SECTION 2

COMPANY INFORMATION

DentaQuest

SECTION 2: COMPANY INFORMATION

9.3.1 Vendor Information

Vendors must complete and submit a company profile ***Vendor Information Sheet***.

DentaQuest USA Insurance Company, Inc. has completed the Vendor Information Sheet. It appears directly after our response to 9.3.1.

As required in Section 4.1.1, DentaQuest USA Insurance Company, Inc. has also completed its company profile in the table format in Figure 9.3.A.

Figure 9.3.A Company profile

Question	*Response*
Company name:	***DentaQuest USA Insurance Company, Inc.***
Ownership (sole proprietor, partnership, etc.):	***The Company is a wholly owned subsidiary of DentaQuest, LLC***
State of incorporation:	***Texas***
Date of incorporation:	***8/31/2005***
# of years in business:	***11***
List of top officers:	***President, Steven Pollock*** ***Treasurer, Jim Collins*** ***Asst. Treasurer, Greg Winn*** ***Secretary, James Hawkins***
Location of company headquarters:	***465 Medford Street*** ***Boston, Massachusetts 02129***
Location(s) of the company offices:	***These office locations are inclusive of the DentaQuest enterprise[1]:*** ***200 S. Virginia*** ***Reno, Nevada 89501*** ***8300 NW 53rd Street, Suite 200*** ***Doral, Florida 33166*** ***465 Medford Street*** ***Boston, Massachusetts 02129*** ***1333 Main Street*** ***Columbia, South Carolina 29201*** ***11044 Research Boulevard, Suite D-400*** ***Austin, Texas 78759***

[1] All references herein to "***DentaQuest***" or the "***DentaQuest enterprise***" shall mean Vendor and all entities that Vendor is controlled by, controls, or is under common control with. DentaQuest USA Insurance Company, Inc., which is a direct, wholly owned subsidiary of DentaQuest, LLC, is the Vendor and bidding entity that will execute the contract ("***Contract***") with the Nevada Division of Health Care Financing and Policy resulting from the Request for Proposal 3290 for Dental Benefits Administrator (the "***RFP***"). DentaQuest, LLC—which is currently the DentaQuest enterprise's primary operations entity—will be providing typical administrative and management services under the Contract as a subcontractor to Vendor.

Figure 9.3.A Company profile

Question	Response
	2360 Dakota Drive ***Grafton, Wisconsin 53024*** ***11100 W. Liberty Drive*** ***Milwaukee, Wisconsin 43224***
Location(s) of the office that will provide the services described in this RFP:	***All of the offices listed under "Locations of the company offices"***
Number of employees locally with the expertise to support the requirements identified in this RFP:	***We are in the process of hiring four local staff members to support the requirements identified in this RFP that will be based in our local Reno office.***
Number of employees nationally with the expertise to support the requirements in this RFP:	***1,700 (The number of employees is inclusive of the DentaQuest enterprise)***
Location(s) from which employees will be assigned for this project:	***All of the offices listed under "Locations of the company offices"***

VENDOR INFORMATION SHEET FOR RFP 3290

Vendor Must:

A) Provide all requested information in the space provided next to each numbered question. The information provided in Sections V1 through V6 will be used for development of the contract;

B) Type or print responses; and

C) Include this Vendor Information Sheet in Tab III of the Technical Proposal.

V1	Company Name	DentaQuest USA Insurance Company, Inc.

V2	Street Address	465 Medford Street

V3	City, State, ZIP	Boston, MA 02129

V4	Telephone Number		
	Area Code:	Number: 800-417-7140	Extension:

V5	Facsimile Number		
	Area Code:	Number: n/a	Extension:

V6	Toll Free Number		
	Area Code:	Number: 800-417-7140	Extension:

V7	***Contact Person for Questions / Contract Negotiations, including address if different than above***
	Name: Steven J. Pollock
	Title: President
	Address: 465 Medford Street, Boston MA 02129
	Email Address: Steven.Pollock@greatdentalplans.com

V8	Telephone Number for Contact Person		
	Area Code:	Number: 617-886-1568	Extension:

V9	Facsimile Number for Contact Person		
	Area Code:	Number: n/a	Extension:

V10	***Name of Individual Authorized to Bind the Organization***	
	Name: Steven J. Pollock	Title: President

V11	Signature ***(Individual must be legally authorized to bind the vendor per NRS 333.337)***	
	Signature: Steven J. Pollock	Date: 12/2/16

9.3.1.1 Please be advised, pursuant to NRS 80.010, a corporation organized pursuant to the laws of another state must register with the State of Nevada, Secretary of State's Office as a foreign corporation before a contract can be executed between the State of Nevada and the awarded vendor, unless specifically exempted by NRS 80.015.

RFP Cross Reference to Section 4.1.2

DentaQuest USA Insurance Company, Inc. understands that pursuant to NRS 80.010, a corporation organized pursuant to the laws of another state must register with the State of Nevada, Secretary of State's Office as a foreign corporation before a contract can be executed between the State of Nevada and the awarded vendor, unless specifically exempted by NRS 80.015. DentaQuest USA Insurance Company, Inc. has submitted its application to do business in the State of Nevada and is currently awaiting approval from the Secretary of State's Office.

9.3.1.2 If proposing to perform services in Nevada, the selected vendor, prior to doing business in the State of Nevada, must be appropriately licensed by the State of Nevada, Secretary of State's Office pursuant to NRS76. Information regarding the Nevada Business License can be located at http://sos.state.nv.us.

RFP Cross Reference to Section 4.1.3

DentaQuest USA Insurance Company, Inc. is in the process of obtaining a Certificate of Authority from the Nevada Division of Insurance, and per RFP Section 3.1.2, DentaQuest USA Insurance Company, Inc. will have its proof of a valid certificate of authority prior to contract readiness review.

9.3.1.3 Vendors are cautioned that some services may contain licensing requirement(s). Vendors shall be proactive in verification of these requirements prior to proposal submittal. Proposals that do not contain the requisite licensure may be deemed non-responsive.

RFP Cross Reference to Section 4.1.4

We understand that some services may contain licensing requirements. DentaQuest USA Insurance Company, Inc. is in the process of obtaining a Certificate of Authority from the Nevada Division of Insurance, and per RFP Section 3.1.2, DentaQuest USA Insurance Company, Inc. will have its proof of a valid certificate of authority prior to contract readiness review.

9.3.1.4 If you employ (a) any person who is a current employee of an agency of the State of Nevada, or (b) any person who has been an employee of an agency of the State of Nevada within the past two (2) years, and if such person will be performing or producing the services which you will be contracted to provide under this contract, you must disclose the identity of each such person in your response to this RFP, and specify the services that each person will be expected to perform.

RFP Cross Reference to Section 4.1.6

Not applicable.

9.3.1.5 Any exceptions and/or assumptions to the insurance requirements must be identified on Attachment B, Technical Proposal Certification of Compliance with Terms and Conditions of RFP. Exceptions and/or assumptions will be taken into consideration as part of the evaluation process; however, vendors must be specific. If vendors do not specify any exceptions and/or assumptions at time of proposal submission, the State will not consider any additional exceptions and/or assumptions during negotiations.

Upon contract award, the successful vendor must provide the Certificate of Insurance identifying the coverages as specified in ***Attachment E, Insurance Schedule***.

RFP Cross Reference to Section 4.1.8

DentaQuest USA Insurance Company, Inc. has reviewed Attachment E, Insurance Schedule and has not identified any exceptions. We have completed Attachment B as required. Attachment B is included in Section 1: STATE DOCUMENTS as required by the RFP instructions.

9.3.1.6 Business references
Business References are separated into two sections. The first section is the reference information filled out by the vendor and submitted with the proposal. The second section is a form that the vendor sends to the reference. The company being used as a reference completes the form and submits it directly to Nevada State Purchasing.

A. Reference information to be submitted with the proposal:
   1. Vendors should provide a minimum of three (3) business references from similar projects performed for private, state and/or large local government clients within the last three (3) years.
   2. Vendors shall complete and submit one reference information form (***Section 4.3, Business References***) for every business reference provided by the vendor and/or subcontractor:

B. Reference information to be submitted by the reference:
   1. Vendors must send ***Attachment J, Reference Questionnaire*** to the business references that are identified in ***Section 4.1, Vendor Information.***
   2. The company identified as the business references must submit the Reference Questionnaire directly to the Purchasing Division.
   3. It is the vendor's responsibility to ensure that completed forms are received by the Purchasing Division on or before the deadline as specified in Section 8, RFP Timeline for inclusion in the evaluation process. Reference Questionnaires not received, or not complete, may adversely affect the vendor's score in the evaluation process.

C. The State reserves the right to contact and verify any and all references listed regarding the quality and degree of satisfaction for such performance.

9.3.1.6.A.1

RFP Cross Reference to Section 4.3.1

DentaQuest provided three business references. Please refer to the reference information forms in our response to 9.3.1.6.A.2 below.

9.3.1.6.A.2

RFP Cross Reference to Section 4.3.2

Reference #:	***1***		
Company Name:	***DentaQuest USA Insurance Company, Inc.***		
Identify role company will have for this RFP project (Check appropriate role below):			
X	VENDOR		SUBCONTRACTOR
Project Name:	***TennCare – Tennessee's Medicaid Dental Program***		
Primary Contact Information			
Name:			***Dr. Jim Gillcrist***
Street Address:			***310 Great Circle Rd***
City, State, Zip:			***Nashville, TN 37243***
Phone, including area code:			***615-507-6494***
Facsimile, including area code:			***N/A***
Email address:			***James.a.gillcrist@tn.gov***
Alternate Contact Information			
Name:			***N/A***
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:			***DentaQuest serves as the sole contract administrator for the state of Tennessee's Medicaid dental program "TennCare," serving 875,000 Medicaid members and contracting with approximately 900 dental providers. We contract directly with the TennCare Division of Health Care Finance and Administration. Delegated functions include claims processing, customer service, recipient eligibility, utilization management, provider recruitment and retention, provider enrollment and credentialing, complaints, grievances and appeals, reporting, member fulfilment and member outreach.***
Original Project/Contract Start Date:			***5/15/2013 through 9/30/2016, term extension exercised for 10/1/2016 through 9/30/2017***
Original Project/Contract End Date:			***9/30/2017***
Original Project/Contract Value:			***$38,100,000***
Final Project/Contract Date:			***In force***
Was project/contract completed in time originally allotted, and if not, why not?			***N/A***
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?			***N/A***

Reference #:	***2***		
Company Name:	***DentaQuest USA Insurance Company, Inc.***		
Identify role company will have for this RFP project (Check appropriate role below):			
X	VENDOR		SUBCONTRACTOR
Project Name:	***Smiles For Children – State of Virginia Medicaid Dental Program***		
Primary Contact Information			
Name:			***Myra Shook***
Street Address:			***600 E. Broad Street***
City, State, Zip:			***Richmond, VA 23219***
Phone, including area code:			***804-786-1567***
Facsimile, including area code:			***N/A***
Email address:			***myra.shook@dmas.virginia.gov***
Alternate Contact Information			
Name:			***N/A***
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:			***DentaQuest serves as the sole contract administrator for the state of Virginia's Medicaid dental program, "Smiles For Children," serving 940,000 Medicaid members and contracting with approximately 1,990 dental providers. We contract directly with the Virginia Department of Medical Assistance Services. Delegated functions include claims processing, customer service, recipient eligibility, utilization management, provider recruitment and retention, provider enrollment and credentialing, complaints, grievances and appeals, reporting, member fulfilment and member outreach.***
Original Project/Contract Start Date:			***7/1/2005***
Original Project/Contract End Date:			***9/30/2017***
Original Project/Contract Value:			***$3,425,000***
Final Project/Contract Date:			***In force***
Was project/contract completed in time originally allotted, and if not, why not?			***N/A***
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?			***N/A***

Reference #:	3		
Company Name:	***DentaQuest USA Insurance Company, Inc.***		
Identify role company will have for this RFP project (Check appropriate role below):			
X	VENDOR		SUBCONTRACTOR
Project Name:	***Anthem of Florida***		
Primary Contact Information			
Name:			***Lourdes Rivas***
Street Address:			***9250 W. Flagler Street, Suite 600***
City, State, Zip:			***Miami, FL 33137***
Phone, including area code:			***786-441-4730***
Facsimile, including area code:			***N/A***
Email address:			***LRivas@simplyhealthcareplans.com***
Alternate Contact Information			
Name:			***N/A***
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:			***DentaQuest serves as the subcontractor for the Anthem to administer its Medicaid dental program. We serve nearly 130,000 Medicaid recipients under this contract. Delegated functions include claims processing, customer service, recipient eligibility, utilization management, provider recruitment and retention, provider enrollment and credentialing, complaints, grievances and appeals, reporting, member outreach and fulfilment, quality improvement program, data analytics.***
Original Project/Contract Start Date:			***6/1/2010***
Original Project/Contract End Date:			***In force (evergreen renewal)***
Original Project/Contract Value:			***$21,400,000***
Final Project/Contract Date:			***In force***
Was project/contract completed in time originally allotted, and if not, why not?			***N/A***
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?			***N/A***

9.3.1.6.B.1

RFP Cross Reference to Section 4.3.3

DentaQuest confirms it sent Attachment J, Reference Questionnaire to its three business references.

9.3.1.6.B.2

RFP Cross Reference to Section 4.3.4

DentaQuest has confirmed with each of its business references that they have completed Attachment J, Reference Questionnaire and emailed it directly to the Purchasing Division.

9.3.1.6.B.3

RFP Cross Reference to Section 4.3.5

DentaQuest understands this requirement and has confirmed with all three of its business references that they have completed Attachment J, Reference Questionnaire and emailed it directly to the Purchasing Division.

9.3.1.6.C

RFP Cross Reference to Section 4.3.6

DentaQuest understands that the State reserves the right to contact and verify any and all references listed regarding the quality and degree of satisfaction for such performance.

9.3.1.7 Vendor Staff Resumes

A resume form (***Attachment G – Proposed Staff Resume***) must be completed for each proposed key personnel responsible for performance under any contract resulting from this RFP. No more than 50 resume forms may be submitted.

RFP Cross Reference to Section 4.4

As required in Attachment G, DentaQuest has provided resumes for proposed prime contractor staff and proposed subcontractor staff. Please refer to Figure 9.3.B for a list of the staff, followed by resumes for each individual.

Figure 9.3.B Proposed Staff Listing

Organization	Role	Staff Members
DentaQuest	***Prime contractor (bidder)***	***1. Steve Pollock*** ***2. Aaron Washburn*** ***3. Jim Collins*** ***4. Dr. James Thommes*** ***5. Kristen Scott, RN*** ***6. Angie Metzger*** ***7. John Conroy*** ***8. Shelly Dalton*** ***9. Tracy Hurley*** ***10. Dan Sheehan*** ***11. Nick Messuri*** ***12. Joe Vesowate*** ***13. Noah Lehman***
BancTec (SourceHov)	***Proposed subcontractor***	***1. Carolyn Anderson***
Cathedral	***Proposed subcontractor***	***1. Marianne Gaige*** ***2. Aart Knyff*** ***3. Mary Keating***
Certified Languages International, Inc.	***Proposed subcontractor***	***1. Kristin Quinlan*** ***2. Jacob Dillon***

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	✓	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Steve Pollock***		**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Chief Executive Officer***			
# of Years in Classification:		***Exempt - 17***	**# of Years with Firm:**	***17***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE
Information should include a brief summary of the proposed individual's professional experience.

Steve Pollock was appointed as the company's new President and Chief Executive Officer (CEO) effective April 1, 2015. This appointment came after serving as the company's Chief Operating Officer since 2011, and with responsibility for all business segments of DentaQuest, leading the company's growth in an evolving and complex health care market during the implementation of the Patient Protection and Affordable Care Act.

