIS to MEDES, including non-MAGI Medicaid, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), the Louisiana Home Energy Assistance Program (LHEAP), and Child Care Assistance.

Ohio Department of Administrative Services
 (202017 to present) IV&V for Ohio's Integrated Eligibility Application, Ohio Benefits
 We provided IV&V services for the state's implementation of its new system to create an eligibility system that is consumer-centric and easy to navigate, promotes care coordination, improves administrative efficiencies, and addresses the delivery of healthcare services that are specific to an individual's needs. Development efforts on the program began in 2017 with the following major releases developed and deployed:
 • Release 1 – Integrated Eligibility (IE) and Business Intelligence (BI) for Medicaid/Medicaid Administrative Gross Income (MAGI) Program
 • Release 2 – IE and BI for Adults over 65, Blind, or Disabled (ABD) Medicaid. Key focus of this release included a switch from COB to RBA policy
 • Release 3 – IE and BI for Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) to (C&P); the pilot implementation to five counties occurred in October 2017 with state-wide production deployment completed during 2nd quarter 2018.
 The releases below were planned for deployment in the 2019-2020 timeframe:
 • Release 4 – Introduction of new and Product Upgrade
 • Self Service Reporting - Provide Self Service Reporting capability in COM, JFS, and the counties
 • Implement Medicaid JFS, Participant capability in the system
 • Employment Release
 • Ongoing MAGI defect fix releases
 • Implement Childcare functionality in Ohio Benefits.

Ohio Department of Medicaid
 (202021 to present) IV&V for Ohio Department of Medicaid (ODM) Modular MMS
 The BonyDun IV&V team actively provides services for ODM through the procurement, design, implementation and maintenance of multiple modules, including, but not limited to: ADAM, APN, EDI, EVO, FI, SPBA, and PHM. The ODM's goal is to modernize the Ohio Medicaid system, comprising the Medicaid Information Technology System (MITS) and associated systems, by migrating to new Commercial Off the Shelf (COTS) solutions. This effort, managed as the ODM's program, affects ODM as well as its state share agencies. The modernized system is guided by CMS standards for system selection and integration to build a modular system composed of best-in-breed applications and technology.

Puerto Rico Medicaid Department
 (202021 to present) IV&V for Puerto Rico Medicaid Program (PRMP) MMS Phase II
 BonyDun provided a PMO pre-aid health assessment in March 2021 for the Puerto Rico Medicaid Program (PRMP) MMS-Phase II financial management module. PRMP's goal with Phase II is to provide operational improvements to financial systems automation, data and information sharing between systems, stable validity, and financial transaction and reporting timeliness. By updating the existing MMS, PRMP will enhance program oversight, transition PRMP into an integrated and information-driven agency, leverage technology advancements to improve healthcare outcomes for citizens, and increase the efficiency of the Medicaid program with the Commonwealth and CMS. The IV&V team North assessment included measuring CMS defined SMC system by specific criteria, such as timeliness of premium payments, data exchanges, and payment accuracy.

5. Please list every client where a proposed subcontractor served as the prime contractor for a contract to provide IV&V services for a state, county (with an estimated population over 1 million as of 2020), federal district, American territory, tribe, or Canadian province in the past eight (8) years. For each client, please specify the organization/agency/division, not just the state, province or political subdivision. Please briefly describe the system.

N/A

Authorized Signature: _____

Use Ink Only.

Printed/Typed Name: _____

Divya Arulsamy

Title: _____

Principal

Date: _____

01/10/2024

4.

The size of the font is very small to get our entire response in the box for this item, so we repeated the response here in a larger, more readable font.

Kentucky Department of Revenue (DOR)

(05/2019 to present) IV&V for Integrated Tax System (ITS)

The Kentucky Department of Revenue (DOR), with assistance from the Commonwealth Office of Technology (COT), is in the process of replacing 114 antiquated and disparate tax systems with a single, commercial off-the-shelf (COTS), integrated tax system (ITS)—Revenue Premier Enterprise (RPE) from the creator/vendor, Revenue Solutions Inc. (RSI)—that will allow for full transparency across all tax types. In addition, a taxpayer portal is also being constructed to allow for the electronic filing of all tax returns as well as many taxpayer self-service features. BerryDunn is currently providing full-time IV&V services which includes attendance at all project meetings, deliverable reviews and recommendations, risk and issue monitoring, and weekly as well as monthly project reporting.

Missouri Department of Social Services (DSS)

(07/2013 to present) IV&V for MEDES

The Missouri DSS is replacing its existing eligibility and enrollment (E&E) system—the Family Assistance Management Information System (FAMIS)—with a new system, the MEDES. This is a large-scale development and integration project that uses extensive automation and electronic verification, allowing the DSS to more efficiently serve Missourians seeking health coverage and financial support. The MEDES, developed on the IBM® Cúram Social Program Management Platform, currently supports Missouri's Modified Adjusted Gross Income (MAGI)-based programs. All other Income Maintenance programs are transitioning from FAMIS to MEDES, including non-MAGI Medicaid, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), the Low-Income Home Energy Assistance Program (LIHEAP), and Child Care Assistance.

Ohio Department of Administrative Services

(04/2021 to present) IV&V for Ohio's Integrated Eligibility Application, Ohio Benefits

We provided IV&V services for the State's implementation of its vision to create an eligibility system that is consumer centric and easy to navigate, promotes care coordination, improves administrative efficiencies, and enhances the delivery of healthcare services that are specific to an individual's needs. Development efforts on the program began in 2013 with the following major releases developed and deployed:

- Release 1 – Integrated Eligibility (IE) and Business Intelligence (BI) for Medicaid Modified Adjustable Gross Income (MAGI) Program
- Release 2 – IE and BI for Adults over 65, Blind, or Disabled (ABD) Medicaid; key focus of this release included a switch from 209B to 1634 policy
- Release 3 – IE and BI for Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) or (Cash); the pilot implementation to five counties occurred in October 2017 with state-wide production deployment completed during third quarter 2018

The initiatives below were planned for deployment in the 2019-2020 timeframe:

- Release 4 – Infrastructure refresh and Product Upgrade
- Self Service Reporting – Provide Self Service Reporting capability to ODM, JFS, and the counties
- Implement Medicaid Work Participation capability in the system
- Enhancement Releases
- Ongoing M&O defect fix releases
- Implement Childcare functionality in Ohio Benefits

Ohio Department of Medicaid

(03/2021 to present) IV&V for Ohio Department of Medicaid (ODM) Modular MMIS

The BerryDunn IV&V team actively provides services for ODM through the procurement, design, implementation and certification of multiple modules, including, but not limited to: ADAM, APM, EDI, EVV, FI, SPBM, and PNM. The ODM's goal is to modernize the Ohio Medicaid system, comprising the Medicaid Information Technology System (MITS) and associated systems, by relying on new Commercial Off the Shelf (COTS) solutions. This effort, managed as the OMES program, affects ODM as well as its sister State agencies. The modernized solution is guided by CMS standards for system architecture and integration to build a modular system composed of best-in-breed applications and technology.

