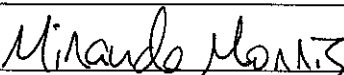


## OFFICIAL BID PRICE SHEET

DESCRIPTION OF SERVICE	ANNUAL PRICE
Expanded Medicaid Evaluation	\$ 1,171,524.00

### AUTHORIZATION SIGNATURE

By my signature below, I certify that the aforementioned statements are true and correct and that I accept the Terms and Conditions as presented in this bid, and that I am authorized by the respondent to submit this bid on his/her behalf.

<b>Vendor Name:</b> Arkansas Center for Health Improvement	<b>Date:</b> May 9, 2019
<b>Signature:</b> 	<b>Title:</b> Executive Director
<b>Printed Name:</b> Miranda Morris	



**Budget Justification  
1115 Medicaid Waiver Evaluation  
Arkansas Works Program**

## **PERSONNEL OVERVIEW**

ACHI has designed and executed the scope of work delineated in the IFB (Attachment G and H) through December 31, 2018 (end of Demonstration Year 5). Building on the developed research design, experience in execution and reporting, and anticipated requirements we propose a streamlined and dedicated team to meet the requirements of the Scope of Work (Section 2.3) and satisfy reporting requirements for DHS and CMS.

ACHI proposes a project team with nationally recognized qualifications, five consecutive years of experience in research design, evaluation execution, and reporting on the Arkansas HCIP/AW 1115 Medicaid waiver.

## **KEY LEADERSHIP**

**Anthony Goudie, PhD: *Director of Research and Evaluation, Arkansas Center for Health Improvement***  
***Evaluation Lead***

Dr. Anthony Goudie is the Director of Research and Evaluation for the Arkansas Center for Health Improvement (ACHI). Dr. Goudie will oversee the design, development, and finalization of all deliverables associated with the DHS ARWorks contract. He will provide guidance and expertise on methodology and interpretation as required. Dr. Goudie will likewise be responsible for leading efforts to generate the written evaluation report.

**Michael Motley, MPH: *Director of Analytics, Arkansas Center for Health Improvement***  
***Evaluation Project Manager***

Michael Motley is the Director of Analytics for the Arkansas Center for Health Improvement (ACHI). He will serve as the full-time Project Manager of the DHS ARWorks contract. In this capacity, Motley will coordinate weekly meetings with DHS on project progress; facilitate communication with DHS and program staff to monitor and regulate any evaluation activities. He will work closely with the contract lead to ensure all reports, deliverables, and milestones are executed in a timely manner.

**Miranda Morris, MA: *Executive Director, Arkansas Center for Health Improvement***  
***Contract Manager***

Miranda Morris is the Executive Director for the Arkansas Center for Health Improvement (ACHI). As the contract manager for this project, Morris will closely monitor progress with the DHS ARWorks contract and will serve as the organization's representative for all matters pertaining to the contract.

**Kanna Lewis, PhD: *Health Policy Microsimulation Architect, Arkansas Center for Health Improvement***

Dr. Kanna Lewis is the Health Policy Microsimulation Architect at the Arkansas Center for Health Improvement (ACHI). Dr. Lewis will supervise analytic data preparation and lead efforts



to create, validate, and apply mathematical and statistical models to provide further context to the final report analysis.

## **ANALYTIC STAFF**

**Nichole Sanders, PhD: *Assistant Director of Analytics, Arkansas Center for Health Improvement***  
***Analytic Support***

Dr. Nichole Sanders is the Assistant Director of Analytics for the Arkansas Center for Health Improvement (ACHI). Dr. Sanders will supervise and advise the data analytics team in preparation of datasets in order to generate them in a format accessible for the research team to analyze within the final report.

**Stephen Lein, MPH: *Data Analyst, Arkansas Center for Health Improvement***  
***Data Analyst***

Stephen Lein is a data analyst at the Arkansas Center for Health Improvement (ACHI). Lein will be responsible for taking the dataset provided, aggregating and sorting the data into a useable analytic dataset, and translating the final dataset into a useable format for analysis within the deliverables.

**Edward Tawiah, MS: *Data Analyst, Arkansas Center for Health Improvement***

Edward Tawiah is a data analyst at the Arkansas Center for Health Improvement (ACHI). Tawiah will be responsible for taking the dataset provided, aggregating and sorting the data into a useable analytic dataset, and translating the final dataset into a useable format for analysis within the deliverables.

**Brady Rice: *Assistant Director of Information Systems Architecture/Technical Lead, Arkansas Center for Health Improvement***  
***Data Development***

Brady Rice is the Healthcare Data Initiative Development (HDI) Lead for the Arkansas Center for Health Improvement (ACHI). Rice will provide the operational/technical solution for data extraction and direct supervision of staff execution for the technical components of data linkages.