RELEVANT EXPERIENCE
Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

DentaQuest, 1999 - Present
Boston, Massachusetts

Chief Executive Officer, 2015-Present

- Member of the senior team that successfully divested founders in 2004 for $95 million. Also divested Private Equity Investors for $120M on $10M investment. Led Doral through acquisition and transition to new ownership
- Doubled the size of the division since acquisition, growing membership from 6.5 million to 12 million despite cost constraints and high public scrutiny
- Grew revenue from $80 million in 2004 to $220 million in 2009, improving EBITDA by 81% over a four year period
- Expanded state government contracting in eight states, which doubled dentist participation in Medicaid programs and tripled preventative visits for children to serve 6 million young people
- Spearheaded strategic acquisition to expand into Florida, resulting in 35% efficiencies and posturing the company for additional growth
- Diversified DentaQuest's product portfolio to include vision and Medicare dental
- Sponsored national expansion of DentaQuest Foundation and helped expand DentaQuest Safety Net Solutions to more than sixty programs in fourteen states
- Leveraged emerging technology to transform operating environment to self-service, paperless environment

- Created and led "go green" initiative to improve efficiency and quality by increasing web and electronic transactions
- Served as Chief Morale Officer, positioning the company for success and keeping employees focused, motivated, and feeling safe during time of change

Chief Operating Officer, 2011-2015
President, Government Business Unit, 2006 - 2010
Executive Vice President, 2004-2005
Vice President Development & General Counsel, 1999-2004

Medical Mutual of Ohio, 1997-1999
Cleveland, Ohio

Physician Group Contractor, 1998-1999
Regional Network Administration, 1997-1998

- Led unprecedented effort to create a strategic, aligned network of dental, vision, behavioral care, hospitals and physicians within Cincinnati and Dayton, Ohio. Effort resulted in improved quality and lower costs, saving the company more than $4 million
- Negotiated and implemented Medicaid global capitation contract with large tertiary delivery system, which produced an annual savings of more than $3.8 million
- Negotiated and managed ancillary lines, saving more than $1.8 million through vendor management
- Led 18-month relationship-building effort among the company, hospitals and local brokers to create a privately-branded community-based product at a below market provider cost structure

Medimetrix Group, 1995-1997
Cleveland, Ohio

Associate

- Consultant to national client base of health care organizations
- Primarily responsible for transaction support, licensing and business planning

Organizations

- Massachusetts Association of Health Plans, Board Member; 2014 – present
- DentaQuest Institute, Board Member, 2013 – present
- Massachusetts Business Roundtable, Member; 2013 – present
- Oral Health America, Board Member; 2010 – 2012

EDUCATION
Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Harvard Kennedy School of Government; Boston, Massachusetts
Executive ACA Program Education Program, 2013

University of Wisconsin-Madison; Madison, Wisconsin
Juris Doctorate, 1994

University of Wisconsin-Whitewater; Whitewater, Wisconsin
Bachelors of Business Administration, 1991

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Certified Public Accountant; 2000 (inactive)

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Fay Donohue, retired - former CEO of DentaQuest
P 617-640-6802
fay_donohue@comcast.net

Pam Reeve, retired
Chair of the DentaQuest Board
P 781-608-4320
pdar@verizon.net

Dr. James Gillcrist, TennCare Dental Director
TennCare Division of Health Care Finance and Administration
P 615-507-6494
james.a.gillcrist@tn.gov

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	✓	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Aaron Washburn***	**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Regional Director, Client Services***		
# of Years in Classification:	***Exempt - 3 years***	**# of Years with Firm:**	***3***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Experienced executive with a long history in dental government programs. Diverse background includes experience in multiple states, in Medicaid and Medicare programs, and on the government, provider and insurance sides. Excellent organization and communication skills allow for the ability to manage multiple projects at once, and direct various resources to work together to achieve a shared goal.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

DentaQuest, 2013 - present
Boston, Massachusetts (Located in our Missouri office)

Regional Director, Client Services, 2015-present

- Manage the Client Engagement Team for the Midwest/west region
- Ensure staff has the resources they need to meet client expectations and program requirements
- Monitor trends related to each program to identify challenges and opportunities
- Provide oversight of numerous projects simultaneously
- Build relationships with key stakeholders throughout the region

Executive Director, 2013-2015

- Managed the day-to-day operations of the Dental Medicaid programs in Missouri and Kansas, and the Dental and Optometric Medicaid programs in Washington
- Communicated with clients and work to meet program requirements
- Built a strong working relationship with clients to ensure customer satisfaction

Texas Dental Association, 2012–2013
Austin, Texas

Executive Director

- Managed the day-to-day operations of the Texas Dental Association and its affiliates
- Served the nearly 9,000 members of the association by applying the association's strategic plan, identifying challenges and working with the board to find solutions
- Provided daily financial oversight by working with in-house financial staff and outside auditing firms.

Missouri Dental Association, 2007-2012
Jefferson City, Missouri

Assistant Executive Director

- Organized internal operations including budgeting and staffing
- Developed legislative goals and strategies
- Lobbied for legislative and executive support
- Acted as press spokesperson for the organization
- Developed message and talking points for association
- Provided oversight of financial operations
- Led efforts to develop new revenue sources for the association

Office of State Senator Chris Koster, 2005-2007
Jefferson City, Missouri

Chief of Staff

- Developed and completed legislative and office goals
- Worked with interest groups, constituents, legislative and executive branches of government to bring about passage of legislation
- Managed office staff and interns
- Provided all communication from office to constituents, including press and electronic

Office of U.S. Senator Jim Talent, 2003-2005
Jefferson City, Missouri

Special Projects Manager

- Provided constituent services statewide for grants, transportation and agriculture
- Coordinated district travel for the Senator
- Developed a communications network by meeting with state, county and local officials
- Aided other district offices by providing experiential information

EDUCATION
Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Drury College, Springfield, Missouri
Bachelor of Arts – Political Science and Criminology, 1999

CERTIFICATIONS
Information required should include: type of certification and date completed/received.

Not applicable

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Vicki Wilbers, Executive Director
Missouri Dental Association
P 573-634-3436
F 573-635-0764
vicki@modental.org

Joe Vesowate, Regional Vice President Client and Provider Engagement
DentaQuest
P 512-231-4102 x 84102
Joe.Vesowate@dentaquest.com

Tom Mattingly, Regional Vice President Client and Provider Engagement
DentaQuest
P 614-325-1115
Thomas.Mattingly@dentaquest.com

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	✓	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Jim Collins***	**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***EVP, Operations and Chief Financial Officer***		
# of Years in Classification:	***Exempt - 6 years, 7 months***	**# of Years with Firm:**	***6.7***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

As DentaQuest's EVP, Operations and Chief Financial Officer, Jim provides leadership in the development and achievement of the strategic direction of the corporation. He ensures the internal operations and the operations of the finance department are carried out according to policy and within the established objectives of professionalism, efficiency and service. Through Jim's effective leadership and participatory management style, he promotes a culture that fosters trust, innovative appropriate risk taking, clear communication and enhanced productivity amongst direct reports, managers and employees.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

DentaQuest, 2010 - Present
Boston, Massachusetts

EVP, Operations & Chief Financial Officer, 2014 - Present

- Responsible for the strategic direction and leadership of all DentaQuest operations areas including claims, provider operations, credentialing, customer service, complaints, grievances and appeals, and utilization management
- Responsible for the organization's overall financial plans and policies along with its accounting practices and the conduct of its relationship with lending institutions, stakeholders and the financial community.
- Directs treasury, budgeting, audit, tax, accounting, purchasing, real estate, and insurance activities for the corporation and its subsidiaries/divisions.
- Has specific responsibility for developing and coordinating the necessary and appropriate financial data for all departments of the business.

Senior Vice President, Chief Financial Officer, 2010-2014

Sun Financial, 2001-2010
Wellesley Hills, Massachusetts

Vice President of Strategic Planning & Execution, 2005-2010
Life Insurance Division

- Responsible for reassessing strategy of Sun Life's US division resulting in streamlining of product offerings, re-organization of division & identification of $50 million in savings.
- Led a team of 15 professionals in the company's largest business unit responsible for monthly and quarterly management reporting, expense management, strategic planning and analysis
- Defined product offerings
- Achieved a $20 million savings target for Life Insurance Division

Vice President, Financial Planning & Analysis, 2001-2005
Retail Insurance & Annuities Division

- Led a team of 12 professionals in the central finance division, responsible for monthly and quarterly management reporting, budget and cost analysis and annual planning for the US operations.
- Responsible for management reporting, expense management, strategic planning and performance analysis

John Hancock Financial Services 1998-2004
Boston, Massachusetts

Vice President, Office of the President and CEO

- Managed priority financial and strategic projects for the CEO involving all divisions of the company
- Worked with CEO to implement successful transition from mutual life insurance company to public company focused on creating shareholder value, generating 157 percent increase in stock price from time of IPO in 2000 to effective date of merger with Manulife in 2004. Company grew earnings 14 percent per year on average from 1999-2003 and achieved goal of 15 percent ROE in 2003

EDUCATION
Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Harvard Business School; Boston, Massachusetts
Change Leadership Program, 2005

Massachusetts Institute of Technology, Sloan School of Management; Boston, Massachusetts
Executive Program in Business Management, 1996

Dartmouth College; Hanover, New Hampshire
Bachelors of Arts, 1983

CERTIFICATIONS
Information required should include: type of certification and date completed/received.

Fellow of the Society of Actuaries, 1989

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Steve Pollock, CEO
DentaQuest
P 617-886-1568
Steve.pollock@greatdentalplans.com

Fay Donohue, retired - former CEO of DentaQuest
P 617-640-6802
fay_donohue@comcast.net

Michele Scavongelli, Esq
The EdLaw Project
P 978-505-1844
F 978-268-5145
mscavongelli@publiccounsel.net

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	✓	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Dr. James Thommes***		**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Vice President, Clinical Management***			
# of Years in Classification:		***Exempt - 17***	**# of Years with Firm:**	***17***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE
Information should include a brief summary of the proposed individual's professional experience.

James Thommes, DDS, Vice President of Clinical Management will serve as the Nevada Dental Director. Dr. Thommes possesses over 30 years of experience and 28 years of experience in the dental insurance arena with a variety of insurance carriers, payment methods and network designs.

As a practitioner, he has participated in Fee-For-Service (FFS), capitation and Preferred Provider Organization (PPO) plans. From an administrative perspective, he has designed benefits and processes for each of these plan modalities. This allows for a perspective from both sides of the equations - provider and benefit administrator. These skills not only allow for development of robust plans, but also lead to strengths necessary for the credentialing, peer review and quality committees.

Since 2011, Dr. Thommes has served as DentaQuest's Vice President of Clinical Management, responsible for overseeing all clinical aspects of DentaQuest's utilization management and fraud prevention and recovery departments. He is the final authority on clinical decision-making and chairs several internal committees including peer review, credentialing and quality improvement. He consults with clients and has been instrumental in the development of high-quality, low-cost benefit designs. Licensed to practice in eleven states and a Certified Dental Consultant, Dr. Thommes brings a wealth of knowledge and experience to support the State of Nevada with its dental program.

RELEVANT EXPERIENCE
Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

DentaQuest, 1999 - Present
Milwaukee, Wisconsin

Vice-President, Clinical Management, 2011-Present

- Oversees all clinical aspects of DentaQuest's utilization management and utilization review departments
- Final authority on clinical decision-making

- Chairs committees including peer review, credentialing, and quality improvement
- Consults with clients to establish high-quality, low-cost benefit designs
- Licensed to practice in nine states, and is a Certified Dental Consultant

Senior Dental Director, 1999-2011

- Authorized claims based on medical necessity
- Served on credentialing and peer review committees
- Interpreted contract designs
- Established fee schedules
- Consulted with clients to develop benefit designs
- Facilitated provider orientations
- Participated in provider audits

Private Practice Dentist and Business Owner, 1987-Present
Vernon Hills, Illinois

First Commonwealth Dental HMO, 1992-2002
Chicago, Illinois

Dental Consultant

MetLife, 1998-2000
Aurora, Illinois

Dental Consultant

Zion-Benton Children's Service, 1989-1994
Zion, Illinois

Practicing Dentist

EDUCATION
Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Loyola University Dental School; Chicago, Illinois
Doctor of Dental Surgery (DDS), 1983

CERTIFICATIONS
Information required should include: type of certification and date completed/received.

Certified Dental Consultant through American Association of Dental Consultants (AADC), 1997 and remains current.

Certified Quality Assurance Consultant through California Association of Dental Plans (CADP), 2015 and is current.

Member of the National Association of Dental Plans Code Workgroup, 2016.

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Doyle Williams, DDS, Vice President, Carrier Relations and Insurance Operations
Aspen Dental Management, Inc.
P 775-870-2061
DWilliams@aspendental.com

Britt Marie Catron, Chief of Health Systems and Chronic Disease Bureaus
New Mexico Department of Health/ Public Health Division
P 505-841-5869
Britt.catron@state.nm.us

Dr. Kenneth Hammer, Vice President Payor Relations
Benevis, LLC
P 678.816.4918
khammer@benevis.com

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	✓	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Kristen Scott***	**Key Personnel: (Yes/No)**	***No***
Individual's Title:	***Director Quality Assurance***		
# of Years in Classification:	***Exempt- 1 years, 3 months***	**# of Years with Firm:**	***1.3***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE
Information should include a brief summary of the proposed individual's professional experience.

Kristen is a goal-driven, versatile, and compassionate professional with 11 years of quality experience and nine years' experience of direct patient care as a registered nurse.

RELEVANT EXPERIENCE
Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

DentaQuest, 2015 - Present
Boston, Massachusetts

Director Quality Assurance

- Monitor quality of care through the management of DentaQuest's Quality Assurance and Improvement Program
- Assess contract/quality programs and develop strategy and roadmap to obtain departmental goals.
- Establish meaningful goals and metrics for all pertinent functions as they pertain to both internal and external expectations and requirements.
- Develop and implement program to monitor metrics and issues, including trends, root cause and planned improvements.
- Lead internal education/communication campaign to ensure contractual compliance and quality improvement throughout the enterprise. Ensure that the Executives receive the appropriate updates and notification of potential business risks by providing and maintaining standardized reporting of metrics, statistics, accomplishments, priorities and issues.
- Develop a culture of continuous improvement by establishing and maintaining an environment where new ideas and solutions are encouraged, evaluated, quantified and implemented.
- Manage regulatory guidelines in partnership with corporate compliance and legal departments.
- Implement and maintain a quality program to support strategic quality accreditations such as NCQA or URAC.

Molina Healthcare of Wisconsin, 2013 - 2015
Milwaukee, Wisconsin

Director, Quality Improvement

- Responsible for quality improvement and performance development, process improvement and regulatory compliance and standards, and program planning and implementation.
- Oversaw the development and implementation of quality improvement strategies for streamlining programs in support of QI initiatives to provide effective health and dental care for Medicaid, Medicare, and marketplace recipients.
- Led the implementation of quality analysis, performance metrics, and QI reporting requirements.
- Spearheaded the augmentation of the QI Program in relation to new lines of business, which included Marketplace (Affordable Care Act health insurance product) and Medicare and Dental care management.
- Coordinated the execution and analysis of QI Program across multi-functional teams, including Medical Management, Dental, Pharmacy, Provider Services, and Member Services.

Community Health Systems, 2011 - 2013
Franklin, Tennessee

Chief Quality Officer

- Responsible for patient safety improvement and quality patient care and process improvement and regulatory compliance and standards.
- Established a culture of safety and advancing the facility to a high reliability organization (HRO)
- Implemented improvements in care delivery, patient safety and risk mitigation; maintaining compliance with regulatory requirements and Value Based Purchasing metrics
- Improved quality performance and maximized return under Centers for Medicare and Medicaid Services (CMS) Value Based Purchasing requirements.

Froedtert Health Group, 2010 - 2011
Milwaukee, Wisconsin

Director, Clinical Quality

- Administered project development in cooperation with the IS team, clinical systems, and administrative staff.
- Participated in promoting preventive care and chronic illness management for patients of medical group.
- Worked closely with Patient Care Department, medical director and Froedtert Hospital Medical Group Board for execution of quality initiatives to develop programs which met financial objectives while providing optimal patient care standards.