Puerto Rico Medicaid Department

(10/2019 to present) IV&V for Puerto Rico Medicaid Program (PRMP) MMIS Phase III

BerryDunn provided a MMIS project health assessment in March 2023 for the Puerto

Rico Medicaid Program (PRMP) MMIS Phase III financial management module. PRMP's goal with Phase III is to provide operational improvements to financial systems reconciliation, data and information sharing between systems, claims visibility, and financial transaction and reporting timeliness. By updating the existing MES, PRMP will improve program oversight, transform PRMP into an integrated and information-driven agency, leverage technologic advancements to improve healthcare outcomes for citizens, and increase the credibility of the Medicaid program with the Commonwealth and CMS. The IV&V team health assessment included measuring CMS-defined SMC outcomes to specific metrics, such as timeliness of premium payments, data exchanges, and payment accuracy.



Arkansas Secretary of State John Thurston

State Capitol Building ♦ Little Rock, Arkansas 72201-1094 ♦ 501-682-3409

Certificate of Good Standing

I, John Thurston, Secretary of State of the State of Arkansas, and as such, keeper of the records of domestic and foreign corporations, do hereby certify that the records of this office show


BERRY, DUNN, MCNEIL & PARKER, LLC

formed under the laws of the state of Maine, and authorized to transact business in the State of Arkansas as a Foreign Limited Liability Company, was granted a Registration of Foreign Limited Liability Company by this office January 7, 2016.

Our records reflect that said entity, having complied with all statutory requirements in the State of Arkansas, is qualified to transact business in this State.



In Testimony Whereof, I have hereunto set my hand and affixed my official Seal. Done at my office in the City of Little Rock, this 12th day of September 2022.


John Thurston
Secretary of State

Online Certificate Authorization Code: 2412b2c002d163a

To verify the Authorization Code, visit sos.arkansas.gov

Appendix C –IV&V Project Schedule Example

Due to page limitations, we are showing page 1, 2, and 8 of the IV&V Project Schedule Example. We are happy to share the entire example (8 pages) upon DHS request.

IVV Project Schedule					
ID	Outline Number	Task Name	Duration	Start	Finish
1	1	IV&V IE Enterprise Project	1963 days	Tue 12/1/20	Wed 6/28/28
2	1.1	IV&V IE Enterprise Project Start - Contract Execution	0 days	Tue 12/1/20	Tue 12/1/20
3	1.2	Initiation Phase	46 days	Tue 12/1/20	Tue 2/9/21
4	1.2.1	Conduct Kickoff Meetings and Onboarding	24 days	Tue 12/1/20	Thu 1/7/21
5	1.2.1.1	Conduct Introductory Call	1 day	Mon 12/7/20	Mon 12/7/20
6	1.2.1.1.1	Conduct IV&V Services Introductory Call	1 day	Mon 12/7/20	Mon 12/7/20
7	1.2.1.1.2	Schedule State and IV&V Kickoff Meeting	1 day	Mon 12/7/20	Mon 12/7/20
8	1.2.1.1.3	Schedule IE and HHS Business Intelligence Project Colloquium (with SI/OCM Contractors)	1 day	Mon 12/7/20	Mon 12/7/20
9	1.2.1.1.4	Develop and submit information request for background materials	1 day	Mon 12/7/20	Mon 12/7/20
10	1.2.1.2	Onboarding of IV&V Staff	10 days	Tue 12/1/20	Mon 12/14/20
11	1.2.1.2.1	Onboard & transition IV&V team	7 days	Tue 12/1/20	Wed 12/9/20
12	1.2.1.2.2	Review background materials	10 days	Tue 12/1/20	Mon 12/14/20
13	1.2.1.2.3	IV&V team arrives onsite	1 day	Thu 12/10/20	Thu 12/10/20
14	1.2.1.3	Conduct IV&V Services Kickoff Meeting w/ State	5 days	Thu 12/10/20	Wed 12/16/20
15	1.2.1.3.1	Prepare for State and IV&V Kickoff meeting	4 days	Thu 12/10/20	Tue 12/15/20
16	1.2.1.3.2	Conduct State and IV&V Kickoff meeting	1 day	Wed 12/16/20	Wed 12/16/20
17	1.2.1.4	Conduct IE and HHS Business Intelligence Project Colloquium (with SI/OCM Contractors)	12 days	Thu 12/17/20	Thu 1/7/21
18	1.2.1.4.1	Prepare for IE and HHS Business Intelligence Project Colloquium planning meeting with State	11 days	Thu 12/17/20	Wed 1/6/21
19	1.2.1.4.2	Conduct Seminar Meeting	1 day	Thu 1/7/21	Thu 1/7/21
20	1.2.2	Deliverable Expectation Documents	46 days	Tue 12/1/20	Tue 2/9/21
21	1.2.2.1	Interval Deliverable Agreement DED	22 days	Tue 12/1/20	Tue 1/5/21
22	1.2.2.1.1	Develop Interval Deliverable Agreement DED	15 days	Tue 12/1/20	Mon 12/21/20
23	1.2.2.1.1.1	Develop draft Interval Deliverable Agreement DED	5 days	Tue 12/1/20	Mon 12/7/20
24	1.2.2.1.1.2	Internal review of draft Interval Deliverable Agreement DED	1 day	Tue 12/8/20	Tue 12/8/20
25	1.2.2.1.1.3	Apply internal updates	1 day	Wed 12/9/20	Wed 12/9/20
26	1.2.2.1.1.4	Submit draft Interval Deliverable Agreement DED to State	1 day	Thu 12/10/20	Thu 12/10/20
27	1.2.2.1.1.5	Walkthrough draft Interval Deliverable Agreement DED with State	1 day	Fri 12/11/20	Fri 12/11/20
28	1.2.2.1.1.6	State review draft Interval Deliverable Agreement DED	5 days	Mon 12/14/20	Fri 12/18/20
29	1.2.2.1.1.7	IV&V update draft Interval Deliverable Agreement DED	1 day	Mon 12/21/20	Mon 12/21/20
30	1.2.2.1.2	Deliver Interval Deliverable Agreement DED	7 days	Tue 12/22/20	Tue 1/5/21
31	1.2.2.1.2.1	Submit Interval Deliverable Agreement DED to State	1 day	Tue 12/22/20	Tue 12/22/20
32	1.2.2.1.2.2	State review of Interval Deliverable Agreement DED	5 days	Wed 12/23/20	Mon 1/4/21