**Jennifer Wessel, JD, MPH: *Senior Health Policy Analyst and Data Privacy Officer, Arkansas Center for Health Improvement***

Jennifer Wessel is a Senior Health Policy Analyst and Data Privacy Officer at the Arkansas Center for Health Improvement (ACHI). Wessel will confer with key leadership for project in matters pertaining to budget impact simulations, as well as ensure compliance from all parties involved in proper use of the data from the All-Payer Claims Database.

**Gini Ingram: *Business Technical Analyst, Arkansas Center for Health Improvement***  
***Technical Business Analyst***

Gini Ingram is a Business Technical Analyst for the Arkansas Center for Health Improvement (ACHI). Ingram will work with Brady Rice and the data team to properly extract and link data in order to provide a useable dataset for analysis.



**Chris James, CPA: *Fiscal Manager, Arkansas Center for Health Improvement Contract Support***

Chris James is the Fiscal Manager at the Arkansas Center for Health Improvement (ACHI). James will assist the Contract Manager, Miranda Morris, in appropriately tracking the contract's progress throughout its duration. He will be responsible for keeping timely and accurate reports of the management of the contract's funds.

## **EXTERNAL PARTNERS**

**National Advisory Committee:** The purpose of the National Advisory Committee (NAC) is to act as an external expert advisory group for the Arkansas Section 1115 waiver evaluation. Upon DHS approval and with DHS input on selection, members of the committee will be asked to serve in the capacity for the duration of the evaluation period. The committee will be comprised of a diverse range of policy perspective and professional backgrounds. For their participation, committee members will be compensated for their time at a rate of \$1,000 per member, totaling \$5,000. Specifically, this committee will be expected to perform the following functions throughout the evaluation period: review and understand the proposed Section 1115 waiver evaluation; critically review and comment on the proposed evaluation methodology; provide external validation of the final evaluation methodology; critically review and validate the findings and results of the evaluation; and provide guidance and support as needed in the framing and dissemination of the findings throughout the evaluation period.

**CAHPS Survey Vendor:** A locally sourced survey firm within the University of Arkansas System will field an abbreviated version of the standard adult CAHPS survey to 20,000 Arkansans who participated in the Arkansas Works and the traditional Medicaid programs. The vendor will facilitate the mailing of an advance letter, two survey packets, and two reminder cards, as necessary. They additionally will collect the returned surveys and provide data entry of all responses following a double-entry protocol, which increases the accuracy of the collected data.

## **YEAR ONE DELIVERABLES**

ACHI affirms that it can and will evaluate the period from January 1, 2019, through the end of the current Waiver approval period of December 31, 2021. ACHI also affirms that it can and will collaborate with DHS to determine timelines and milestones for ACHI to meet under the contract, as well as execute required reporting — including interim and final reporting as required by the STCs and DHS, which ACHI will include in the timelines and milestones developed by ACHI and DHS.

ACHI has designed and executed the scope of work delineated in the IFB (Attachments G and H) through December 31, 2018 (end of Demonstration Year 5). Building upon the developed research design, experience in execution and reporting, and anticipated requirements we propose a streamlined and dedicated team to meet the requirements of all aspects in the Scope of Work (Section 2.3) and satisfy both DHS and CMS reporting requirements.



ACHI will collaborate with DHS and accommodate desired changes in timelines and milestones to optimize results and DHS value of the evaluation within the scope of work. All reporting, including interim and final reporting as required by the STCs of the Waiver and any additional reporting to meet DHS requirements shall be included in timelines and milestones with active management and commitment to achieve performance expectations.

**Deliverable A:**

**Interim Report (scheduled Q3 DY6; coverage period initiating 1/1/19)**

ARWorks Interim Evaluation report inclusive of an implementation update reflecting program experience and analytic results through midpoint of DY6.

**Deliverable B:**

**Required reporting (scheduled Q4 DY6; coverage period initiating 1/1/19)**

Enrollment, Reenrollment, and Retention Report in DY6 Q4 reflecting programmatic experience on continuity of coverage and clinical provider utilization.

**Deliverable C:**

**Biannual enrollment and claims data aggregation and analyses with geo-mapping and qualitative data collection**

Evaluations of clinical access, health outcomes, continuity of care, and program costs will be performed in accordance with the research design and established scope utilizing data and metrics described in the Scope of Work, Section 2.3 C. During the contract period under review, these activities will include:

- Biannual collection and analyses of enrollment and Medicaid/QHP claims data (DY6&7);
- Geomapping of network adequacy including primary care and specialty access (DY6); and
- Qualitative assessments of program experience in DY7.

**Deliverable D:**

**CAHPS (Consumer Assessment of Healthcare Providers and Systems) Survey Collection**

ACHI will establish design requirements, perform statistically valid sampling techniques, and analyze results. Survey deployment, data collection, and data entry will be performed by the Center for Social Research at the University of Arkansas.

Historical experience with two rounds of survey deployment in this evaluation suggests a required 20,000 sample for two comparison arms (High Needs Medicaid vs. QHP, and General Population Medicaid vs. QHP) to yield 6,000 completed surveys (25–30 percent response rate) enabling statistically appropriate comparisons between groups. Assessment for non-response biases is required to assure validity.