Froedtert Hospital, 2005 - 2010
Milwaukee, Wisconsin

Quality Management Coordinator

- Assumed full responsible in identifying quality issues and developing process improvements to leverage and preserve patient safety.

Columbia St. Mary's Hospital, 1996 - 2005
Milwaukee, Wisconsin

Registered Nurse

- Responsible for direct patient care

EDUCATION
Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Cardinal Stritch University; Milwaukee, Wisconsin
Master of Business Administration, 2010

Cardinal Stritch University; Milwaukee, Wisconsin
Bachelor of Science in Nursing, 1998

Cardinal Stritch University; Milwaukee, Wisconsin
Associate of Science in Nursing, 1996

CERTIFICATIONS
Information required should include: type of certification and date completed/received.

Lean Six Sigma Green Belt; 2007

REFERENCES
A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Beth Markley, Associate Director
Health Services Advisory Group (HSAG)
815-922-9881
bmark@7534@yahoo.com

Rob Rhode, Quality Program Director
Molina Healthcare Corporate
P 562-533-2657
Rob.rhode-szudy@molinahealthcare.com

Donna Kasian, VP New Business Strategies
DentaQuest
P 262-241-7140 x 43519
Donna.Kasian@greatdentalplans.com

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	✓	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Angie Metzger***		**Key Personnel: (Yes/No)**	***No***
Individual's Title:	***Vice President, Utilization Management***			
# of Years in Classification:		***Exempt - 17 years***	**# of Years with Firm:**	***17***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Angie Metzger oversees the activities of staff involved in utilization management and complaints and grievances. Her familiarity with state and federal requirements helps guide her staff to a high level of performance. Under Angie's direction, 80 clinical review specialists review dental claims to verify the appropriateness of dental treatments. She directs her staff to be vigilant in in monitoring claims to assure that members are receiving the scope of care outlined in our contracts.

Angie has been DentaQuest's director of operations since 2004, and has been with the company since 1999.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

DentaQuest, 1999 to Present
Boston, Massachusetts (Located in our Milwaukee, Wisconsin office)

Vice President, Utilization Management, 2012- present

- Oversee decisions regarding authorizations and appeals
- Ensures that authorizations, complaints, grievances, appeals and associated correspondence comply with state and federal regulations

Director of Operations/Utilization Management, 2007- 2012

- Supported quality standards through rigorous utilization management methods
- Established departmental goals to accommodate client expectations

Manager of Utilization Management, 2004- 2007

- Oversaw benefit examiners pre-authorizing major dental services
- Achieved compliance with turnaround time requirements

Claims Department Manager, 2003- 2004

- Trained claims staff of 45
- Coordinated claim cutoffs for over 120 check runs each month

Claim Department Supervisor, 2001-2003

- Recruited staff
- Oversaw staff performance

Benefit Examiner, 1999- 2001

- Reviewed X-rays, models and patient charts to pre-authorize major dental services based on medical necessity

EDUCATION

Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

DentaQuest University MBA Program; Boston Massachusetts
Coursework completed, 2014

Milwaukee Area Technical College; Milwaukee, Wisconsin
Diploma of Surgical Technician, 1994

Nobel Biocare Implant Mini Residency Program, 1997

Milwaukee Area Technical College; Milwaukee, Wisconsin
Oral and Maxillofacial Anesthesia Assistants Program, 1996

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Not applicable.

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Kimberly Rux, Director of Operations
Premier HealthCare
P 414-305-3968
kymber1970@sbcglobal.net

Jean Enea, Owner
Competitive Edge
P 312-543-4594
Cookie.beck1@gmail.com

Cheryl Polmatier, VP Network Strategic Solutions
DentaQuest
P 262-241-7140 x 43718
Cheryl.Polmatier@dentaquest.com

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	✓	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***John Conroy***	**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Vice President, Customer Service***		
# of Years in Classification:	***Exempt - 2 years, 7 months***	**# of Years with Firm:**	***2.7***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

John is a senior executive with a strong background in operations management, expense management and call center customer service delivery. His background and experience includes client management, workflow, workforce planning, and Six Sigma process improvement. He has a solid track record of marshaling resources to address business problems and improve business results. John's experience and accomplishments delivering customer service for 30+ years will be an asset to the Nevada dental program.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

Vice President, Customer Service, 2014 to present
DentaQuest; Boston, Massachusetts

- Responsible for managing a staff of 375 in 5 locations who provide customer service support for insured members and their dental providers
- Transform customer service to customer engagement, work force optimization, and the introduction of new applications that enhance service capability while improving efficiency
- Deployed the Aspect Work Force Management software resulting in improved forecasting and capacity planning, performance tracking and improvement capability, and quality assessment tools
- Pilot a customer relationship management strategy to gain insight into customer behavior and manage work cases for timely resolution
- Manage the staffing and customer service requirements associated with the Affordable Care Act
- Reorganize the management structure to more closely align it with customer needs

Call Center Consulting Services 2013-2014
Pomfret Center, Connecticut

Consultant

- Provided guidance in all areas of call center management including forecasting and staffing analysis, employee engagement, and productivity improvement.

Putnam- Mercer 2000 – 2013
Boston, Massachusetts

U.S. Contact Center Leader

- Managed a staff of 600 customer service professionals in 4 locations for service delivery via call center, email, chat, and web channels for the retirement and health and benefit administration businesses
- Managed expenses, achieved service level agreement goals for our clients, improved productivity, and enhanced the quality of the customer service interaction
- Successfully integrated defined benefit and health and benefit servicing capability into the model we utilized for defined contribution efficiently delivering high quality service
- Managed a project to replace the representative desktop tool which improved navigation and accuracy and reduced call handle time by twenty-five seconds resulting in annual savings of over $1 million
- Instrumental in the replacement of the knowledge base resulting in increased accuracy and reduced call handle time by ten seconds generating $420,000 in annual savings.
- Implemented improvements to the Interactive Voice Response system which off-loaded 8% of call volume to self-service
- Coordinated call center capacity increasing utilization from 55% to 78%
- Reduced financial processing errors from over 400 per year to less than 100 per year saving over $400k in losses
- Increased first call resolution rates from 75% to 90%
- Implemented a pre-hire skills assessment for prospective customer service representatives resulting in increased retention of newly hired resources by 20%
- Reduced call center representative staff attrition to less than 20% from over 60% by humanizing work schedules, increasing training activity, and establishing clear career paths within the contact center and other operational functions

FleetBoston 1989 – 2000
Putnam, Connecticut

Senior Vice President- Customer Service

- Responsible for managing the customer contact functions for FleetBoston's three 24-hour customer service centers for the retail banking business
- Achieved service level goals, sales targets, and raised the level of productivity and effectiveness of the customer contact staff of over 1000 employees
- Off loaded representative assisted call volume to automated channels, increasing usage from 63% to 71%; Saved $600,000 in annual salary expense with a 1% shift to automation
- Increased sales revenue by $17 million within twelve months via effective use of outbound calling activity, leveraging inbound customer service calls for opportunities, and revising the sales incentive program
- Reduced unit cost per call from $1.67 to $1.58, an annualized savings of $2.8 million
- Improved Gomez email rank from 19 to 9
- Installed a new Aspect switch (ACD) in all call center locations resulting in improved productivity by leveraging resource pools
- Improved the quality of the customer experience by adding quality measures to the management incentive program

American Express 1980-1989
Sturbridge, Massachusetts

Director, Credit Operations

- Responsible for all aspects of credit operations for the Eastern region

EDUCATION
Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Pace University; New York, New York
Masters of Business Administration, Accounting, 1982

Fordham University; New York, New York
Bachelor of Arts, Economics, 1975

CERTIFICATIONS
Information required should include: type of certification and date completed/received.

Not applicable.

REFERENCES
A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Richard Coakley, Director Customer Service
Rockland Trust
P 508-488-0091
Richard.coakley@outlook.com

Peter Lawrence, VP Individual Plans
Mercer
P 781-588-7514
Peter.lawrence11@verizon.net

James Collins, EVP, Operations & Chief Financial Officer
DentaQuest
P 617-886-1640
James.collins@greatdentalplans.com

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	✓	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Shelly Dalton***	**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Manager, Complaints Grievances & Appeals***		
# of Years in Classification:	***Exempt - 8 months***	**# of Years with Firm:**	***8 months***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE
Information should include a brief summary of the proposed individual's professional experience.

Shelly is a versatile bilingual management professional with 20 years of multi-site, large scale operations management experience and team development. Her background and experience in health care management touches all aspects ranging from managing and processing grievance, appeals and requests for fair hearings to managing compliance, quality, training and operations support and managing claims and customer services.

RELEVANT EXPERIENCE
Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

DentaQuest, 2016 – present
Boston, Massachusetts

Manager Complaints, Grievances and Appeals

- Manage the activities of 46 employees that are responsible for researching and responding to complaints, grievances and appeals.
- Responsible to participate in client audits, presentations, corrective action plans, develop and implement process improvements, as well as meet client requirements in regards to contractual turnaround times.
- Set short and long-term strategic goals and objectives for the department which reflect changes in business practices or contractual obligations.
- Responsible for managing & forecasting a department annual budget of $2.9M.
- Established and implemented productivity expectations for CGA Specialist position to allow us to measure the efficiency of staff.
- Created and introduced monthly department dashboard in order to track and report key metrics.
- Created and introduced monthly individual scorecards for CGA Specialist so that we have a holistic view of someone's performance including productivity, quality, attendance, schedule adherence, etc.

Assurant Health, 1988 - 2016
Milwaukee, Wisconsin

Director, Operations Support, 2009 – 2016

- Accountable for the implementation of Microsoft Dynamics as key enabler of our customer experience strategy.
- Promoted business growth through the implementation of a claims payment method netting the organization $11M in annual revenue.
- Under my leadership added 2 Business Analysts positions to my team that create and support VBA (Virtual Basics) programs which automate key business functions. Approximately 50 programs are in place that save operations $900K annually and $2.1 million savings since start of the programs.
- Recommended to change timing of the mailing of the member EOB's from daily to weekly. Weekly mailings allows us to bundle EOB's to the same customer in one envelope. The company realized $323K annually in postage savings.
- Created and maintained disaster recovery and pandemic plan for all operational areas.
- Oversaw the operational business changes associated with the Affordable Care Act (ACA) including selling on the federal marketplace.
- Primary operations leader in the rollout of the Aetna Signature Administrator PPO network. Rollout was accelerated and executed in 3 months. Responsible for ensuring that claims were handled and adjudicated accurately, controls established and customer service workflows and documentation were in place.
- Selected as part of elite group of Assurant Health leaders to attend Center for Emerging Leaders management & strategy course.
- Selected for company mentor program and contributed to the development of multiple high performing employees.

Director, Compliance/Quality Training and Operations Support, 2006-2009

- Led all aspects of a large scale market conduct exam for a key state that required oversight of 35+ people loaned for this initiative. Responsible for ensuring claim files were completed accurately for 894 policies while delivering files under very stringent and tight deadlines. Consistently met dates and deadlines and responded to corrective actions.
- Implemented end-to-end quality program that audited claims, including the customer experience, from submission to finalization of the claim.
- Audited 60 unique functions with an overall average of 99.1% quality accuracy.

Director, Correspondence Unit, 2003-2006

- Responsible for managing & forecasting a department annual budget of $2.5M.
- Implemented new letter writing system which includes interface with mainframe systems to drive efficiency while providing the Correspondents with access to numerous templates.
- Member of Grievance Panel in which formal grievances were heard from customers. Responsible for reviewing grievance files prior to meeting and rendering a vote. Approximately 40-50 files were reviewed weekly.

Project Manager, Claims and Customer Services, 2001-2003

- Responsible for 15 people that include Project Leaders and Project Coordinators.
- Team responsible for ensuring claims and customer service are represented in project initiatives & ensuring changes are communicated. Project Manager for medium-large projects that impacted claims and customer service.
- Leadership for creation, rollout and on-going management of an idea generation program called What Would Owners Do (WWOD) across 400 people in Operations.

Project Leader, Claims and Customer Service, 2000-2001

- Project Leader for the design of a new premium bill. Scope of project included design of new bill, testing, training, created education materials for customers, managed post production issues and internal communications.

Supervisor, Customer Service, 1998-2000

- Work individually and with peers to develop leadership skills to ensure appropriate behaviors are being looked at when coaching and working with CSR's.
- Coached and developed staff, provided feedback and corrective action if necessary for direct reports.
- Provided support and direction to CSR's so they can resolve all their calls.
- Handled and resolved escalated calls.

Correspondent, 1994-1996
Senior Premium Processor, 1992-1994
Premium Processor, 1988-1992

EDUCATION
Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Marquette University; Milwaukee, Wisconsin
Bachelor of Arts, Business Administration and Management, 1989

University of Wisconsin; Milwaukee, Wisconsin
Coursework in Emotional Intelligence, Effective Interpersonal and Communication Skills, Strengthening Leadership Abilities, 2008

CERTIFICATIONS
Information required should include: type of certification and date completed/received.

Process Design and Re-engineering Certificate, Hammer & Company, 2008

REFERENCES
A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

John Conroy, Vice President of Customer Service
DentaQuest
P 617-886-1350
John.Conroy@greatdentalplans.com

Lauris Grabeklis, Vice President, Operations
Assurant Health
P 414-299-6755
lauris.grabeklis@assurant.com

Lynn Kern, Manager, Operations Support
Assurant Health
P 414-299-7651
lynn.kern@assurant.com

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	✓	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Tracy Hurley***	**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Claims Administrator***		
# of Years in Classification:	***Exempt- 3 years, 6 months***	**# of Years with Firm:**	***3.6***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE
Information should include a brief summary of the proposed individual's professional experience.

With over a decade's worth of claims processing experience, Tracy effectively leads DentaQuest's claims operations, overseeing the processing of an average of 23 million dental claims per year. She is responsible for managing all claims payment functions, overseeing the team that conducts end-to-end claim payment, including claim payment process, claim payment data, claim payment solutions, cross departmental management, and research of payment files.

Tracy has a strong background in process improvement, having served as our Director of Business Optimization for several years prior to her existing role. In this role, she led a team of analysts tasked with identifying and implementing process improvement and operational efficiency opportunities, coordinating and conducting new system functionality user acceptance testing and ensuring operational readiness for technology solutions.

RELEVANT EXPERIENCE
Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

DentaQuest, 2013 - Present
Boston, Massachusetts

Director Claims Operations, 2015 - present

- Developing cost avoidance processes
- Meeting claims processing timelines
- Ensuring minimization of claim recoupments
- Uses business knowledge to independently resolve claim issues and adjustments
- Responsible for the adjustments to complex claims as necessary to meet corporate goals
- Document work product and track outstanding items and turnaround times within claims system or other manual tracking tools such as excel spreadsheets.
- Work closely with providers, members and clients to properly resolve claim issues

- Collaborate with members of sales, client services and provider relations to address outstanding claim issues
- Communicate with leadership on claim trends to assist in proactively resolving broader claim issues
- Work with management to increase auto adjudication rates and self-service utilization
- Process map workflow and lead resolution of ad hoc scenarios
- Comply with all state, local and federal statues, requirements and regulations

Director of Business Optimization, 2013 - 2015

- Oversees a team of analysts responsible for driving the development of viable business solutions that result in measurable returns on investment
- Oversees a team tasked with identifying and implementing process improvement and operational efficiency opportunities, coordinating and conducting new system functionality user acceptance testing and ensuring operational readiness for technology solutions.
- Responsibilities span the technology project life cycle, from requirements identification through business acceptance, ensuring that the development of technical solutions incorporate continuous business improvement practices.