IVV Project Schedule					
ID	Outline Number	Task Name	Duration	Start	Finish
33	1.2.2.1.2.3	State approval of Interval Deliverable Agreement DED	1 day	Tue 1/5/21	Tue 1/5/21
34	1.2.2.2	IV&V Assessment Report DED	24 days	Tue 12/1/20	Thu 1/7/21
47	1.2.2.3	IV&V Project Work Management Plan DED	20 days	Tue 12/1/20	Thu 12/31/20
60	1.2.2.4	Quarterly Interview Analysis Report DED	22 days	Tue 12/1/20	Tue 1/5/21
73	1.2.2.5	Monthly IV&V Status Report DED	22 days	Tue 12/1/20	Tue 1/5/21
86	1.2.2.6	Weekly IV&V Status Report DED	22 days	Tue 12/1/20	Tue 1/5/21
99	1.2.2.7	Periodic Independent Quality Review Report DED	24 days	Wed 1/6/21	Tue 2/9/21
100	1.2.2.7.1	Develop Periodic Independent Quality Review Report DED	17 days	Wed 1/6/21	Fri 1/29/21
108	1.2.2.7.2	Deliver Periodic Independent Quality Review Report DED	7 days	Mon 2/1/21	Tue 2/9/21
112	1.2.2.8	Corrective Action Plan DED	22 days	Tue 12/1/20	Tue 1/5/21
113	1.2.2.8.1	Develop Corrective Action Plan DED	15 days	Tue 12/1/20	Mon 12/21/20
121	1.2.2.8.2	Deliver Corrective Action Plan DED	7 days	Tue 12/22/20	Tue 1/5/21
125	1.3	Planning Phase	67 days	Tue 12/1/20	Thu 3/11/21
126	1.3.1	IV&V Project Work Management Plan	25 days	Mon 1/4/21	Mon 2/8/21
127	1.3.1.1	Develop IV&V Project Work Management Plan	18 days	Mon 1/4/21	Thu 1/28/21
128	1.3.1.1.1	Communications Management Plan	2 days	Mon 1/4/21	Tue 1/5/21
129	1.3.1.1.2	Project Work Plan	2 days	Mon 1/4/21	Tue 1/5/21
130	1.3.1.1.3	Quality Management Plan	2 days	Wed 1/6/21	Thu 1/7/21
131	1.3.1.1.4	Risk and Issue Management Plan	2 days	Wed 1/6/21	Thu 1/7/21
132	1.3.1.1.5	Schedule Management Plan	2 days	Fri 1/8/21	Mon 1/11/21
133	1.3.1.1.6	Schedule / Milestones & Burn Down Charts	2 days	Fri 1/8/21	Mon 1/11/21
134	1.3.1.1.7	Staffing Plan	2 days	Fri 1/8/21	Mon 1/11/21
135	1.3.1.1.8	Internal review of draft IV&V Project Work Management Plan	2 days	Tue 1/12/21	Wed 1/13/21
136	1.3.1.1.9	Apply internal updates	1 day	Thu 1/14/21	Thu 1/14/21
137	1.3.1.1.10	Submit draft of IV&V Project Work Management Plan to State	1 day	Fri 1/15/21	Fri 1/15/21
138	1.3.1.1.11	Walkthrough of draft of IV&V Project work Management Plan with State	1 day	Tue 1/19/21	Tue 1/19/21
139	1.3.1.1.12	State review draft of IV&V Project work Management Plan	5 days	Wed 1/20/21	Tue 1/26/21
140	1.3.1.1.13	IV&V update draft of IV&V Project Work Management Plan as applicable	2 days	Wed 1/27/21	Thu 1/28/21
141	1.3.1.2	Deliver IV&V Project Work Management Plan	7 days	Fri 1/29/21	Mon 2/8/21
142	1.3.1.2.1	Submit IV&V Project Work Management Plan to State	1 day	Fri 1/29/21	Fri 1/29/21
143	1.3.1.2.2	Review of IV&V Project Work Management Plan by State	5 days	Mon 2/1/21	Fri 2/5/21
144	1.3.1.2.3	State approval of the IV&V Project Work Management Plan	1 day	Mon 2/8/21	Mon 2/8/21
145	1.3.2	Initial IV&V Assessments (repeated for each Focus-Area as applicable)	43 days	Fri 1/8/21	Thu 3/11/21
146	1.3.2.1	Initial Assessment Starts	18 days	Fri 1/8/21	Wed 2/3/21
147	1.3.2.1.1	Work with State to obtain applicable documentation	3 days	Fri 1/8/21	Tue 1/12/21