## **DELIVERABLES FOR YEARS 2-4**

As discussed above, ACHI will submit quarterly performance reports to the DHS contract manager reflecting underlying analyses and assessments executed in support of required evaluation components during each time period. The attached budget spreadsheet reflects cost reductions for years 2-4 that are reflected in the deliverables as described below.

The requirement to conduct the CAHPS survey will be completed in year one of the proposed evaluation; thus, that cost and deliverable is not required for years 2-4.

Below is a high-level overview of the components in each of the remaining three deliverables for years 2-4.

### **Year Two; Demonstration Year 7/8:**

#### Deliverable A

Interim Report (scheduled Q3 DY7; coverage period initiating 1/1/20)

Final Draft Report (scheduled Q3 DY7)

#### Deliverable B

Required reporting (scheduled Q4 DY7; coverage period initiating 1/1/20)

Reports required on the following: Enrollment, Reenrollment, and Retention

#### Deliverable C

Biannual enrollment and claims data aggregation and analyses

### **Year Three; Demonstration Year 8 – waiver end point:**

#### Deliverable A

Interim Report (scheduled Q3 DY8; coverage period initiating 1/1/21)

Implementation Update (scheduled Q3 DY8)

Final Draft Report (scheduled Q2 DY9)

#### Deliverable B

Required reporting (scheduled Q4 DY8; coverage period initiating 1/1/21)

Reports required on the following: Enrollment, Reenrollment, and Retention

#### Deliverable C

Biannual enrollment and claims data aggregation and analyses

### **Year Four; Closeout/Reporting Year:**

#### Deliverable A

Interim Report (scheduled Q1 2022)

#### Deliverable B

Required reporting (scheduled Q3 2022 and Q2 2023)

#### Deliverable C

Development and submission of final draft report and overall final waiver summary report



## Arkansas Works Evaluation Cost Estimate

Cost Estimate Per Deliverable	Year 1	Year 2	Year 3	Year 4
<b>Deliverable A</b>				
Management/Leadership	\$ 122,460.00	\$ 106,860.00	\$ 127,140.00	\$ 127,140.00
Analytics	\$ 43,274.40	\$ 29,640.00	\$ 33,592.00	\$ 5,928.00
Technical Development	\$ -	\$ 3,952.00	\$ 1,976.00	\$ -
Content Expert	\$ -	\$ -	\$ -	\$ -
Technical Business Analyst	\$ -	\$ -	\$ -	\$ -
<b>Total Deliverable A</b>	<b>\$ 165,734.40</b>	<b>\$ 140,452.00</b>	<b>\$ 162,708.00</b>	<b>\$ 133,068.00</b>
<b>Deliverable B</b>				
Management/Leadership	\$ 122,460.00	\$ 127,140.00	\$ 127,140.00	\$ 127,140.00
Analytics	\$ 23,712.00	\$ 37,346.40	\$ 33,592.00	\$ 5,928.00
Technical Development	\$ 15,808.00	\$ 11,856.00	\$ 5,928.00	\$ -
Content Expert	\$ -	\$ -	\$ -	\$ -
Technical Business Analyst	\$ -	\$ -	\$ -	\$ -
<b>Total Deliverable B</b>	<b>\$ 161,980.00</b>	<b>\$ 176,342.40</b>	<b>\$ 166,660.00</b>	<b>\$ 133,068.00</b>
<b>Deliverable C</b>				
Management/Leadership	\$ 241,020.00	\$ 280,799.99	\$ 260,519.99	\$ 260,519.99
Analytics	\$ 209,653.60	\$ 209,653.60	\$ 100,776.00	\$ 17,784.00
Technical Development	\$ 23,712.00	\$ 23,712.00	\$ 11,856.00	\$ -
Content Expert	\$ 10,400.00	\$ 10,400.00	\$ 10,400.00	\$ -
Technical Business Analyst	\$ 31,200.00	\$ 31,200.00	\$ 15,600.00	\$ -
<b>Total Deliverable C</b>	<b>\$ 515,985.59</b>	<b>\$ 555,765.59</b>	<b>\$ 399,151.99</b>	<b>\$ 278,303.99</b>
<b>Deliverable D</b>				
Management/Leadership	\$ 46,020.00	\$ -	\$ -	\$ -
Analytics	\$ -	\$ -	\$ -	\$ -
Technical Development	\$ -	\$ -	\$ -	\$ -
Content Expert	\$ -	\$ -	\$ -	\$ -
Technical Business Analyst	\$ -	\$ -	\$ -	\$ -
CAHPS Survey (One Time Expense)	\$ 276,804.00	\$ -	\$ -	\$ -
<b>Total Deliverable D</b>	<b>\$ 322,824.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total for All Deliverables</b>	<b>\$ 1,166,523.98</b>	<b>\$ 872,559.98</b>	<b>\$ 728,519.99</b>	<b>\$ 544,439.99</b>
	f	f	f	f