Arbella Insurance Group, 2005 – 2013
Quincy, Massachusetts

Vice President of Claims, 2009-2013

- Formulated claims policies and procedures
- Managed a $34 million annual operating budget.
- Analyzed performance metrics; identified and addressed performance trends through aggressive performance management and recognition programs
- Fostered a culture of engagement and talent development for 360 employees located in six offices across two New England states
- Partnered with executive peers across the organization in setting enterprise strategic direction, multi-year growth and profitability plans and allocating resources to achieve organization priorities

Assistant Vice President, Claims, 2005-2009

- Streamlined processes, improved workflow and reduced expenses.
- Designed and implemented claims performance metrics, reporting and trending tools to measure office-to-individual results in key areas.
- Created a centralized claim service center.
- Led a team of seven claims managers and directors.

EDUCATION
Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Brandeis University; Waltham, Massachusetts
Master of Science, Technology Management; expected completion date December 2017

Suffolk Law School; Boston, Massachusetts
J.D., Cum Laude, 1994

University of Massachusetts; Amherst, Massachusetts
Bachelor of Arts, Political Science, 1991

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Not applicable.

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Angela Kish, Vice President, Operations
DentaQuest
P 262-241-7140 x43583
Angela.Kish@greatdentalplans.com

Kim Nunes, Director New Business Development
DentaQuest
P 617-886-1273
Kim.Nunes@greatdentalplans.com

Colleen Branch, Director Provider Operations
DentaQuest
P 262-241-7140 x43521
Colleen.Branch@greatdentalplans.com

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	✓	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Dan Sheehan***	**Key Personnel: (Yes/No)**	***No***
Individual's Title:	***Senior Vice President and Chief Information Officer (CIO)***		
# of Years in Classification:	***Exempt- 1 years, 10 months***	**# of Years with Firm:**	***1.10***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Dan is a versatile executive with a proven track record of successful partnerships with executive leaders to drive business results, conduct transformation and progressive change. Dan's background includes domestic and international experience deploying strategies resulting in cost-reductions and achieving business objectives. He has delivered top- and bottom-line results. He deploys innovative solutions to complex business challenges through outstanding conceptual and problem-solving skills. Dan is goal-oriented with a strong results-driven management style enabling the deployment of Oracle ERP, SAP, JDA, e-commerce, claims management, credentialing, CRM, supply chain, warehouse and transportation management, business intelligence, portals, mobile, loyalty and reward programs and other mission-critical systems.

With over 28 years of leadership and management experience of large and mid-sized IT organizations, Dan is adept at delivering performance to customer expectation in a demanding and dynamic internal and customer-facing growth environments. He is a leader who can develop the right plan, deliverables and objectives, sets high expectations and then delivers better, faster and cost effective solutions focusing on three key elements: people, process and technology utilizing these to realize results and operational excellence.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

DentaQuest January 2015 - Present
Boston, Massachusetts

Senior Vice President & Chief Information Officer

- Manages all IT functions including strategic planning, technology infrastructure enterprise architecture, and enterprise program managements
- Guides application development and multiple support teams
- Develops and presents proposals and updates to quarterly and annual board meetings

Actuate Capital Partners 2014- 2015
Atlanta, Georgia

Managing Director

- Conducted assessments and due diligence on investment opportunity in analytic, business intelligence, digital, social media and mobile marketing companies.

Modell's Sporting Goods 2012- 2013
New York, New York

Chief Operating Officer

- Led the Distribution Center, Ecommerce, Information Technology, Loss Prevention, Store Operations and Visual Merchandising organizations for the northeast based Sporting Goods chain.

Dunkin' Brands 2006- 2012
Canton, Massachusetts

Senior VP and Chief Information Officer

- Guided IT Organization for Dunkin' Brands

Valassis 2000-2006
Hartford, Connecticut

Senior VP and Chief Information Officer

- Led IT organization for direct mail marketing services company supporting all internal and external facing capabilities to provide intelligent and innovative media solutions by integrating online and offline data combined with powerful insights and targeting capabilities.

ACSYS 1999-2000
Boston, Massachusetts

Chief Information Officer

- Integrated IT, telecommunications, and real estate for fast growing $328 Million, 48-office subsidiary of a leading international staffing company.

EDUCATION
Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Salem State College; Salem, Massachusetts
Masters of Business Administration, 1991

Suffolk University; Boston, Massachusetts
Bachelors of Business Administration Computer Information System, 1985

CERTIFICATIONS
Information required should include: type of certification and date completed/received.

Not applicable.

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Dennis Leonard, President
Delta Dental of Massachusetts
P 617-886-1348
F 617-886-1390
Dennis.Leonard@greatdentalplans.com

Steve Allocco, VP IT
CarMax
P 617-792-4300
F 508-599-4678
Steve_J_Allocco@carmax.com

Chuck Dunn, VP
NCR
P 770-576-6480
Chuck.dunn@ncr.com

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	✓	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Nick Messuri, JD***	**Key Personnel: (Yes/No)**	***No***
Individual's Title:	***Vice President Fraud Prevention and Recovery***		
# of Years in Classification:	***Exempt- 1 years, 5 months***	**# of Years with Firm:**	***1.5***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Nick is an accomplished lawyer with vast experience in program integrity (fraud prevention and recovery) with over 25 years of experience. He is responsible for the strategy, engineering, development, implementation and oversight of DentaQuest's fraud, waste and abuse prevention and recovery programs, ensuring compliance with relevant state and federal regulatory requirements and driving overall efforts to meet legal and contractual obligations, manage organizational risk and control costs.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

DentaQuest, 2015 - present
Boston, Massachusetts

Vice President Fraud Prevention and Recovery

- Provides strategic and managerial leadership in the development and implementation of fraud, waste and abuse and cost management activities in a results driven environment
- Reports to the Board of Directors and the Audit Committee on FWA activities and results
- Develops a national leadership role for the company in health care fraud prevention, by working with key government agencies and through industry organizations such as the National Health Care Anti-Fraud Association
- Maintains necessary professional certification and represents DentaQuest at appropriate industry educational seminars; utilizing knowledge of evolving FWA schemes and investigatory techniques to maintain DentaQuest's "Best in Class "SIU.
- Directs the modification and implementation of policies, procedures and systems required for the prevention, detection, investigation and reporting of FWA
- Identifies and implements state of the art analytical tools and technology, and case referral and intake systems

- Collaborates with Business Intelligence and Analytics units to develop, maintain and improve analytic tools which allow for pre and post case identification of aberrant billing and coding patterns and abusive practices.
- Working with the Finance Department, develops superb metrics with respect to recoveries and prevention savings, including measures that flow into the underwriting process where appropriate

- Creates and maintains an ongoing set of reports and dashboard performance metrics to inform both internal and external stakeholders (including the Board, Senior Leadership, clients and appropriate regulatory and law enforcement agencies) of SIU activities and results.
- Ensures that required interfaces with the compliance department are in place and that we otherwise meet all legal and regulatory requirements.
- Maintains the DentaQuest Anti-Fraud Plan and provides enterprise-wide FWA training and ongoing education to associates, senior management members, the Board and subcontractors.

Tufts Health Plan, 2006-2016
Watertown, Massachusetts

Director, Fraud Prevention and Recovery Unit, Associate General Counsel

- Directed all anti-fraud and abuse cost-containment strategies and investigations to protect and recover medical and pharmacy health care dollars associated with the Plan's Medicaid, Medicare, and Commercial business lines
- Implemented programs and audit plans that exceed state Medicaid Managed-Care and federal Medicare Advantage fraud waste and abuse (FWA) compliance requirements; completes regular reporting to General Counsel, three Presidents and Board of Directors.
- Regularly surpassed internal incremental savings targets for eight consecutive years with a sustained 9-1 ROI, growing FWA cost savings from $1.5 million to $9.2 million.
- Participant in medical trend management; identifies initiatives that address inappropriate increase to medical trend. Adheres to strategic approach and data analytics to rotate detection efforts among provider specialties and determine opportunities to promote deterrence.
- Provided leadership for the Massachusetts private plans when referring cases to outside agencies for review and enforcement; created the Massachusetts Attorney Generals' health care fraud task force in 2000.

Office of the Attorney General Commonwealth of Massachusetts Assistant Attorney General, 1992-2004
Boston, Massachusetts

Bureau Chief, Business and Labor Protection, 2004 – 2006
Division Chief, Medicaid Fraud Division, 1996 – 2006
Trial Division Litigator, 1992 – 1995

- Responsible for one of the four Attorney General Bureaus with a $6.5 million dollar budget and a staff of 80 investigators and assistant attorney generals bringing business and health care fraud indictments, settlements, search warrants and prosecutions.
- Ten year division leader and chief trial counsel for Medicaid fraud enforcement overseeing a staff of 30 under a $3.2 million federal grant with OIG/HHS performance standards. Developed more than 125 criminal and civil investigative plans involving fraud, larceny, embezzlement, kickbacks, and the false claims act. Recovered $70 million dollars in criminal restitution and civil fines and penalties.
- Established priorities to target systemic weaknesses in Medicaid program administration, and causes of waste and abuse. Fostered close working relationship with Mass Health, the regional Office of the Inspector General, the Department of Justice and the Commonwealth's state licensing boards.
- Responsible for administering a state- wide program to address nursing home patient abuse and neglect in coordination with the Department of Public Health's Division of Health Care Quality. Drafted

amendments to MGLc.265 13K to strengthen enforcement for abuses inflicted upon the elderly and the disabled, testified before the state legislature prompting statutory changes in 2004.

- Brought first state criminal malpractice cases against physicians alleging medically unnecessary prescribing and secured convictions through the use of medical expert testimony. On appeal the Massachusetts Supreme Judicial Court established the principle of criminal liability for physicians who issue prescriptions in bad faith and for no justifiable medical purpose.
- Brought first state criminal prosecution against a psychiatrist alleging fraudulent billing incorporating the federal willful blindness doctrine, in which the Massachusetts Court of Appeals affirmed that willful blindness can be inferred when the facts suggest a conscious course of deliberate ignorance.
- Appointed 2003 Chair of National Multistate False Claims Act Committee by the National Association of Attorneys General to coordinate multistate litigation among the states and the Department of Justice (DOJ).
- Appointed 2004 Vice-President and 2005 President of the National Association of Medicaid Fraud Control Units (NAMFCU). Selected to testify before the United States Senate Finance Committee in 2006 on methods to improve Medicaid fraud control.

EDUCATION
Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

New England School of Law
Boston, Massachusetts
Juris Doctorate, 1985

Northeastern University
Boston, Massachusetts
Bachelor of Science, 1982

CERTIFICATIONS
Information required should include: type of certification and date completed/received.

Bar Admission to the Supreme Judicial Court of Massachusetts; 1985
Bar Admission to the United States District Court, District of Massachusetts; 1993

REFERENCES
A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Robert Patten, Managing Attorney
Medicaid Fraud Division, Office of the Attorney General
P 617-963-2382
robert.patten@state.ma.us

Brian M. O'Leary, Executive Office for Immigration Review
U.S. Department of Justice, Arlington Immigration Court
P 703-603-1314
Brian.O'Leary@usdoj.gov

Julie Georgoulis, Fraud Investigation & Prevention Senior Program Manager
Blue Cross Blue Shield of Massachusetts
P 617-246-3511
Juliette.Georgoulis@bcbsma.com

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	✓	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Joe Vesowate***		**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Regional Vice President, Client and Provider Engagement, West Region***			
# of Years in Classification:		***Exempt - 3 years***	**# of Years with Firm:**	***3***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Executive leader with 33 years of experience in business operations, finance, policy development, legislative process, quality assurance and team building. Adept at building stakeholder relationships, carrying out strategic initiatives, and mentoring and managing people with varying backgrounds and talents to meet client needs.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

DentaQuest, 2013 - Present
Boston, Massachusetts (located in our Austin, Texas office)

Regional Vice President, Client and Provider Engagement, West Region

- Operating responsibility for Medicaid and CHIP dental benefits administration agreements with States and managed care companies.
- Work involves directing and/or coordinating local and national resources – administrative staff, member outreach, call center, provider relations, and clinical management – to meet contract access, quality and cost goals and to comply with contract requirements.

Texas Department of Aging and Disability Services, 2012 – 2013
Austin, Texas

Assistant Commissioner

- Responsible for operation of intermediate care facilities (ICF) for persons with intellectual disabilities, including delivery of medical and behavioral health care, vocational and rehabilitative programs, community involvement, and physical plant operations;
- Led development of key reforms to comply with federally mandated improvement plan.

Texas Health and Human Services Commission, 2008 – 2012
Eastland, Texas

Director of Medicaid/CHIP Managed Care Operations, 2010 - 2012

- Responsible for strategic and day-to-day management of Texas managed care vendors providing comprehensive health care services for 3.5 million Medicaid and CHIP recipients: contract oversight, information systems support, benefit design, financial reporting and consumer support.
- Directed expansion of Medicaid and CHIP managed care in Texas, including vendor selection, contracting, and implementation.

Manager of Quality Assurance and Program Improvement, 2008 - 2010

- Implemented the Texas Medicaid and CHIP Quality Assurance program including federal and state reporting and contractor oversight of quality goals.
- Designed program to align goals and objectives of Medicaid managed care with legislative directives related to health care quality improvement.

Texas Department of State Health Services, 2004 – 2008
Dallas, Texas

Assistant Commissioner

- Executive responsibility for behavioral health programs: in-patient mental health services, contracted out-patient mental health and substance abuse treatment and prevention services, and tobacco prevention and control programs.

Texas Commission on Alcohol and Drug Abuse, 1997 – 2004
Dallas, Texas

Director of Licensing and Enforcement, 2003 - 2004

- Responsible for agency regulatory functions (licensing, enforcement and oversight) for substance abuse facilities and programs.

Manager, Analysis and Reporting Division, 1999 - 2003

- Responsible for external financial and client data reporting, services, and internal business analyses.

Audit Supervisor, 1997 - 1999

- Developed risk-based audit model, managed single audit process, and provided technical advice to contractors on budgeting, accounting, physical plant operations, and organizational compliance.

University of Texas at Tyler, 1996 – 1997
Tyler, Texas

Assistant Chief Financial Officer

- Supervised Physical Plant, Financial Services, and Student Financial Aid. Part of leadership team that reorganized business functions, improved IT systems, and reduced operating costs.

University of Texas System Administration, 1989 – 1996
Austin, Texas

Audit Supervisor, Auditor-in-charge, 1990 - 1996

- Supervised audits of university operations. Internal quality assurance manager.

Endowment Analyst, 1989 - 1990

- Prepared financial analyses and management reports for UT System investment funds for the University of Texas Board of Regents.

EDUCATION

Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

The University of Texas at Austin; Austin, Texas
Bachelor of Business Administration in General Business, 1982
Completed Second Major in Accounting, 1988

The University of Texas at Tyler; Tyler, Texas
Post-graduate MBA coursework, 1997

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Certified Public Accountant, 1993

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Scott Schalchlin, Associate Commissioner
Texas Department of Aging and Disability Services
P 512-438-4550
scott.schachlin@dads.state.tx.us

Gary Jessee, Deputy Executive Commissioner
Texas Health and Human Services Commission
P 512-462-6295
gary.jessee@hhsc.state.tx.us

Felix Layne, Vice President, Special Projects
DentaQuest
P 617-886-1271
Felix.layne@greatdentalplans.com

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	✓	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Noah Lehman***	**Key Personnel: (Yes/No)**	***No***
Individual's Title:	***Regional Director Provider Engagement***		
# of Years in Classification:	***Exempt- 12 years***	**# of Years with Firm:**	***12***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Twelve years' experience in Medicaid dental program management. Nine years of Medicaid dental provider management, relations and recruitment experience.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

DentaQuest, 2004 - Present
Boston, Massachusetts (Located in Boise, Idaho)

Regional Director Provider Engagement, 2014 - Present

- Supervise staff in assigned region (Washington, Nevada, Idaho, Utah, California, and Arizona)
- Design and executive provider training programs
- Ensure adequate staffing and training
- Resolve escalated Issues
- Provide solutions to market and provider issues

Provider Relations Representative, 2007-2014

- Maintain positive relations with market providers, provider groups, and community groups.
- Educate providers on plan changes, policies, self-service tools, clinical guidelines, etc.
- Recruit providers and negotiate new contracts to maintain minimum state requirements and program cost objectives.
- Facilitate provider mass communications and program initiatives.
- Troubleshoot and resolve provider issues.
- Manage all aspects of the network to ensure program compliance and plan success.