IVV Project Schedule					
ID	Outline Number	Task Name	Duration	Start	Finish
515	1.4.9.10	CMS conducts onsite certification visit	1 day	Fri 3/26/21	Fri 3/26/21
516	1.4.9.11	CMS provides State with CMS Milestone Debrief	1 day	Mon 3/29/21	Mon 3/29/21
517	1.4.9.12	State responds to CMS Milestone Debrief as applicable	5 days	Tue 3/30/21	Mon 4/5/21
518	1.4.10	Internal IV&V Project Review (ongoing)	22 days	Mon 3/1/21	Tue 3/30/21
519	1.4.10.1	IV&V reviews internal processes for continuous improvements	7 days	Mon 3/1/21	Tue 3/9/21
520	1.4.10.2	Quality improvements are developed (as needed)	7 days	Wed 3/10/21	Thu 3/18/21
521	1.4.10.3	Quality improvements are implemented (as needed)	7 days	Fri 3/19/21	Mon 3/29/21
522	1.4.10.4	IV&V seeks State approval to implement improvements (as needed)	1 day	Tue 3/30/21	Tue 3/30/21
523	1.4.11	Corrective Action Plan (as applicable)	20 days	Wed 12/1/21	Wed 12/29/21
524	1.4.11.1	Develop Corrective Action Plan	13 days	Wed 12/1/21	Fri 12/17/21
528	1.4.11.2	Deliver Corrective Action Plan	7 days	Mon 12/20/21	Wed 12/29/21
532	1.4.12	Test Results Validation (reported on monthly during Testing Phases)	18 days	Mon 5/3/21	Wed 5/26/21
533	1.4.12.1	IV&V monitors and analyzes test results	15 days	Mon 5/3/21	Fri 5/21/21
534	1.4.12.2	IV&V reports on quality, issues, and concerns in Monthly IV&V Status report	3 days	Mon 5/24/21	Wed 5/26/21
535	1.5	Project Close-out Phase (4-mo to contract end)	86 days	Wed 3/1/28	Wed 6/28/28
536	1.5.1	Archive all IV&V Documents	80 days	Wed 3/1/28	Tue 6/20/28
537	1.5.2	Deliver archive of all IV&V documents	1 day	Wed 6/21/28	Wed 6/21/28
538	1.5.3	State approval of all IV&V documents	5 days	Thu 6/22/28	Wed 6/28/28

Appendix D – Privacy and Security Plan Template

Due to page limitations, we are showing the first page of the Table of Contents and the first 2 pages the Privacy and Security Plan Template. We are happy to share the entire example (10 pages) upon DHS request.

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Executive Summary

Purpose

[Contractor] is committed to protecting the privacy and security, confidentiality, integrity, and availability of protected health information (PHI). All [Contractor] workforce members share in the responsibility for safeguarding the PHI/ePHI to which they have access. Workforce members are expected to comply with the Information Privacy and Security (IPS) Policies and Procedure that comprise the IPS Program.

Person(s) Responsible

All [Contractor] workforce members.

1. Privacy and Security Policy Overview

Purpose

To serve our clients, [Contractor] must access, receive, maintain, transmit, and use protected health information (“Business Associate” activities) which triggers [Contractor]’s obligation to comply with the HIPAA (Health Insurance Portability and Accountability Act) provisions applicable to business associates. This document provides an overview of the [Contractor] IPS Program, as well as definitions that are used throughout IPS Policies and Procedures

Applicability

The following must be adhered to by all [Contractor] workforce members and system support contractors.

Definitions

Definitions of terms used throughout the IPS Policies and Procedures that comprise the [Contractor] IPS Program are included below.

1. **Breach** – The unauthorized acquisition, access, use, or disclosure of protected health information which compromises the security or privacy of such information, except where an unauthorized person to whom such information is disclosed would not reasonably have been able to retain such information.
2. **Business Associate** – A person or entity that performs certain functions or activities that involve the use or disclosure of protected health information on behalf of, or provides services to, a covered entity. ([Contractor] is a “Business Associate” of other entities that pass PHI to [Contractor]. Subcontractors of [Contractor] are also treated as “Business Associates” under HIPAA.)
3. **Co-location** – A data center (contracted by [Contractor]) or by a Systems Support Contractor) that holds [Contractor] data, including potentially [Contractor] PHI/ePHI, and provides storage and physical security of servers and networking equipment.

4. **Covered Entities** – A Covered Entity is an individual, organization, or agency that must comply with HIPAA rules to protect the privacy and security of health information and must provide individuals with certain rights with respect to their health information. A Covered Entity is one of the following:
 - a. A health care provider;
 - b. A health plan; or
 - c. A health care clearinghouse.
5. **[Contractor] facility** – Physical facilities owned or leased by [Contractor] for use by [Contractor] employees, including [specific office address]
6. **[Contractor] PHI/ePHI** – PHI (see definition below), for the security of which [Contractor] is responsible, including PHI entrusted to it under a Business Associate Agreement (BAA).
7. **[Contractor] Information Privacy and Security (IPS) Program** - The [Contractor] Information Privacy and Security Program is comprised of [Contractor] Privacy and Security Policies and Procedures that have been adopted to ensure the privacy, security, confidentiality, integrity, and availability of protected health information.
[List policies and procedures below]
 - a. **[Policy or procedure name here]**
 - b. **[Policy or procedure name here]**
 - c. **[Policy or procedure name here]**
8. **Health Insurance Portability and Accountability Act (HIPAA)** – The Administrative Simplification Section of the Health Insurance Portability and Accountability Act of 1996, as codified at 42 U.S.C. § 1320d through d-9, and the requirements of any applicable regulations promulgated thereunder, and Title XIII of the American Recovery & Reinvestment Act of 2009 (the “HITECH Act”), as well as all pertinent current and future regulations issued by the Department of Health and Human Services thereunder.
9. **Minimum Necessary Standard** – Only the minimum necessary protected health information should be used or disclosed to accomplish the intended purpose.
10. **Privacy Rule** – The Privacy rule establishes national standards to protect individuals’ medical records and other personal health information and applies to health plans, health care clearinghouses, and those health care providers that conduct certain health care transactions electronically. It requires appropriate safeguards to protect the privacy of personal health information, and sets limits and conditions on the uses and disclosures that may be made. The Privacy Rule is located at 45 CFR part 160 and Subparts A and E of Part 164.
11. **Protected Health Information (PHI)** – Protected health information is individually identifiable information, held or transmitted by a covered entity or its business associate, relating to:
 - a. an individual’s past, present, or future physical or mental health or condition,
 - a. the provision of health care to the individual, or
 - b. the past, present, or future payment for the provision of health care to the individual, and

Appendix E – Biweekly Status Report Template

Due to page limitations, we are showing the Table of Contents and the first 3 pages the Biweekly Status Report Template. We are happy to share the entire example (15 pages) upon DHS request.