Reimbursement and Benefit Analyst, 2005-2007

- Interpret benefit coverage's and limitations.

- Submit accurate and timely remittances to providers.
- Resolve all payment inquiries.
- Review claim processing procedures in order to maintain accuracy.
- Develop and maintain systematic controls governing claims payments.

Orthodontic Unit Assistant, 2004–2005

- Responsible for database and storage of all orthodontic study models.
- Guarantee proper turnaround time for all claims according to appropriate state guidelines.

EDUCATION

Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Boise State University; Boise, Idaho
Bachelors of Business Administration, 2016

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Not applicable.

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Sara Stith, Grants/Contracts Management Supervisor
Medical Care Bureau Division of Medicaid Idaho Dept. of Health & Welfare
P 208-287-1173
F 208-332-7280
Sara.Stith@dhw.idaho.gov

Dr. John Burtenshaw, CEO and Chief Dental Officer
Lone Peak Dental Management
P 208-419-6280
johnburtenshaw@hotmail.com

Kayvan Azar, Vice President of Recruiting
Familia Dental
P 806-543-4642
F 847-496-7603
Karvan@familiadental.com

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:		**Subcontractor:**	✓

The following information requested pertains to the individual being proposed for this project.

Name:	***Carolyn Anderson***		**Key Personnel: (Yes/No)**	**No**
Individual's Title:	***Sr. Business Manager***			
# of Years in Classification:		***30***	**# of Years with Firm:**	***19***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Senior Management level leader with over 35 years of experience establishing business solutions, optimizing labor and utilizing automated data to support growth and generate value for Healthcare Claims and document processing BPO organizations. Proven ability to build and lead teams, implement business strategies, align operations with organizational objectives, and drive process improvements to generate required results. Experience in strategic planning, budgeting, project management, cost management, vendor management, service level agreements, metrics development, and associated operational reporting. Dedicated to building and motivating cross-functional teams, that consistently exceed business expectations.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

BancTec/SourceHov, 1998 – Present
Sr. Business Manager

- Manage start-up of a new OCR operations department and meet tight-turnaround and quality requirements.
- Accepted challenging opportunity to lead a critical new business unit for processing health insurance claim forms. Scope of responsibility was significant and included HR, cost containment, IT operations, training, scheduling, project management, programming and process improvement.

Sr. Production Manager
Sr. Production Manager & International Operations Manager

Satellite Image Systems, 1995 – 1998

General Manager

- Developed business plans and built strong operating infrastructures to meet diverse organizational and operational challenge

- Established policies and standards for productivity, quality and turnaround requirements to not only meet but exceed contractual agreements
- Setup Network system utilizing Novell
- Grew staff to more than 100 employees while maintaining cost controls and profit

EDUCATION
Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

BS Computer Science/Minor Business Administration, Texas Woman's University, Denton, Texas 2004

CERTIFICATIONS
Information required should include: type of certification and date completed/received.

Not applicable.

REFERENCES
A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Sherry Schmidt
Director of Operations BancTec/SourceHOV
972-821-5547
Sherry.schmidt@BancTec.Com

Vivek Kalia
Sr. Manager, Operations India BancTec/SourceHOV
+91-20-24221460 x444
Vivek.Kalia@BancTec.In

Sara Sprecher
ORN – Baylor Surgicare
214-820-2581
ssprecher@uspi.com

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:		**Subcontractor:**	✓

The following information requested pertains to the individual being proposed for this project.

Name:	***Marianne W. Gaige***		**Key Personnel: (Yes/No)**	**No**
Individual's Title:	***President, CEO and Chairman of the Board***			
# of Years in Classification:		***20***	**# of Years with Firm:**	***24***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

An accomplished executive in high-growth companies, Marianne has been a senior manager with Cathedral Corporation since 1992, was appointed President and Chief Operating Officer in 1996 and named President and Chief Executive Officer in 2008. Prior to that, she was a manager with Price Waterhouse and a consultant with the Atlanta-based firm McMann & Dee. She has worked with many companies on strategic planning and improvement of operating efficiencies. Marianne earned a B.S. degree in Accounting from Alfred University, and an M.B.A from Harvard University's Graduate School of Business. She is also a C.P.A.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

September 2016 - President, CEO and Chairman of the Board; Cathedral Corporation, Rome NY
May 2008 – President and CEO; Cathedral Corporation, Rome NY
May 1996 – President and Chief Operating Officer; Cathedral Corporation, Rome, NY
February 1992 – Manager; Corporate Development; Cathedral Corporation, Rome NY
1990 to1992 –CPA; Marianne Wilcox, CPA, Holland Patent, NY
1988 to 1989 – Chief Financial Officer; Mohawk Metal Products Company, Inc, Utica, NY
1987 – Manager; Price Waterhouse, Boston, MA
1986- Strategic Planning Intern; American Can Company, Greenwich, CT
1983 to1985- Controller; Nolan Industries, Inc., Rome, NY
1980 to 1983 – Senior Accountant; Price Waterhouse, Rochester, NY

EDUCATION

Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Harvard Graduate School of Business Administration, Boston, MA; Master in Business Administration Degree, 1987

Alfred University College of Business Administration, Alfred, NY; B.S. Accounting, 1980

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Certified Public Accountant, 1990

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Aart Knyff, EVP Operations
Cathedral Corporation
Tel: (401) 333-1020
Fax: (401) 333-6204
Email: aknyff@cathedralcorporation.com

Kim Waltz, Vice President Customer Care and Postal Affairs
Cathedral Corporation
Tel: (401) 333-1020
Fax: (401) 333-6204
Email: kwaltz@cathedralcorporation.com

Dana Floyd, Vice President National Account Sales
Cathedral Corporation
Tel: (800) 514-0591
Fax: (401) 333-6204
Email: dfloyd@cathedralcorporation.com

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:		**Subcontractor:**	✓

The following information requested pertains to the individual being proposed for this project.

Name:	***Aart Knyff***		**Key Personnel: (Yes/No)**	**No**
Individual's Title:	***Executive Vice President of Operations***			
# of Years in Classification:		***12***	**# of Years with Firm:**	***23***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE
Information should include a brief summary of the proposed individual's professional experience.

Aart began his career with Cathedral Corporation in 1994 as the Operations Manager for the Lincoln, RI facility. He became Lincoln's General Manager in 1997, and was named Vice President of Technology in 1999. Prior to Cathedral, he held positions in both operations and sales for AMS, Data Base Marketing and Laser Image Technology. Aart is well versed in the technologies of Pitney Bowes, Bell and Howell, IBM and Xerox. He is a member of the Providence USPS Customer Council.

RELEVANT EXPERIENCE
Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

2004 – Executive Vice President of Operations; Cathedral Corporation, Rome, NY
1999 – Vice President of Technology; Cathedral Corporation, Rome, NY
1997 – General Manager Lincoln, Cathedral Corporation, Rome, NY
1993 – Production Manager Lincoln; Cathedral Corporation, Rome, NY
1992 to 1993 – Production Manager, Laser Image Technologies, Lincoln, RI

EDUCATION
Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Not applicable.

CERTIFICATIONS
Information required should include: type of certification and date completed/received.

Not applicable.

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Mary Keating, Vice President Information Technology
Cathedral Corporation
Tel: (800) 698-0299
Fax: (315) 338-5874
Email: mkeating@cathedralcorporation.com

Kim Waltz, Vice President Customer Care and Postal Affairs
Cathedral Corporation
Tel: (401) 333-1020
Fax: (401) 333-6204
Email: kwaltz@cathedralcorporation.com

Dana Floyd, Vice President National Account Sales
Cathedral Corporation
Tel: (800) 514-0591
Fax: (401) 333-6204
Email: dfloyd@cathedralcorporation.com

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:		**Subcontractor:**	✓

The following information requested pertains to the individual being proposed for this project.

Name:	***Mary Keating***	**Key Personnel: (Yes/No)**	**No**
Individual's Title:	***Vice President, Information Technology / Administration***		
# of Years in Classification:	***36***	**# of Years with Firm:**	***24***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Mary comes to Cathedral Corporation with 24 years' experience in Program Management, Manufacturing Systems, and Information Systems within the Aerospace Industry. Prior to joining Cathedral Corporation, Mary held management positions at General Electric/Martin Marietta/Lockheed Martin, and Schweizer Aircraft Corp. Graduating from the State University of New York at Albany with B.A. degrees in Political Science and Economics, Magna Cum Laude, Mary's innate ability to apply her technical knowledge and management experience across organizations for optimal performance is a unique discriminator, and ingredient for success.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

September 2004 to Present – Vice President, Information technology / Administration; Cathedral Corporation, Rome, NY

September 1996 to September 2004 – Group manager, Information Systems, Distribution & Control; Schweizer Aircraft Corporation, Elmira, NY

March 1980 to September 1996 – Program (Project) Manager, Manufacturing Systems; Lockheed Martin Ocean, Radar & Sensor Systems (Previously General Electric Aerospace Systems Division), Syracuse, NY

EDUCATION

Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Utica College, Utica, NY; Master of Science Degree – Cyber Security, Intelligence and Forensics, 2013

State University of New York at Albany, Albany, NY; BA Economics, BA Political Science, Magna Cum Laude, 1979
Mohawk Valley Community College, Utica, NY; AA Liberal Arts, 1977

CERTIFICATIONS
Information required should include: type of certification and date completed/received.

Not applicable.

REFERENCES
A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Insert here a minimum of three (3) references with the above information.

Marianne Gaige, President CEO and Chairman of the Board
Cathedral Corporation
Tel: (800) 698-0299
Fax: (315) 338-5874
mgaige@cathedralcorporation.com

Aart Knyff, EVP Operations
Cathedral Corporation
Tel: (401) 333-1020
Fax: (401) 333-6204
aknyff@cathedralcorporation.com

Kim Waltz, Vice President Customer Care and Postal Affairs
Cathedral Corporation
Tel: (401) 333-1020
Fax: (401) 333-6204
kwaltz@cathedralcorporation.com

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	***Certified Languages International, LLC***	**Subcontractor:**	✓

The following information requested pertains to the individual being proposed for this project.

Name:	***Kristin Quinlan***	**Key Personnel: (Yes/No)**	**No**
Individual's Title:	***CEO***		
# of Years in Classification:	***17***	**# of Years with Firm:**	***17***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE
Information should include a brief summary of the proposed individual's professional experience.

Kristin Quinlan began working at CLI in 1999, when she was hired as the Sales Manager of the Translation Department. She was soon promoted to Director of Sales in 2002 and became CEO in 2006. Prior to CLI, Ms. Quinlan worked in sales for Arrow Electronics, the world's largest distributor of electronic components and computer products, and Pioneer Electronics, a Tokyo-based leader in consumer audio and video products.

RELEVANT EXPERIENCE
Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

17 years of experience

EDUCATION
Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

University of Oregon, Eugene, Oregon, 1984
Bachelor of Arts, English

CERTIFICATIONS
Information required should include: type of certification and date completed/received.

Not applicable.

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Bill Rivers, Executive Director
Joint National Committee for Languages
(240) 529-7684
wrivers@languagepolicy.org

Barry Slaughter Olsen, President
InterpretAmerica, LLC
(831) 238-0291
barrysolsen@gmail.com

Kathleen Diamond, President
Diamond Language Consulting
(703) 203-5355
duchess47@comcast.net

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***DentaQuest USA Insurance Company, Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	***Certified Languages International, LLC***	**Subcontractor:**	✓

The following information requested pertains to the individual being proposed for this project.

Name:	***Jacob Dillon***		**Key Personnel: (Yes/No)**	**No**
Individual's Title:	***Chief Compliance & Operating Officer***			
# of Years in Classification:		***10***	**# of Years with Firm:**	***14***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE
Information should include a brief summary of the proposed individual's professional experience.

Mr. Dillon joined CLI in 2002 as the Customer Relations Manager, and became Chief Operating Officer in 2006, where he currently oversees the daily operations and compliance of two call centers and the IT Department. With years of experience in operations and management, he was previously the Health Resource Coordinator at Regence BlueCross BlueShield of Oregon.

RELEVANT EXPERIENCE
Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

2002–Present: Certified Languages International, LLC (Portland, OR)

- 2006–Present: Chief Compliance & Operating Officer
- 2002–2006: Customer Relations Manager

1995–2002: Regence BlueCross BlueShield of Oregon (Portland, OR)

- Health Resource Coordinator

EDUCATION
Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Christian Life College (Stockton, California), 1990–1992

Oregon Institute of Technology (Klamath Falls, Oregon), 1989–1990

CERTIFICATIONS
Information required should include: type of certification and date completed/received.

Not applicable.

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Chris Elena, Senior CAM
Avtex
P 952.546.0782
celena@avtex.com

Doug Lethin, Owner
C&R Builders
P 503.363.1343
drlethin@comcast.net

Soumya Panda, VP
Northwest, Level 3 Communications
P 650.302.5228
soumaya.panda@level3.com

9.3.1.8 SUBCONTRACTOR INFORMATION (If applicable)

If this proposal includes the use of subcontractors, the proposal must include:

A. Identify specific subcontractors and the specific requirements of this RFP for which each proposed subcontractor will perform services.

B. If any tasks are to be completed by subcontractor(s), vendors must:
   1. Describe the relevant contractual arrangements;
   2. Describe how the work of any subcontractor(s) will be supervised, channels of communication will be maintained and compliance with contract terms assured; and
   3. Describe your previous experience with subcontractor(s).

C. Vendors must describe the methodology, processes and tools utilized for:
   1. Selecting and qualifying appropriate subcontractors for the project/contract;
   2. Ensuring subcontractor compliance with the overall performance objectives for the project;
   3. Ensuring that subcontractor deliverables meet the quality objectives of the project/contract; and
   4. Providing proof of payment to any subcontractor(s) used for this project/contract, if requested by the State. Proposal should include a plan by which, at the State's request, the State will be notified of such payments.

D. Provide the same information for any proposed subcontractors as requested in ***Section 4.3, Vendor Information***.

E. Business references as specified in ***Section 4.3, Business References*** must be provided for any proposed subcontractors.

F. Vendor shall not allow any subcontractor to commence work until all insurance required of the subcontractor is provided to the vendor.

G. Vendor must notify the using agency of the intended use of any subcontractors not identified within their original proposal and provide the information originally requested in the RFP in ***Section 4.2, Subcontractor Information***. The vendor must receive agency approval prior to subcontractor commencing work.

9.3.1.8.A PROPOSED SUBCONTRACTORS

DentaQuest USA Insurance Company, Inc. proposes using the following subcontractors for this contract:

Figure 9.3.C Proposed subcontractors

Subcontractor	*Specific Requirements*
Cathedral Corporation	*Printing and mailing of provider checks and EOBs*
Certified Languages International	*Live translation assistance for recipients*
SourceHov(Banctec)	*Data capture and data verification of dental claim forms*

In addition to the three external subcontractors noted above, DentaQuest, LLC—which is currently the DentaQuest enterprise's primary operations entity—will be providing typical administrative and management services under the Contract as a subcontractor to Vendor.

9.3.1.8.B PROPOSED SUBCONTRACTORS

Relevant Contract Arrangements

DentaQuest maintains a master services agreement with all relevant terms and conditions supported further by a Statement Of Work which outlines the specific program of business and any applicable service level requirements for each subcontractor.

Supervising the Work of Subcontractors

Three groups with the DentaQuest Enterprise review and assess subcontractors for performance and compliance. Collaboration between these three groups provides subcontractors with a clear definition of expectations and measures of performance against mutually agreed-upon standards:

- ***Procurement Department. Led by Beth Llewellyn-Lavoie, Vice President of Real Estate and Procurement, the Procurement Department identifies potential subcontractors, investigates and vets them, and moves them through the appropriate legal paperwork.***
- ***Functional Managers. Functional managers are responsible for the day-to-day oversight of deliverables performed by the subcontractor.***
- ***Subcontractor Oversight Subcommittee. As part of the overall Quality Management Program, this subcommittee serves as an additional check and interdisciplinary forum to monitor and evaluate subcontractors.***

A subcontractor performance review process may be conducted to ensure that product/service commitments outlined in agreements are being fulfilled in a satisfactory manner. Figure 9.3.D outlines the process for an annual subcontractor performance review. The status of all performance metrics is reported into the Subcontractor Oversight Committee.

Figure 9.3.D

Annual Subcontractor Performance Review Process

1

The subcontractor should be notified of the frequency of the performance reviews, and the manner in which failure to meet established performance ratings will be handled.

2

Sources for feedback may be account representation, ongoing quality, continuous improvement, pricing, vendor performance and other performance indicators.

3

Frequency of performance reviews will vary dependent upon the program, subcontractor level of performance and longevity of subcontractor's service to DentaQuest and program complexity.

4

The Procurement Team appoints a lead to conduct an internal review session with its business partner to gather input in order for subcontractor management to generate a formal written review.

5

The Procurement Team lead will conduct the subcontractor performance review meeting in conjunction with its business partner. This lead will advise all parties that DentaQuest must speak to the subcontractor in one voice, and any comments they make must be within the parameters of what was discussed at the internal review session.

6

After the subcontractor performance review meeting, the Procurement Team Lead will in a timely manner publish results of the meeting and distribute them to subcontractor management, business partners, those who provided inputs and other interested parties. In cases of severe performance issues, the consequences of failure to take corrective action must be clearly stated. The subcontractor will be notified that they will be expected to take corrective action to remedy the poor performance and respond back to DentaQuest within a predetermined timeframe indicating what corrective action has been taken.

Previous Experience with Subcontractors

DentaQuest has used the services of all three proposed subcontractors in the past and all three are responsible for fulfilling the requirements outlined above across all of DentaQuest's business.

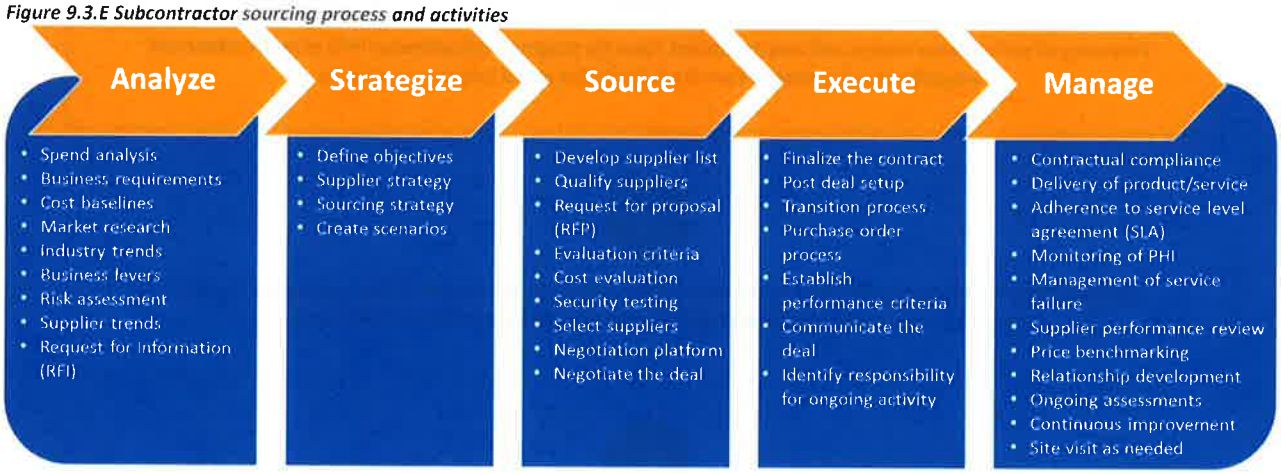
- ***Cathedral Corporation: 17 years as a subcontractor for DentaQuest***
- ***Certified Languages International: 10 years as a subcontractor for DentaQuest***
- ***SourceHov (BancTec): 7 years as a subcontractor for DentaQuest***

9.3.1.8.C PROPOSED SUBCONTRACTORS

All proposed subcontractors must be first vetted by DentaQuest's Procurement Department through a five-stage sourcing process (Figure 9.3.E). Each stage has specific activities that assist in narrowing the selection process.

- *Analyze* – ***Build understanding and align stakeholders***
- *Strategize* – ***Formulate strategies and techniques***
- *Source* – ***Create competition and select the best subcontractor***
- *Execute* – ***Rollout the deal and manage the transaction***
- *Manage* – ***Measure, improve and monitor***

Figure 9.3.E Subcontractor sourcing process and activities



Ensuring Excellence through Oversight

DentaQuest follows established processes to select and manage subcontractors. It is based on a three-part process inclusive of:

- *Procurement Department processes.* ***Led by Beth Llewellyn-Lavoie, Vice President of Real Estate and Procurement, the Procurement Department identifies potential subcontractors, investigates and vets them, and moves them through the appropriate legal paperwork.***

- *Functional Manager Oversight.* ***Functional managers are responsible for the day-to-day oversight of deliverables performed by the subcontractor.***

- *Subcontractor Oversight Subcommittee.* ***As part of DentaQuest's overall Quality Management Program, this subcommittee serves as an additional check and interdisciplinary forum to monitor and evaluate subcontractors.***

DentaQuest's subcontractor management approach ensures that we apply a consistent, structured, and objective process for sourcing activities. It also provides processes, tools, and resources that enable DentaQuest to obtain the best overall value and mitigate any major risks. From a high level, the coordination, management, and monitoring of the subcontractors are handled as follows in Figure 9.3.F. Internal subcontractors adhere to the standard DentaQuest processes, policies, and procedures.

Figure 9.3.F Subcontractor management

Subcontractor Process Step	Supporting Mechanism
Sourcing	• Procurement Department processes
Operations Onboarding	• Procurement Department processes
Risk Management	• Procurement Department processes
Review and Assessment	• Procurement Department processes • Functional Manager oversight • Subcontractor Oversight Committee
Termination	• Procurement Department processes

Subcontractor Categorization

As subcontractors are used and performance is evaluated, the Procurement team also categorizes subcontractors for future use. This decreases the time required for analyzing, strategizing, and sourcing in future rounds of similar needs. This categorization includes: Approved, Preferred, Strategic and Discouraged. Each category is explained in Figure 9.3.G.

Figure 9.3.G Subcontractor categorization

Category	Description
Approved	Approved subcontractors are those meeting DentaQuest's minimum criteria and requirements and are added to the Approved Vendor List (AVL). Vendors in this category are low-risk and represent a transactional or commodity-based purchase.
Preferred	Preferred subcontractors are those meeting DentaQuest's expectations for quality, delivery, service and/or price and are DentaQuest's choice of vendors in various categories. Preferred vendors are the result of a competitive sourcing exercise.
Strategic	Strategic subcontractors are those that provide critical products or services to DentaQuest and with whom DentaQuest would like to establish a long-term relationship or a partnership in order to leverage their resources and capabilities to strengthen DentaQuest's competitive advantage.
Discouraged	Discouraged subcontractors are those relationships that DentaQuest has determined are no longer beneficial and DentaQuest is working to exit the relationship.

Operations Onboarding Process for Subcontractors

DentaQuest subcontractors must adhere to a set of policies and guidelines governing their relationship to DentaQuest and the terms of their contract. Documents representing these items are signed during the contracting process. All policies and procedures are coordinated and managed by the DentaQuest Procurement team lead. Compliance of each DentaQuest and subcontractor relationship is monitored on at least a monthly basis. DentaQuest's Procurement team is responsible for evaluating and approving all subcontractor relationships at all stages of the life cycle. DentaQuest is committed to working with the highest quality and most ethical suppliers.

DentaQuest expects its subcontractors to comply with general expectations, such as a code of ethical behavior similar to DentaQuest's employee code of conduct. We also expect the subcontractors to inform us of significant changes (mergers, acquisitions, sales) that impact teams or operation of services under contract. DentaQuest requires its subcontractors to supply written policies and procedures that provide protection for associates, subcontractors, and Providers who report suspected fraud, waste or abuse. DentaQuest and subcontractors must adhere to these expectations as part of the daily management of work.

Risk Management Process for Subcontractors

DentaQuest evaluates existing contracts on at least an annual basis to assure that all standards are met. Risk management standards are followed in order to mitigate risks through these guidelines:

- ***Subcontractors must conduct criminal and Office of Inspector General (OIG) background checks on employees that provide on-site services to DentaQuest or have access to DentaQuest confidential information or systems***
- ***Subcontractors who have access to PHI, Personally Identifiable Information (PII), or private company information must also:***
    - ***Sign DentaQuest's Business Associate Agreement, accepting unlimited liability for breaches of information***
    - ***Have a fully executed NDA or contract before data or sensitive information is exchanged***
    - ***Comply with all applicable federal and state data privacy laws***
    - ***Undergo an annual reassessment and audit of controls by a third party of its general IT Security controls***
    - ***Provide evidence of security controls, including vulnerability and penetration testing***
    - ***Immediately notify DentaQuest in the event of a security or data breach***
    - ***Ensure proper handling and disposal of sensitive corporate information, including PHI and PII***
- ***All subcontractors must provide evidence of appropriate insurance coverage***
- ***Subcontractors must conform to the DentaQuest subcontractor Travel and Expense Policy***
- ***DentaQuest reserves the right to conduct periodic audits of all records related to services, as deemed necessary***

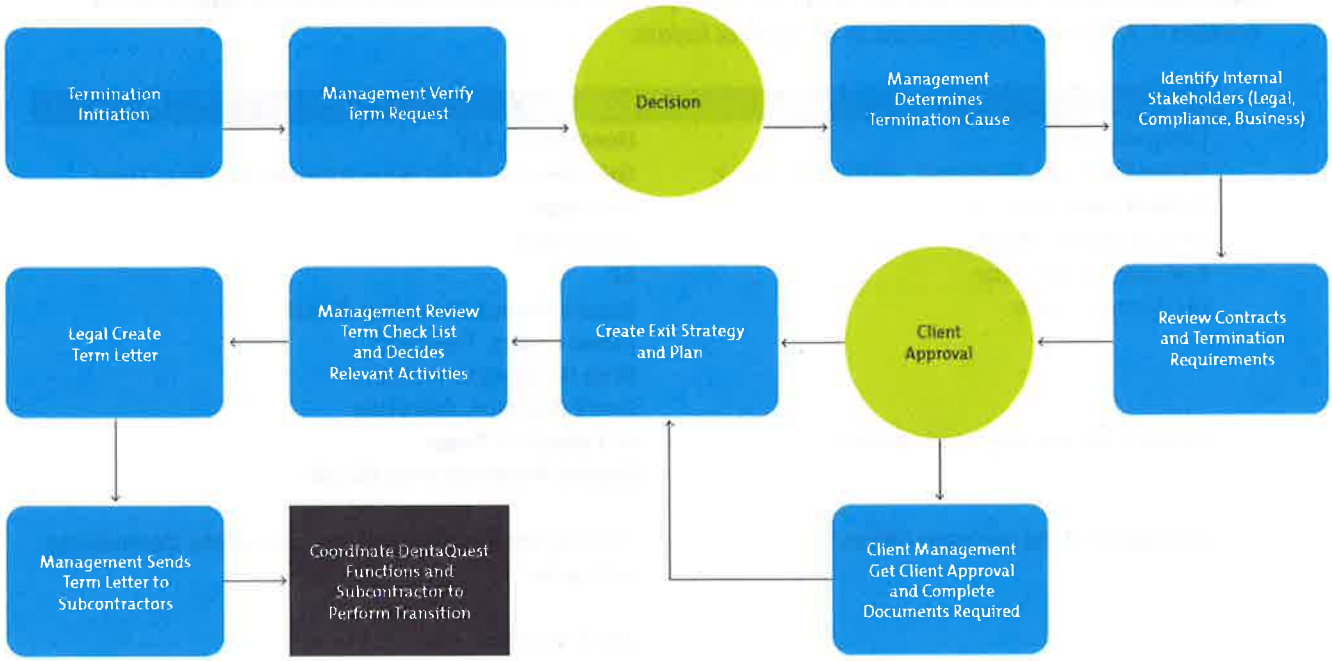
Corrective Action and Termination Process for Subcontractors

If, at any point during the contract, it is determined that a corrective action is needed, subcontractors are notified of the corrective action via a meeting and written communications. The subcontractor is required to attend the meeting and then respond, within a predetermined timeframe, with a written "get well" action plan they will take or have taken. Follow-up meetings will be scheduled, as necessary, until all unsatisfactory issues are corrected. The management team monitors progress of required corrections.

If required actions are not taken in a timely manner, a subcontractor's engagement could be terminated. DentaQuest will utilize the procedures detailed in Figure 9.3.H terminating a subcontractor's engagement.

Figure 9.3.H

Subcontractor Termination Process and Checklist



DentaQuest Termination Checklist and Activities

- Inventory
- Ownership of Materials
- Licensing
- Return or Destruction of Data and/or Equipment
- Knowledge Transfer
- Diversity Requirements
- Lease (Property, Equipment)
- Alternative Subcontractor Identified
- Short Term Impact on Business
- Cost/Expense Associated with the Termination
- Label/Mark Subcontractor in Oracle System
- Review Work-in-Process, Credit or Discount and Warranties

Proof of Payment to Subcontractors

With the exception of some items (e.g., legal services, leases, wireless devices, and phone services) a purchase order must be provided to the supplier. The purchase order provides DentaQuest's commitment to a specific product or service, with an agreed-upon price and delivery date. Once a requisition is in good order, it is provided to DentaQuest Purchasing, and the purchase order is issued to the subcontractor. The purchase order is accompanied by DentaQuest's standard terms and conditions. The subcontractor may then invoice DentaQuest for services performed at an agreed upon time and frequency. All invoices are managed through our Accounts Payable Department.

The Nevada Medicaid/CHIP Operations Manager will be responsible for supplying proof of payment to any subcontractor(s) used for this project/contract, if requested by the State.

9.3.1.8.D PROPOSED SUBCONTRACTORS INFORMATION

DentaQuest has provided the same information for any proposed subcontractors as requested in Section 4.3, Vendor Information in the charts below.

Question	*Response*
Company name:	***DentaQuest, LLC***
Ownership (sole proprietor, partnership, etc.):	***Sole Member is DQ Massachusetts Business Trust***
State of incorporation:	***Delaware***
Date of incorporation:	***11/3/2003***
# of years in business:	***13***
List of top officers:	***Steven Pollock, President & CEO*** ***James Collins, Treasurer*** ***Greg Winn, Asst. Treasurer*** ***David Abelman, Secretary***
Location of company headquarters:	***465 Medford Street*** ***Boston, Massachusetts 02129***
Location(s) of the company offices:	***These office locations are inclusive of the DentaQuest enterprise[2]:*** ***200 S. Virginia*** ***Reno, Nevada 89501*** ***8300 NW 53rd Street, Suite 200*** ***Doral, Florida 33166*** ***465 Medford Street*** ***Boston, Massachusetts 02129*** ***1333 Main Street*** ***Columbia, South Carolina 29201*** ***11044 Research Boulevard, Suite D-400*** ***Austin, Texas 78759*** ***2360 Dakota Drive*** ***Grafton, Wisconsin 53024*** ***11100 W. Liberty Drive*** ***Milwaukee, Wisconsin 43224***
Location(s) of the office that will provide the services described in this RFP:	***All of the offices listed under "Locations of the company offices"***

[2] All references herein to "***DentaQuest***" or the "***DentaQuest enterprise***" shall mean Vendor and all entities that Vendor is controlled by, controls, or is under common control with. DentaQuest USA Insurance Company, Inc., which is a direct, wholly owned subsidiary of DentaQuest, LLC, is the Vendor and bidding entity that will execute the contract ("***Contract***") with the Nevada Division of Health Care Financing and Policy resulting from the Request for Proposal 3290 for Dental Benefits Administrator (the "***RFP***"). DentaQuest, LLC—which is currently the DentaQuest enterprise's primary operations entity—will be providing typical administrative and management services under the Contract as a subcontractor to Vendor.