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1 Introduction

This report provides a high-level overview of the status of BerryDunn’s IV&V services engagement for the reporting period from XX/XX/XXXX through XX/XX/XXXX. BerryDunn distributes this report to *[include recipients]* simultaneously. Both the bi-weekly and monthly status reports will be aligned.

1.1 Summary Status

BerryDunn uses a status matrix to present the overall status of each primary IV&V engagement element: Scope, Schedule, Cost, and Quality. Table 1 provides a description of each status.

Table 1: Status Descriptions

Status	Description
On Track	This status signifies that the project element has not realized a variance from the baseline.
Concerned	This status signifies that the project element has realized a variance from the baseline. Challenges that, if not addressed, are likely to cause a negative impact to the project.
At Risk	This status signifies that the project element has realized a significant variance from the baseline. Challenges that, if not addressed, are likely to cause significant negative impact to the project.

[Enter analysis of variances since previous reporting period.]

Table 2 captures core IV&V services engagement elements and the current status against each below.

Table 2: Project Status
[Enter status, description, and update for each element]

Element	Status	Description	Update
Scope			
Schedule			
Budget			
Quality			



2 High-Level Observations

In this section, BerryDunn provides a list of high-level, preliminary observations it has identified to date. BerryDunn will perform further assessment and analysis on each observation as it is prioritized with the State. Observations are assigned an identification (ID) reference (Ref.) based on the order in which they are entered into BerryDunn’s internal log; as a result, observations are not necessarily presented sequentially because BerryDunn does not repeat ID Ref. or include any closed observations. Further, BerryDunn will provide a preliminary priority recommendation based on the impact-urgency matrix described in Table 3.

Table 3: Impact-Urgency Matrix

		Impact		
		Low	Medium	High
Urgency	High	Medium	High	High
	Medium	Low	Medium	High
	Low	Low	Low	Medium
		Priority		

Observations are those identified in a focus area currently being assessed by BerryDunn. BerryDunn will work with the State to confirm its priority recommendation based on new information as it is made available.

2.1 Preliminary Observations

Table 4: Preliminary Observations
[Complete table below with required information]

ID Ref.	Date Opened	Focus Area	Priority
ID#	XX/XX/XXXX		
<i>Observation</i>			
<i>Proposed Action Steps</i>			
<i>Update</i>			

ID Ref.	Date Opened	Focus Area	Priority
ID#			
<i>Observation</i>			
<i>Proposed Action Steps</i>			
<i>Update</i>			

3 Priority Risks and Issues Identified by BerryDunn

The entries within this section document priority risks and issues identified by BerryDunn, risks and issues closed by BerryDunn, and risks and issues that remain open. BerryDunn introduces and tracks risks and issues to the *[project name]* through its assessment reporting activities. The intent is for BerryDunn to identify emerging risks and issues at the earliest possible point in order to present them to project leadership to assist in the development of a risk response or resolution. BerryDunn derives risks and issues from its analysis, associated discoveries, and subsequent State reply. Further, BerryDunn will not open a risk or issue until the State has had sufficient opportunity to evaluate BerryDunn’s analysis, associated discoveries, and initial recommendations.

Table 5: Open Risks
 [Complete table below with required information]

ID	Title	Category	Status	Open Date	Probability	Impact
	<i>Risk Statement</i>					
	<i>Context</i>					
	<i>Recommendation</i>					
	<i>Update</i>					

Open Issues

[Insert table or advise there are no open issues]

Closed Risks

[Insert table or advise there are no closed risks]

Closed Issues

[Insert table or advise there are no closed issues]

Appendix F – Biweekly Status Report Example

Due to page limitations, we are showing the Table of Contents and the first 2 pages the Biweekly Status Report Template. We are happy to share the entire example (15 pages) upon DHS request.



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1 Introduction

The [REDACTED], in coordination with the [REDACTED] and [REDACTED] (collectively, [REDACTED]), established the [REDACTED] to implement its vision to create an eligibility system that is consumer-centric and easy to navigate, promotes care coordination, improves administrative efficiencies, and enhances the delivery of healthcare services that are specific to an individual's needs. The State contracted with BerryDunn under [REDACTED] to provide Independent Verification and Validation (IV&V) services for the [REDACTED].

This report provides a high-level overview of the status of BerryDunn's IV&V services engagement for the reporting period from [REDACTED]. BerryDunn agreed to engage at-risk and in a limited capacity beginning [REDACTED], resulting from a delay in the issuance of the [REDACTED]. BerryDunn distributes this report to the [REDACTED] risk manager and enterprise security manager simultaneously.

1.1 Summary Status

BerryDunn uses a status matrix to present the overall status of each primary IV&V engagement element: Scope, Schedule, Cost, and Quality. Table 1 provides a description of each status.

Table 1: Status Descriptions

Status	Description
On Track	This status signifies that the project element has not realized a variance from the baseline.
Concerned	This status signifies that the project element has realized a variance from the baseline. Challenges that, if not addressed, are likely to cause a negative impact to the project.
At Risk	This status signifies that the project element has realized a significant variance from the baseline. Challenges that, if not addressed, are likely to cause significant negative impact to the project.

As reported in [REDACTED] Status Report, BerryDunn observed a scope variance resulting from [REDACTED]. Given these delays, BerryDunn determined sufficient time did not exist to reasonably produce an assessment report for the [REDACTED]. Please see Section 6.1 – Project Risks and Issues, Issue 3 for more information. Additionally, a variance has been realized against the baselined Internal Deliverable Agreement (IDA) [REDACTED]. Lastly, BerryDunn has not identified a quality variance during this status reporting period.

Table 2 captures core IV&V services engagement elements and the current status against each.

Table 2: Project Status

Element	Status	Description	Update
Scope	Concerned	BerryDunn observed a scope variance resulting from [REDACTED]. Please see Section 6.1 – Project Risks and Issues, Issue 3 for more information.	[REDACTED] Per agreement with the State, BerryDunn is preparing [REDACTED] proposing a resolution to the identified variance resulting from [REDACTED].
Schedule	Concerned	BerryDunn observed a schedule variance resulting from [REDACTED]. BerryDunn determined that there will be project schedule changes due to this delay. Please see Section 6.1 – Project Risks and Issues, Issue 3 for more information.	[REDACTED]: Per agreement with the State, BerryDunn is preparing [REDACTED] proposing a resolution to the identified variance resulting from [REDACTED].
Cost	Concerned	A variance has been realized against the baselined IDA cost resulting from [REDACTED].	[REDACTED] Per agreement with the State, BerryDunn is preparing [REDACTED] proposing a resolution to the identified variance resulting from [REDACTED] the FY2022 PO.
Quality	On Track	BerryDunn has not identified a quality variance during this status reporting period.	\$ [REDACTED] No quality variance for this reporting period.

Appendix G – IV&V Monthly Independent Assessment Example

Due to page limitations, we are showing the first page of the Table of Contents, first page of the Executive Summary, and the first page the IV&V Monthly Independent Assessment Example. We are happy to share the entire example (53 pages) upon DHS request.



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1 Executive Summary

BerryDunn assessed the [redacted] Project Management Office's (PMO's) support and execution of the [redacted] Program's modular development, and provided observations, progress, risks, issues, and recommendations on the processes and procedures in place to manage each phase of the project life cycle. This report provides a detailed summary of the observations, progress, risks, and issues identified by BerryDunn's IV&V team for the reporting period from [redacted]. BerryDunn distributes this report simultaneously to [redacted] the [redacted] Services ([redacted] Project Success Center, and the Centers for Medicare & Medicaid Services (CMS) State officer.

[redacted] has engaged a consulting firm, [redacted] to provide the agency with support related to unwinding pandemic-related initiatives and returning to normal Medicaid operations (relative to eligibility redeterminations and policy effects). In addition, the team will help advance efforts in program management, information architecture, and data analytics, and provide resources to plan and develop strategies to advance the quality of the [redacted] Program during the unwinding period and into the post-pandemic environment.

The IV&V project team uses a color-coded matrix to assess each area. Table 1, below, contains a description of each assessment indicator.

Table 1: Color-Coded Health Matrix

Health Assessment	Description
	Observations in the assessment area do not pose a material risk or issue to the program.
	Observations in the assessment area represent challenges that, if not addressed, are likely to cause a negative impact to the program.
	Observations in the assessment area represent significant challenges that, if not addressed, are likely to cause significant negative impact to the program.

Table 2, below, provides the IV&V project team's overall [redacted] Program assessment.

Table 2: Overall [redacted] Program Assessment

Category	Current Assessment	Previous Assessment
Overall [redacted] Program Health		

2 [REDACTED] Program Assessment

The [REDACTED] Program is modernizing the [REDACTED] Medicaid system that is comprised of the legacy [REDACTED] and associated systems. The [REDACTED] Program will replace functionality currently provided by the Medicaid Management Information System (MMIS) with new commercial off-the-shelf (COTS) solutions. The IV&V team reviews and assesses the program management activities as prescribed by CMS. The following sections provide the IV&V team's assessment for the [REDACTED] Program. Based on this review, the IV&V team assesses the [REDACTED] Program as **yellow**.

Risk and Issue Prioritization

Using Project Management Body of Knowledge (PMBOK®) project management methodologies by the Project Management Institute® (PMI®), IV&V objectively analyzes risks and issues across several domains, evaluating risk exposure (which includes probability and impact), issue rating, risk and issue category, and risk time frame. To help inform State decision-making, IV&V synthesizes its analysis and collectively ranks all open risks and issues by their relative priority, from highest priority to lowest priority. Table 3, below, contains IV&V's prioritization ranking of each open risk and issue.

Table 3: Risk and Issue Priority Rankings

Priority	Risk or Issue Title
1	Issue [REDACTED] – Consistent Governance Structure and Processes Needed
2	Risk [REDACTED] – [REDACTED] Program Resource Capacity

Appendix H – Deliverable Review Findings and Issue Assessment Example

Due to page limitations, we are showing the first three pages of the Deliverable Review Findings and Issue Assessment example. We are happy to share the entire example (4 pages) upon DHS request.

Below are some examples of *deliverable review findings* resulting from our IV&V teams review of deliverables from previous projects:

- IV&V suggests adding more clarity surrounding the minimum standards or guidelines on how many test cases are sufficient to test said module.
- IV&V suggests adding clarity as to which types of testing are considered "in scope" of this document, i.e. Unit, System, Integration, UAT, Performance, Security, Load Testing, Smoke Testing, Regression Testing, etc. IV&V recommends providing a definition of each type of testing.
- IV&V suggests adding language to directly address requirement [Project]-220.050.100: The contractor must participate in the development and execution of ORR Corrective Action Plans (CAP) within [Project]-defined timeframes.
- IV&V suggests adding end-to-end language to meet requirement [Project]-100.050.100 - The contractor must coordinate changes introduced to their solution and participate in end-to-end impact analysis for changes introduced by other [Client] modules.
- [Project]-100.050.040 requirement appears to be missing from the document. IV&V suggests adding a maintenance section to address that the contractor must ensure adequate technical support coverage is available 24 hours a day with a state-approved incident tracking system.
- IV&V suggests adding additional language to clarify how [Contractor] will immediately reprocess the transaction as referenced in requirement [Project]-100.020.040 - The contractor's solution must immediately reconcile errors upon identification, during the processing of any system transaction (e.g., online, batch), and immediately reprocess the transaction.
- IV&V suggests adding additional language to clarify how [Contractor] will notify the State immediately of unplanned or emergency maintenance. Currently, only scheduled maintenance is addressed. Per [Project]-100.010.050 - The contractor must notify the State immediately of any unplanned or emergency maintenance windows.