Question	Response
Number of employees locally with the expertise to support the requirements identified in this RFP:	***We are in the process of hiring four local staff members to support the requirements identified in this RFP that will be based in our local Reno office.***
Number of employees nationally with the expertise to support the requirements in this RFP:	***1,700 (The number of employees is inclusive of the DentaQuest enterprise)***
Location(s) from which employees will be assigned for this project:	***All of the offices listed under "Locations of the company offices"***

Question	Response
Company name:	***Cathedral Corporation***
Ownership (sole proprietor, partnership, etc.):	***Privately held Chapter C***
State of incorporation:	***New York***
Date of incorporation:	***12/20/1916***
# of years in business:	***100***
List of top officers:	***Marianne Gaige, President and CEO*** ***Aart Knyff, EVP Operations*** ***Mary Keating, VP I.T.*** ***Jeff Standefer, VP Development*** ***Kim Waltz, VP Customer Care*** ***Dana Floyd, VP Sales***
Location of company headquarters:	***632 Ellsworth Rd, Rome, NY 13441***
Location(s) of the company offices:	***632 Ellsworth Rd, Rome, NY 13441*** ***15 Blackstone Valley Pl., Lincoln, RI 02865*** ***6851 TPC Dr., Orlando, FL 32822***
Location(s) of the office that will provide the services described in this RFP:	***15 Blackstone Valley Pl., Lincoln, RI 02865***
Number of employees locally with the expertise to support the requirements identified in this RFP:	***40***
Number of employees nationally with the expertise to support the requirements in this RFP:	***250***
Location(s) from which employees will be assigned for this project:	***15 Blackstone Valley Pl., Lincoln, RI 02865***

Question	Response
Company name:	***Certified Languages International***
Ownership (sole proprietor, partnership, etc.):	***LLC***
State of incorporation:	***Oregon***
Date of incorporation:	***September, 1996***
# of years in business:	***20***
List of top officers:	***Kristin Quinlan, CEO*** ***Jacob Dillon, COO*** ***Kathy Sego, CFO***
Location of company headquarters:	***4800 SW Macadam Ave, Suite 400*** ***Portland, OR 97239***
Location(s) of the company offices:	***4800 SW Macadam Ave, Suite 400*** ***Portland, OR 97239***

Question	Response
	4130 E. Van Buren St., Ste. 150 Phoenix, AZ 85008
Location(s) of the office that will provide the services described in this RFP:	***4800 SW Macadam Ave, Suite 400 Portland, OR 97239*** ***4130 E. Van Buren St., Ste. 150 Phoenix, AZ 85008***
Number of employees locally with the expertise to support the requirements identified in this RFP:	***106***
Number of employees nationally with the expertise to support the requirements in this RFP:	***106***
Location(s) from which employees will be assigned for this project:	***4800 SW Macadam Ave, Suite 400 Portland, OR 97239*** ***4130 E. Van Buren St., Ste. 150 Phoenix, AZ 85008***

Question	Response
Company name:	***BancTec, Inc.***
Ownership (sole proprietor, partnership, etc.):	***Private***
State of incorporation:	***Delaware***
Date of incorporation:	***1972***
# of years in business:	***44***
List of top officers:	***Jim Reynolds, Co-CEO Ron Cogburn, CEO Mark Fairchild, President***
Location of company headquarters:	***Irving, TX***
Location(s) of the company offices:	***120 Delivery Centers Across Americas, EMEA and APAC***
Location(s) of the office that will provide the services described in this RFP:	***Irving, TX El Paso, TX Binghamton, NY***
Number of employees locally with the expertise to support the requirements identified in this RFP:	***300+ within the 3 locations***
Number of employees nationally with the expertise to support the requirements in this RFP:	***300+ within the 3 locations***
Location(s) from which employees will be assigned for this project:	***Irving, TX El Paso, TX Binghamton, NY***

9.3.1.8.E BUSINESS REFERENCES FOR PROPOSED SUBCONTRACTORS

In accordance with RFP requirements, all three of DentaQuest's proposed external subcontractors have obtained business references. DentaQuest's business references are included in Section. 9.3.1.6.A.2. Using the template from Section 4.3.2, the required information on each external subcontractor's business reference is included below.

Reference #:	***1***		
Company Name:	***BancTec (SourceHOV)***		
Identify role company will have for this RFP project (Check appropriate role below):			
	VENDOR	***X***	SUBCONTRACTOR
Project Name:	***Blue Cross Blue Shield of North Carolina***		
Primary Contact Information			
Name:	***Michelle Azzu***		
Street Address:	***1965, Ivy Creek Blvd***		
City, State, Zip:	***Durham, NC 27707***		
Phone, including area code:	***919-357-7391***		
Facsimile, including area code:			
Email address:	***Michelle.Azzu@bcbsnc.com***		
Alternate Contact Information			
Name:	***N/A***		
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:	***Data capture and standard output for all claims types including Dental. Operations located in offshore and domestic locations. Customer utilizes PCH for document handling.***		
Original Project/Contract Start Date:	***August 10, 2010***		
Original Project/Contract End Date:	***Active account***		
Original Project/Contract Value:	***$233K/month***		
Final Project/Contract Date:	***N/A***		
Was project/contract completed in time originally allotted, and if not, why not?	***N/A***		
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	***N/A***		

Reference #:	***2***		
Company Name:	***BancTec (SourceHOV)***		
Identify role company will have for this RFP project (Check appropriate role below):			
	VENDOR	***X***	SUBCONTRACTOR
Project Name:	***Optum Health***		
Primary Contact Information			
Name:	***Mark Shipley***		
Street Address:	***11000 Optum Circle***		
City, State, Zip:	***Eden Prairie, MN 55344***		
Phone, including area code:	***218-279-5762***		
Facsimile, including area code:	***952-769-8839***		
Email address:	***mark_s_shipley@uhc.com***		
Alternate Contact Information			
Name:	***N/A***		
Street Address:			

City, State, Zip:	
Phone, including area code:	
Facsimile, including area code:	
Email address:	
Project Information	
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:	***Manual data entry of provider demographic from ePUF form, change request updating provider demographic information, adding and deletion of networks.***
Original Project/Contract Start Date:	***January 1, 2009***
Original Project/Contract End Date:	***January 31, 2017***
Original Project/Contract Value:	***$200,000.00***
Final Project/Contract Date:	***January 31, 2017***
Was project/contract completed in time originally allotted, and if not, why not?	***Yes***
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	***Additional work was provided to SourceHOV exceeding original contract value.***

Reference #:	***3***		
Company Name:	***BancTec (SourceHOV)***		
Identify role company will have for this RFP project (Check appropriate role below):			
	VENDOR	***X***	SUBCONTRACTOR
Project Name:	***Anthem***		
Primary Contact Information			
Name:	***Kiril Lazov***		
Street Address:	***120 Monument Circle***		
City, State, Zip:	***Indianapolis, IN 46204***		
Phone, including area code:	***317-488-6717***		
Facsimile, including area code:			
Email address:	***Kiril.Lazov@Anthem.com***		
Alternate Contact Information			
Name:	***N/A***		
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:	***Mailroom Services, Data capture and output for all claim types and correspondence. Operations located in offshore and domestic locations.***		
Original Project/Contract Start Date:	***January, 2002***		
Original Project/Contract End Date:	***Active account***		
Original Project/Contract Value:	***$2.4M***		
Final Project/Contract Date:	***N/A***		
Was project/contract completed in time originally allotted, and if not, why not?	***N/A***		
Was project/contract completed within or under the original budget/cost proposal, and if not, why not?	***N/A***		

Reference #:	***1***		
Company Name:	***Cathedral Corporation***		
Identify role company will have for this RFP project (Check appropriate role below):			
	VENDOR	***X***	SUBCONTRACTOR
Project Name:	***State of Connecticut***		
Primary Contact Information			
Name:	***James Norton***		
Street Address:	***State of CT, Dept Revenue Services***		
City, State, Zip:	***Hartford, CT 06106-5032***		
Phone, including area code:	***860-297-5608***		
Facsimile, including area code:	***860-541-7655***		
Email address:	***James.norton@po.state.ct.us***		
Alternate Contact Information			
Name:	***N/A***		
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:	***Income tax refund check printing & mailing daily, heaviest March through May each year.***		
Original Project/Contract Start Date:	***1998***		
Original Project/Contract End Date:	***Still running - daily***		
Original Project/Contract Value:	***Prohibited via Non-Disclosure Agreement.***		
Final Project/Contract Date:	***N/A***		
Was project/contract completed in time originally allotted, and if not, why not?	***N/A***		
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	***N/A***		

Reference #:	***2***		
Company Name:	***Cathedral Corporation***		
Identify role company will have for this RFP project (Check appropriate role below):			
	VENDOR	***X***	SUBCONTRACTOR
Project Name:	***BNY Mellon***		
Primary Contact Information			
Name:	***Michael J. Ashton***		
Street Address:	***3 Mellon Bank Center***		
City, State, Zip:	***Pittsburgh, PA 15259***		
Phone, including area code:	***401-236-2721***		
Facsimile, including area code:			
Email address:	Michael.j.ashton@bnymellon.com		
Alternate Contact Information			
Name:	***N/A***		
Street Address:			
City, State, Zip:			
Phone, including area code:			

Facsimile, including area code:	
Email address:	
Project Information	
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:	***Daily production and mailing of checks and remits.***
Original Project/Contract Start Date:	***1994***
Original Project/Contract End Date:	***Still running – ongoing daily.***
Original Project/Contract Value:	***Prohibited via Non-Disclosure Agreement.***
Final Project/Contract Date:	***N/A***
Was project/contract completed in time originally allotted, and if not, why not?	***N/A***
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	***N/A***

Reference #:	***3***		
Company Name:	***Cathedral Corporation***		
Identify role company will have for this RFP project (Check appropriate role below):			
	VENDOR	***X***	SUBCONTRACTOR
Project Name:	Citizens Bank		
Primary Contact Information			
Name:	***Carlos Deandrade***		
Street Address:	***1 Citizens Drive, ROP440***		
City, State, Zip:	***Riverside, RI 02915***		
Phone, including area code:	***401-282-2827***		
Facsimile, including area code:			
Email address:	***Carlos.deandrade@citizensbank.com***		
Alternate Contact Information			
Name:	***N/A***		
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:	***Daily production and mailing of checks and remits.***		
Original Project/Contract Start Date:	***2010***		
Original Project/Contract End Date:	***Still running – ongoing daily.***		
Original Project/Contract Value:	***Prohibited via Non-Disclosure Agreement.***		
Final Project/Contract Date:	***N/A***		
Was project/contract completed in time originally allotted, and if not, why not?	***N/A***		
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	***N/A***		

Reference #:	***4***
Company Name:	***Cathedral Corporation***
Identify role company will have for this RFP project (Check appropriate role below):	

	VENDOR	X	SUBCONTRACTOR
Project Name:	***Central Pension Fund***		
Primary Contact Information			
Name:	***Tina Thomas***		
Street Address:	***4115 Chesapeake NW***		
City, State, Zip:	***Washington, DC 20016***		
Phone, including area code:	***202-362-1000, x 128***		
Facsimile, including area code:	***202-448-8222***		
Email address:	***Cpf_ctl@cpfiuoe.org***		
Alternate Contact Information			
Name:	***N/A***		
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:	***Monthly production and mailing of check payments.***		
Original Project/Contract Start Date:	***2010***		
Original Project/Contract End Date:	***Still running – ongoing monthly.***		
Original Project/Contract Value:	***$ 80,000 annually***		
Final Project/Contract Date:	***N/A***		
Was project/contract completed in time originally allotted, and if not, why not?	***N/A***		
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	***N/A***		

Reference #:	***1***		
Company Name:	***Certified Languages International***		
Identify role company will have for this RFP project (Check appropriate role below):			
	VENDOR	X	SUBCONTRACTOR
Project Name:	***Department of Judicial Services, Office of the Executive Secretary, Supreme Court of Virginia***		
Primary Contact Information			
Name:	***Charlene M. Watkins***		
Street Address:	***100 N 9th Street, 5th Floor***		
City, State, Zip:	***Richmond, VA 23219***		
Phone, including area code:	***804-371-9241***		
Facsimile, including area code:			
Email address:	***cmwatkins@courts.state.va.us***		
Alternate Contact Information			
Name:	***N/A***		
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed, including technical environment (i.e.,	***Over the phone interpretation services.***		

software applications, data communications, etc.) if applicable:	
Original Project/Contract Start Date:	***March 25, 2014***
Original Project/Contract End Date:	***Ongoing***
Original Project/Contract Value:	***Annual Value $77,000***
Final Project/Contract Date:	***N/A***
Was project/contract completed in time originally allotted, and if not, why not?	***N/A***
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	***N/A***

Reference #:	***2***		
Company Name:	***Certified Languages International***		
Identify role company will have for this RFP project (Check appropriate role below):			
	VENDOR	***X***	SUBCONTRACTOR
Project Name:	***US DOJ Trustee Program***		
Primary Contact Information			
Name:		***Debra E. Finan***	
Street Address:		***20 Massachusetts Ave NW, 8th Floor Mailroom***	
City, State, Zip:		***Washington DC 20530***	
Phone, including area code:		***(202) 307-2660***	
Facsimile, including area code:			
Email address:		***debra.finan@usdoj.gov***	
Alternate Contact Information			
Name:		***N/A***	
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:		***Over the phone interpretation services.***	
Original Project/Contract Start Date:		***September 19, 2011***	
Original Project/Contract End Date:		***Ongoing***	
Original Project/Contract Value:		***Annual Value $27,000***	
Final Project/Contract Date:		***N/A***	
Was project/contract completed in time originally allotted, and if not, why not?		***N/A***	
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?		***N/A***	

Reference #:	***3***		
Company Name:	***Certified Languages International***		
Identify role company will have for this RFP project (Check appropriate role below):			
	VENDOR	***X***	SUBCONTRACTOR
Project Name:	***Department of Homeland Security U.S. Immigration and Customs Enforcement***		
Primary Contact Information			
Name:		***Perry Weidman***	
Street Address:		***ICE/ERO San Diego, 880 Front St., Room***	

	2260
City, State, Zip:	***San Diego, CA 92101***
Phone, including area code:	***619-338-3740***
Facsimile, including area code:	
Email address:	***perry.e.weidman@ice.dhs.gov***
Alternate Contact Information	
Name:	***N/A***
Street Address:	
City, State, Zip:	
Phone, including area code:	
Facsimile, including area code:	
Email address:	
Project Information	
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:	***Over the phone interpretation services.***
Original Project/Contract Start Date:	***May 7, 2013***
Original Project/Contract End Date:	***Ongoing***
Original Project/Contract Value:	***Annual Value $73,000***
Final Project/Contract Date:	***N/A***
Was project/contract completed in time originally allotted, and if not, why not?	***N/A***
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	***N/A***

Reference #:	***4***		
Company Name:	***Certified Languages International***		
Identify role company will have for this RFP project (Check appropriate role below):			
	VENDOR	***X***	SUBCONTRACTOR
Project Name:	***Oregon Health & Sciences University (OHSU)***		
Primary Contact Information			
Name:	***Kalen Beck***		
Street Address:	***13595 SW Packard Lane***		
City, State, Zip:	***Beaverton, OR 97008***		
Phone, including area code:	***202-213-5852***		
Facsimile, including area code:			
Email address:	***kalenbeck@gmail.com***		
Alternate Contact Information			
Name:	***N/A***		
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:	***Over the phone interpretation services.***		
Original Project/Contract Start Date:	***February 12, 2004***		
Original Project/Contract End Date:	***Ongoing***		
Original Project/Contract Value:	***Annual Value $750,000***		
Final Project/Contract Date:	***N/A***		

Was project/contract completed in time originally allotted, and if not, why not?	***N/A***
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	***N/A***

9.3.1.8.F COMMENCING WORK

DentaQuest USA Insurance Company, Inc. will not allow any subcontractor to commence work until all insurance required of the subcontractor is provided to DentaQuest.