Below are some examples of *issue statements* that resulted from our IV&V team's issue assessment activities of previous projects:

ID	Title	Category	Status	Open Date	Issue Rating
[ID]	Consistent Governance Structure and Processes Needed	Project Management	Open	[Date]	Medium
<i>Description</i>	<p>During the [Date], [Project] Update Meeting, the [Client] program manager (PgM) presented the proposed [Client] Program Governance model to members of the senior leadership team. IV&V understands that the [Client] PMO created the [Client] Program Governance model to define a program's decision-making processes—including the participants and roles and responsibilities at each decision-making level. While IV&V observed members of the senior leadership team in attendance agree to implement the [Client] Program Governance model—understanding [Client] would continue to refine the model—IV&V has since observed operational challenges with implementing the model. Specifically, IV&V has observed an absence of executive-level, strategic decision-making regarding SSA integration into the future [Program].</p>				

ID	Title	Category	Status	Open Date	Issue Rating
	<i>Recommendation</i>	<p>IV&V recommends that [Client] streamline decision-making processes across the [Client] Program. First, IV&V recommends that [Client] consolidate decision-making venues. Consolidating decision-making venues will help create clear points of accountability for decision-making. Second, IV&V recommends that [Client] empower intermediate decision-making. By adding an intermediate level for strategic decision-making and escalation, stakeholders might be more likely to escalate decision needs to the appropriate escalation point at the earliest possible point. Lastly, IV&V recommends that [Client] communicate decisions across stakeholder groups timely and consistently. With the [Project] Program spanning multiple agencies and contractors, it is important that cross-cutting decisions are communicated timely to help inform the activities of affected stakeholder groups and help prevent unnecessary rework and related schedule delays.</p>			

ID	Title	Client Owner	Status	Ranking
[ID]	[Project] Module Project Work Plan and Schedule Critical Path	TBD	Open	Medium
	<i>Description</i>	<p>The [Project] module contractor has not provided the [Client] with a project work plan that satisfies [Client] requirements. Additionally, [Contractor] has not presented [Client] with an actionable [Project] module project schedule critical path. As reported in the [Date], Progress, Risk, and Issue Report, the [Project] PgM requested in the [Date], [Project] Status Meeting that [Contractor] provide [Client] with a [Project] module project schedule critical path that supports the target implementation of [Date]. In the [Date], [Project] Status Meeting, [Contractor] committed to providing [Client] with the requested critical path by [Date]. As of [Date], [Contractor] has not delivered an actionable [Project] module project schedule critical path.</p>		
	<i>Recommendation</i>	<p>IV&V recommends that [Contractor] work with [Client] to identify specific deficiencies in the existing project work plan, perceived challenges in the development of the project work plan, and explicit needs for the project schedule critical path. Additionally, IV&V recommends [Contractor] work toward producing a project work plan and project schedule critical path at the earliest possible point to support the target implementation of [Date].</p>		

ID	Title	Client Owner	Status	Ranking
[ID]	Reconcile Legacy [Project] Functionality to [Project]	[Name]	Open	High
	<i>Description:</i>	<p>The lack of reconciliation between the [Project] functionality and the [Project] modules increases the opportunity for future change orders or for [Client] to miss functionality needed in the [Project].</p>		
	<i>Recommendation:</i>	<p>[Client] should complete a detailed analysis of the functionality and processing in the legacy [Project]. [Client] should reconcile the information to the [Project] modules in order to indicate the future approach for that functionality/process when [Project] replaces the legacy system. IV&V recommends [Client] document the reconciliation outcome and incorporate it into [Project] planning.</p>		

ID	Title	Client Owner	Status	Ranking
[ID]	Jira® Ticket Content	[Name]	Open	Medium
<i>Description:</i>	<p>The [Project] project does not appear to be maintaining Jira® ticket content—such as Status, Affects Version, Fix Version, Type, Labels, Assignee, and Attachments—in accordance with the [Project] Jira® User Guide v1.4, [Project] Requirements Management Guide v5.0, and [Project] Master Test Plan v8.0. For example, the [Project] Requirements Management Guide v5.0 calls for “maintaining a library of design document deliverables in the appropriate library on the [Project] SharePoint site”. However, the final version of the [Project] Annual Renewals – Functional Design v14.1 was not attached to the [Project] -22019 – Annual Renewals Work Package ticket as of [Date]. Annual Renewals functionality was deployed with Release 2.2 on [Date].</p> <p>Out-of-date and inaccurate Jira® ticket content is potentially compromising the integrity of project artifacts, such as Jira® dashboards, release notes, requirements traceability, and status reports. Inaccurate [Project] project artifacts potentially impede [Project] project stakeholders’ ability to track contract requirements’ status and dispositions.</p>			
<i>Recommendation:</i>	<p>IV&V encourages [Project] State leadership to evaluate the practices defined by the above documents, revising practices and corresponding management plans to help ensure Jira® ticket accuracy. For example, the [Project] Jira® User Guide v1.4 describes how Jira® tickets are to be prepared during each phase of the development life cycle but omits discussion on the timing for conducting each task and who is responsible for performing each task. Correspondingly, IV&V recommends the [Project] Jira® User Guide be updated to specify who is to perform individual Jira® ticket updates and when those updates are to be performed. IV&V also recommends that State [Project] project leadership ensure Jira® guidelines be understood and enforced by [Project] project team members.</p>			

ID	Title	Client Owner	Status	Ranking
[ID]	[Project] Production Data Quality	[Name]	Open	Moderate
<i>Description:</i>	<p>As reported in the [Date], Biweekly IV&V Report of Project Risks and Issues, six production [Project] Data Remediation initiatives are in progress—Data Cleanup Part II, Data Fixes, DCN Unblocking, DCNs With Multiple SSN Evidence Records, Missing and Extraneous Mandatory In-Edit Evidence, and SDUP Batch File Cleanup.</p> <p>IV&V suggests these production [Project] Data Remediation initiatives are required to improve production [Project] data quality, helping reduce complications due to inaccurate production [Project] data.</p> <p>State project leadership has indicated that the completion of these production [Project] Data Remediation initiatives is essential prior to deployment of Release 2.2. However, information provided by [Contractor] during the [Date], Unblocking meeting; the [Date], [Project] Management meeting; and the [Date], Data Cleanup Touchpoint meetings indicated that the corresponding production [Project] Data Remediation initiatives would not be completed prior to the planned [Date], Release 2.2 go-live.</p> <p>IV&V suggests that deploying Release 2.2 without completing the six production [Project] Data Remediation initiatives increases the need for [Client] staff to perform manual workarounds to accommodate inaccurate, non-remediated production [Project] data. Manual workarounds increase the possibility of incorrect [Project] eligibility determinations and the potential loss of healthcare benefits for vulnerable State residents.</p>			

Appendix I – Readiness Review Plan Example

Due to page limitations, we are showing the first page of the Table of Contents, the Executive Summary, and the first page of the Readiness Review Plan Example. We are happy to share the entire example (31 pages) upon DHS request.