9.3.1.8.G ADDITIONAL SUBCONTRACTORS

DentaQuest USA Insurance Company, Inc. understands it must, and agrees to, notify the DHCFP of the intended use of any subcontractors not identified within our original proposal and provide the information originally requested in the RFP in Section 4.2, Subcontractor Information. We further understand we must receive agency approval prior to subcontractor commencing work.

DENTAQUEST'S NOTE: There are three requirements from Section 4 of the RFP (4.1.7, 4.1.9 and 4.1.10) that do not have a corresponding requirement/question in Section 2: Company Information.

Amendment 2, question 10 requires bidders to answer all requirements from Section 4 in this Section of the RFP response. Therefore, DentaQuest USA Insurance Company, Inc.'s answers to the following requirements: 4.1.7, 4.1.9 and 4.1.10 are included below.

4.1.7 Disclosure of any significant prior or ongoing contract failures, contract breaches, civil or criminal litigation in which the vendor has been alleged to be liable or held liable in a matter involving a contract with the State of Nevada or any other governmental entity. Any pending claim or litigation occurring within the past six (6) years which may adversely affect the vendor's ability to perform or fulfill its obligations if a contract is awarded as a result of this RFP must also be disclosed. Does any of the above apply to your company?

Yes		No	

If "Yes", please provide the following information. Table can be duplicated for each issue being identified.

Question	Response	
Date of alleged contract failure or breach:		
Parties involved:		
Description of the contract failure, contract breach, or litigation, including the products or services involved:		
Amount in controversy:		
Resolution or current status of the dispute:		
If the matter has resulted in a court case:	Court	Case Number
Status of the litigation:		

Yes	***X***	***No***	

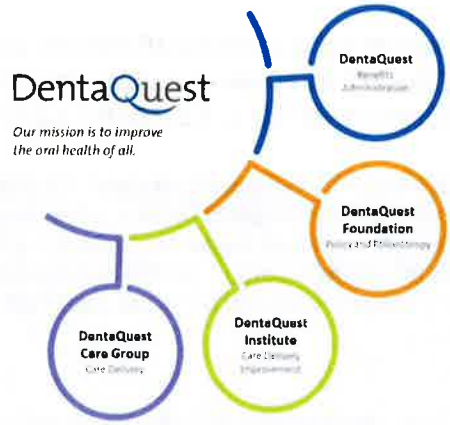
Question	Response	
Date of alleged contract failure or breach:	***Not applicable***	
Parties involved:	***DentaQuest USA Insurance Company, Inc.; Snodgrass-King Pediatric Dental Associates, P.C.; and David J. Snodgrass, D.D.S.***	
Description of the contract failure, contract breach, or litigation, including the products or services involved:	***Alleged First Amendment violation pursuant to 42 U.S.C. § 1983, based on refusal to allow Plaintiff provider into the provider network for the Tennessee TennCare dental program. This litigation will not adversely affect DentaQuest's ability to perform or fulfill its obligations if a contract is awarded as a result of this RFP.***	
Amount in controversy:	***Not specified in Complaint***	
Resolution or current status of the dispute:	***Jury verdict for Plaintiff, pending post-trial motions and, if necessary, appeal.***	
If the matter has resulted in a court case:	***Court***	***Case Number***
	U.S. District Court for the Middle District of Tennessee, Nashville Division	***3:14-cv-00654***
Status of the litigation:	***See above***	

4.1.9 Company background/history and why vendor is qualified to provide the services described in this RFP. Limit response to no more than five (5) pages.

Company Background and History of DentaQuest

The DentaQuest enterprise offers four distinct groups that operate under a single guiding mission: *to improve the oral health of all.* ***These include:***

1) ***Benefits Administration and Insurance Products***
2) ***Philanthropy and Shaping Policy (DentaQuest Foundation)***
3) ***Improving Care Delivery Industry through Research and Education (DentaQuest Institute)***
4) ***Care Delivery (DentaQuest Care Group)***



Dental Benefits Administration and Insurance Products

DentaQuest has administered government-sponsored dental programs since 1993, and today serves 20 million Medicaid, CHIP and Medicare Advantage recipients in 30 states. We have also offered commercial benefits for the past 50 years. In total, we serve more than 22 million recipients in all segments.

DentaQuest Foundation

The DentaQuest Foundation was established in 1995 in order to collaborate with partners in communities across the United States, connect key stakeholders, raise awareness, and support concrete oral health solutions. The Foundation seeks to invest its efforts in four systems — Policy, Funding, Care and Community. Through philanthropic investments, the Foundation seeks to support major national initiatives and state-based programs that are driving change from the grassroots to the grasstops. Its vision is equitable access to knowledge, care, and community resources to attain optimal oral health.

DentaQuest Institute

The goals of the DentaQuest Institute are predicated on the knowledge that oral health care is broader than dental care and includes integrating or coordinating oral health with primary care, behavioral health, and community health. Oral health care shifts the focus from surgical repair to primary and secondary prevention based on the risk-determined needs of patients. This approach can significantly increase access and lower cost through the use of trained and coordinated health professionals.

The Institute has strategically chosen partners on the leading edge of innovation, partners who:

- ***Want to adopt innovative models of care***
- ***Have the ability to test new models of finance***
- ***Can change policy with respect to the services provided or the type of provider who can deliver care***
- ***Are operating in a community that is ready for change***

DentaQuest Care Group

DentaQuest Care Delivery is dedicated to finding sustainable business models for care within the parameters of Medicaid funding. Over just the past year, our care delivery capabilities have grown with the expansion of our model in Alabama, the growth of our footprint in Texas, and our entrance into the State of Kentucky. Our unique partnership with the University of Louisville allows us to

practice facility-based medical-dental integration. The Care Delivery Group also has introduced a practice management software solution that delivers more efficiency in practice management capabilities. Along with its dental practice models in Alabama, Kentucky and Texas, the Care Group has 500 more units slated to launch in key states.

DentaQuest's Qualifications to Provide the Services Described in the RFP

DentaQuest has thoroughly reviewed the Nevada Request for Proposal 3290 for Dental Benefits Administrator, including, but not limited to the Scope of Work, Attachments and Addendas.

Throughout our response, we will demonstrate our expertise and the understanding we possess to deliver the best dental care possible for Nevada recipients. We have the strategies with proven results to deliver to the Nevada Division of Health Care Financial and Policy:

- ***Improve recipient access to medically necessary covered services;***
- ***Provide recipients choices for managed dental care through a simplified process and meet standards for network adequacy for dental benefit plans;***
- ***Manage utilization of services to ensure healthy outcomes including prevention and early intervention through case management and effective outreach programs;***
- ***Reduce operational costs to include cost-containment and avoidance initiatives;***
- ***Incorporate managed care encounter data (shadow claims) into the existing Medicaid Management Information System (MMIS);***
- ***Streamline and simplify the Medicaid and Nevada Check Up health care program administration and encourage provider participation;***
- ***Enable continuity of care coordination between health care systems including but not limited to the State and/or Federal Health Insurance Exchange (HIX);***
- ***Provide and implement a process for continuous quality improvement; and***
- ***Provide integrated dental care to ensure optimal outcomes.***

We place a strong emphasis on person-centered, integrated care that improves health outcomes and overall wellness and conserves program resources. In all of the partnerships that we've forged with our state partners, the unifying result has been improved outcomes through better coordination and delivery of care.

We commit to the DHCFP to serve as:

1. ***THE champion for health equity. In addition to our role as the Medicaid/CHIP dental administrator for the service area, we will emphasize partnerships that work toward integration of care, decrease health disparities, address social determinants of health, and promote access to high-quality preventive health care.***

2. ***A strong proponent for diversity and inclusion. We will create a network of providers that embrace diversity and inclusion and are focused on the health of a diverse population. We will work through our provider relations staff in Nevada to ensure that our network will be state leaders on cultural competence through our promotion of cultural knowledge, awareness, and sensitivity.***

3. ***A partner to providers so they may seamlessly transition to the DentaQuest system. We commit to robust training and support to ensure quicker processing of claims, timely credentialing, and ease***

of administrative burdens regarding authorizations. This will allow us to create a robust network of providers specifically in areas of high need. Additionally, the Nevada Dental Advisory Committee that we established will be a key part of this effort.

Particularly as the DHCFP transitions to a "Dental Carve-Out" model for Clark and Washoe Counties, DentaQuest can bring its knowledge to bear to improve program performance and health outcomes. DentaQuest is the nation's largest and most experienced administrator of complex statewide Medicaid Dental Carve-Out Programs, a distinct program type in which a state separates the management of its Medicaid dental program from its overall Medicaid medical program. The management of the dental program is then delegated to a qualified DBA.

In fact only 14 states operate their Medicaid Dental Programs under this model – and DentaQuest administers eight of those programs on behalf of the corresponding state agencies. This makes us uniquely positioned to bring our experience, operational and IT expertise, and vision to bear on the existing Nevada dental program and move quickly to improve utilization and access to oral care for those most in need. We possess a combined 61 years of experience managing Medicaid Dental Carve-Out Programs, as highlighted in Figure 9.3.I.

Figure 9.3.I DentaQuest's unmatched experience managing Medicaid Dental Carve-Out Programs

State	Number of recipients served	Years administering the Dental Carve-Out Program
Colorado	1,300,000	2
Idaho	285,000	8
Illinois	1,100,000	17
Massachusetts	1,800,000	9
South Carolina	960,000	6
Tennessee	875,000	3
Texas	1,600,000	5
Virginia	940,000	11
Total	8,860,000	61

In addition to partnering with the eight states listed above to administer their Medicaid Dental Carve-Out Programs, we also serve as the dental benefit subcontractor to over 100 health plans that contract directly with states for Medicaid programs. Overall, DentaQuest serves 20,000,000 Medicaid and CHIP recipients across 30 states. And we are pleased to share that DentaQuest was just recently selected to serve as the DBA for both the states of Nebraska and Arkansas' Medicaid dental programs.

Delivering Results for Medicaid Carve-Out Dental Programs

DentaQuest believes that results often speak more succinctly than words when it comes to demonstrating our keen understanding of project requirements and our commitment to improving metrics. Figure 9.3.J is a chart of the Medicaid Dental Carve-out Programs in which DentaQuest operates, along with some salient data related to our administration. We will draw heavily upon this experience to deliver a best-in-class program for Nevada. Throughout our technical response, we detail specific examples on how our strategies and tactics improve the oral health of those in the states we serve.

Figure 9.3.J DentaQuest's Carve-Out success

State	Contract start	Reason state moved to dental Carve-Out	EPSDT dental utilization rates*	Network growth
Colorado	2014	Access to care issues	Contract too new to report meaningful data using this metric	In the first year of contract administration, DentaQuest increased active provider participation by 45%
Idaho	2007	Access to care issues	40% to 48%	N/A –not a goal. Network comprised of 56% of state's professionally active dentist
Illinois	1999	Access to care issues and EPSDT lawsuit	20% to 46%	869 to 3,140 dentists
Massachusetts	2007	EPSDT lawsuit	38% to 53%	1,492 to 2,450 dentists
South Carolina	2010	Poor financial oversight Maximize federal matching funding	47% to 49%	N/A –not a goal. Network comprised of 65% of state's professionally active dentists
Tennessee	2002-10, 2013	EPSDT lawsuit	Contract too new to report meaningful data	N/A –not a goal. Network comprised of 25% of state's professionally active dentist
Texas	2013	EPSDT lawsuit Poor financial oversight	Contract too new to report meaningful data using this metric	4,083 to 5,200 dentists
Virginia	2005	Access to care issues	23% to 50%	620 to 1,990 dentists

***Figures compare FY year before DentaQuest's administration to the most FY 2015 CMS-416 EPSDT data**

This improved access and utilization did not happen by chance or accident. In each instance, DentaQuest tailored a strategic complement of programs that were best suited to each program's individualized needs. We leverage the power of a company with a large national footprint, but our programs are tailored at the local level to ensure the best results. Our solutions include:

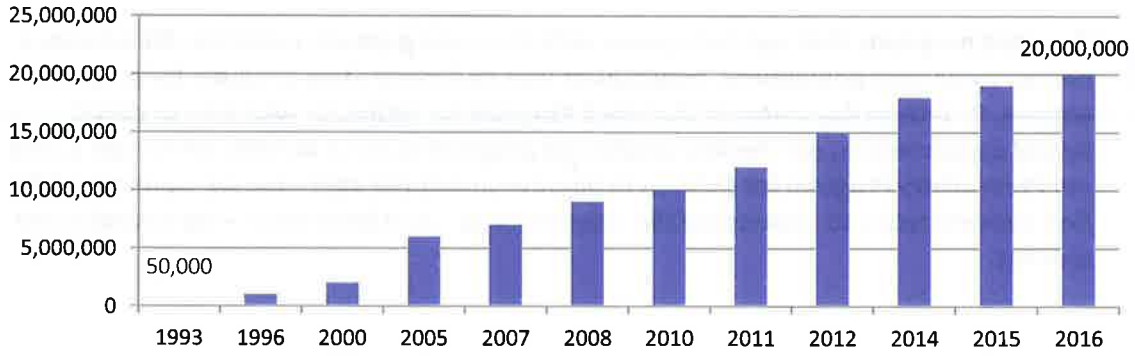
Targeted programs that seek to increase utilization and promote better health outcomes among vulnerable populations. DentaQuest uses its Smiling Stork program for pregnant women, its Broken Appointment Outreach Program for recipients who miss or cancel dental appointments, our Healthy Beginnings program to reach children under age 3, and our Preventistry Program for children to improve preventive care. And we were one of the first administrators to understand the importance of – and implement – the Dental Home concept.

We take steps to understand and eliminate barriers to care. Millions of Americans face barriers to dental care, many of which are related to factors such as race, age, income level, or geographic isolation. Specific to Nevada, a dedicated Outreach Coordinator will be used to take our connection to the community to the next level. DentaQuest steers away from a "one size fits all" approach concerning the provision of care. The needs of one region can vary substantially over another, and to ensure the effective delivery of care and enhanced utilization, our outreach strategies are adjusted accordingly.

A provider relations team in Nevada will make dentists feel confident about participating in the Medicaid/CHIP network. One of the ways we achieve the goal of having a top-notch network is by providing personalized and engaging service from our in-state provider relations team. We will have two provider representatives in Nevada to ensure high participation levels and satisfaction– satisfied dentists are productive dentists. This is in addition to the recruiting team who will hit the ground upon contract award. The importance of the relationship between the dental benefits administrator and the provider panel in a given market cannot be overstated, particularly when it comes to engaging and retaining specialty providers or providers in traditional shortage areas.

Best-in-class core functions is one of DentaQuest's guiding principles. There is no such thing as "basic" administrative functions when it comes to delivering optimal service for members, providers and the DHCFP. DentaQuest's expertise with activities such as utilization management, utilization review, claims processing, customer service, provider enrollment and credentialing, and reporting ensure that we are an administrative partner that can be counted on to efficiently manage the program, control costs and ensure the best health outcomes.

4.1.10 Length of time vendor has been providing services described in this RFP to the public and/or private sector. Please provide a brief description.

The DentaQuest enterprise has been providing services described in this RFP to public and/or private sector for 50 years. DentaQuest began serving public programs (Medicaid) beginning in 1993 and has experienced tremendous growth since that time – from serving 50,000 Medicaid recipients to 20 million today.

DentaQuest Membership Growth