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Executive Summary

The purpose of this point-in-time Operational Readiness Assessment is to identify observations and recommended corrective actions related to the [redacted] and its vendors' readiness to perform critical business operations and system functions for [redacted] beginning on [redacted]

Ten readiness assessment areas were evaluated as part of this assessment. [redacted] of the areas are designated as "at significant risk" of not being ready, [redacted] of the areas are "at risk" of not being ready, and [redacted] of the areas are "on track" to be ready for [redacted]

Table ES.1: Readiness Designation of Assessment Areas

<i>At Significant Risk</i> 	<i>At Risk</i> 	<i>Minimal Risk</i> 
[redacted]	[redacted]	[redacted]

The following observations support the readiness assessment designation of "at significant risk" for System Development, Testing, and Security.

[redacted]

Conclusion

[redacted]

1 Introduction

1.1 Purpose

This is an Operational Readiness Plan (ORP) for the [REDACTED] scheduled for deployment on [REDACTED]. The purpose of the assessment is two-fold:

- 1) To identify issues and risks related to the [REDACTED] and its vendors' readiness to perform critical business operations and system functions on [REDACTED] the federally-mandated launch date for open enrollment.
- 2) To provide recommended corrective actions to improve readiness and the likelihood of a successful Day One of [REDACTED] operations on [REDACTED].

Many of the IV&V team's observations and comments are critical by nature since our primary objective is to identify areas of improvement. Our observations do not generally reflect strengths noted during our assessment work.

1.2 Scope

This ORP provides the [REDACTED] with a defined process for implementation preparation. The ORP will include a detailed Operational Readiness Checklist (ORC) which will help organize and track all implementation activities that should take place in regards to the following areas: operations, systems, infrastructure, and implementation. The ORP will also provide the process for conducting the Operational Readiness Report (ORRs) and the method for evaluating the readiness of all items on the ORC for each implementation.

Below are the operational readiness groups that are in scope for the ORP. The [REDACTED] is responsible for providing owners for each of the below groups. Each owner will then need to provide all relevant individual operational readiness checklist items. The owners of the individual operational readiness groups will decide on the specific areas to include as part of each, including but not limited to other operational considerations directly/indirectly impacting that group. All conversion activities related to the below systems will be identified by the individual owner and are addressed as part of the deployment checklists which are part of the Implementation Plan.

Table 1: Conversion Group Tasks

Conversion Groups	Task Topic
Operations	<ul style="list-style-type: none"> • Training or Learning Management System • Site Support • Business Continuity Planning • Authorization to Connect Planning • State Support Staff and Office Readiness
Systems	TBD
Common Infrastructure	<ul style="list-style-type: none"> • Technical Procedures • Load Balancers and Network switches • Production and Disaster Recovery procedures

Appendix J – Operation and System Readiness Review Report Example

Due to page limitations, we are showing the first page of the Table of Contents, the first page of the Executive Summary, and the first page of the Operation and System Readiness Review Report Example. We are happy to share the entire example (67 pages) upon DHS request.



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1.0 Executive Summary

1.1 Purpose

This report is a readiness assessment to help evaluate the State of [REDACTED] readiness to enter and/or exit System Integration Testing (SIT), User Acceptance Testing (UAT), Parallel Testing, Operational Readiness Testing (ORT), and Centers for Medicare and Medicaid Services (CMS) Certification for the [REDACTED] Medicaid Management Information System Design, Development, and Implementation project ([REDACTED] MMIS DDI project). The report also includes information related to the integration of the State's Children's Health Insurance Program ([REDACTED]).

Although the [REDACTED] MMIS system went live [REDACTED], the purpose of this report is to provide an assessment of the State's readiness to enter and/or exit the remaining project phases, inclusive of the Operational Analysis Review (OAR).

This report is delivered on the second Wednesday of each month. Production of each month's report begins approximately two weeks prior to delivery, and inputs for each report include the latest Master Work Plan (MWP), updates from the [REDACTED] SharePoint Deliverable Tracker, and the Fiscal Agent's latest DDI and Operations Weekly Status Reports.

1.1.1 Approach

This [REDACTED], readiness assessment establishes the point in time of [REDACTED], when the draft was prepared for internal review for SIT, UAT, parallel testing, ORT, CMS certification Final Detailed Design Review (FDDR), ORR, and OAR. [REDACTED] information is included for applicable project phases, with more detail provided in sections 10.0 and 11.0. Table 1.1 shows details on the different Master Work Plans used for this report and recent reports.

Table 1.1 Master Work Plans for Entrance and Exit Criteria Readiness Assessments

Readiness Assessment	Master Work Plan	Details on Each Input
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

2.0 Overall Entrance and Exit Criteria Readiness Assessments

The MMIS DDI Project closed out associated Phase 1 activities and continues to finalize remaining Phase 2: CMS Certification activities.

Each project phase will show a readiness designation that reflects the lowest readiness designation in the group of criteria for each project phase. For example, if the readiness designation “Troubled” (“Troubled” being lower than “At Risk” and “Healthy”) appears in a phase’s list of criteria, then the overall readiness designation for that phase will be “Troubled.”

Table 2.1 provides a summary of the readiness statuses of entrance and exit criteria for 15 identified phases, as reported in this , readiness assessment; as well as the , and the readiness assessments.

Based on the approach and an assessment of initial submission and approval dates, as well as submission status of documentation and tasks associated with the 15 phases’ entrance and exit criteria for , two phases were identified as “At-Risk,” and one was identified as “Troubled.”

Table 2.1 Overall Entrance and Exit Criteria Readiness Assessments

Project Phase	Readiness Designation		
SIT Exit Criteria	G	G	G
UAT Entrance Criteria	G	G	G
UAT Exit Criteria	G	G	G
ORT Entrance Criteria	G	G	G
ORT Exit Criteria	G	G	G
Parallel Testing Entrance Criteria	G	G	G
Parallel Testing Exit Criteria	G	G	G
FDDR Entrance Criteria	G	G	G