



June 7, 2012

Bill Bilyeu
County Administrator
Collin County
2300 Bloomdale, Suite 626
McKinney TX 75071

Dear Mr. Bilyeu:

Thank you for your e-mail and for inviting our firm to submit this Letter of Interest to work with Collin County and your partners in the Region 18 Regional Healthcare Partnership (RHP) to develop and submit your RHP Plan to Texas HHSC. We understand that this would be a turn-key contract for the RHP plan development. We would also appreciate the opportunity to provide ongoing support during the RHP plan negotiation process and any initial implementation activities we can add value for through August 31, 2013.

COPE Health Solutions and our team have significant experience designing and implementing State Medicaid Waiver projects, with a long history of work on California State Medicaid Waivers and related Demonstrations including the most recent Waiver on which the Texas Waiver is largely based. We also have a five-person team working with JPS Health Network in Fort Worth to develop and submit the plan for Region 10 RHP and have developed a deep understanding of the Texas 1115 Medicaid Waiver and a positive relationship with the staff at HHSC. Should we be selected, our team will produce for Collin County and your RHP County partners an RHP plan that meets the key deadlines and all requirements provided by Texas HHSC.

We respectfully recommend that you also retain a firm with expertise in Medicaid, Waiver and intergovernmental transfer (IGT) finance mechanisms. If you do not have a firm that you work with we would be happy to recommend one that we have worked with and has the necessary skills to coordinate with us in developing the Region 18 RHP Plan budget.

Phase One – Development of RHP Plan

1. Initial Assessment and Understanding of Region 18 (In parallel with Plan Development)
 - a. Engage with Collin County Leadership to understand overall Region 18 strategy and outline opportunities to align RHP plan with strategic vision & objectives
 - b. Make introductions to other Region 18 county and provider leadership
 - c. Complete preliminary review of regional provider stakeholders & leadership to understand landscape of overall provider network and delivery system, including an overview of partner community assessments, strategic plans and major initiatives that may relate to the RHP Plan
 - d. Review currently available data and reports pertinent to the RHP plan development for Region18 providers and communities

2. Communication
 - a. Attend Commissioners Court or other meetings as needed in support of the RHP to answer questions as needed
 - b. Liaison to all four Region 18 counties and their Performing Providers
 - c. Development and maintenance of RHP website and e-mail address
 - d. Management of inquiries and incoming information
 - e. Execution of communication strategy components, including proactive communication efforts such as earned media
 - f. Management of stakeholder communications and updates
 - g. Represent, attend and participate in Medicaid 1115 discussions with HHSC, CMS, local medical providers and other interested parties on behalf of RHP 18. Disseminate waiver information as needed to counties and answer questions and make recommendations
3. Develop Community Health Needs Assessment for the Region
 - a. Hold a public hearing in each County (probably in conjunction with a comm. court meeting) to receive input on the community assessment
4. Draft and recommend DSRIP protocols for RHP 18 utilizing state recommendations and customizing to meet RHP 18 requirements
 - a. Compare DSRIP proposals to the adopted health assessment to determine compliance with protocols (measured outcomes, projected cost, etc.)
 - b. Make recommendations on DSRIP proposals to the anchor
 - c. Collect DSRIP reporting information. Track measurements and submit annual or required reports to the anchor and the State
 - d. Vet and write DSRIP proposals on behalf of the RHP counties
 - e. Develop valuation criteria & process (in coordination with contracted finance support)
5. Develop RHP proposal, including formal stakeholder engagement (e.g., affiliation agreements) and development of funds allocation strategy and RHP budget (in coordination with contracted finance support)

COPE Health Solutions has a demonstrated history of collaboration with county and state government, hospital systems, clinics, physicians and community care providers around the development of health care solutions that are both innovative and practical. In addition, our team of experts has deep knowledge and experience in the writing and implementation of State Medicaid Waivers; the transition of large Medicaid and dual eligible populations into managed care; the design and implementation of DSRIP plans for public hospitals; and the development of win-win public-private partnerships between public and private hospitals, physicians and other key providers and stakeholders. Experience shows that developing these critical relationships builds the foundations of trust and communication that are necessary to truly integrate across the continuum of care.

With in-depth experience in improving health care access and better coordinated health care delivery systems, coupled with implementation and policy development expertise related to Medicaid Waivers and transitions from fee for service to managed care similar to that being envisioned for Texas, COPE Health Solutions and team can effectively assist Collin County, as

the Anchor Entity for Region 18, in the development of a successful RHP proposal. We possess a unique set of capabilities and competencies to help lead Region 18 through the process of engaging leadership, medical staff and key community providers & stakeholders to articulate a clear vision and plan for the RHP.

If you have any questions, please feel free to contact me anytime at our office (213) 259-0245 or on my cell phone (310) 386-5812. We look forward to your thoughts and any feedback you may have on our proposal.

Sincerely,

Allen Miller
CEO

Proposal for Consulting Services

**Section 1115 Waiver Implementation
Design & Support for
Region 18 Regional Healthcare Partnership Plan**

Collin County

June 7, 2012



Proposal Contents

Attachment A - Scope of Work (Phase I)..... 6

Attachment B - Summary of Qualifications & Staff Bios 7

Attachment C - Rates 8

Resumes 9

References..... 11

Attachment A - Scope of Work (Phase I)

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 - b. Attend Commissioners Court or other meetings as needed in support of the RHP to answer questions as needed
 - c. Liaison to all four Region 18 counties and their Performing Providers
 - d. Development and maintenance of RHP website and e-mail address
 - e. Management of inquiries and incoming information
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 - g. Management of stakeholder communications and updates
 - h. Represent, attend and participate in Medicaid 1115 discussions with HHSC, CMS, local medical providers and other interested parties on behalf of RHP 18. Disseminate waiver information as needed to counties and answer questions and make recommendations

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 - ii. Collect DSRIP reporting information. Track measurements and submit annual or required reports to the anchor and the State
 - iii. Vet and write DSRIP proposals on behalf of the RHP counties
 - iv. Develop valuation criteria & process (in coordination with contracted finance support)

5. Develop RHP proposal, including formal stakeholder engagement (e.g., affiliation agreements) and development of funds allocation strategy and RHP budget (in coordination with contracted finance support)

COPE Health Solutions- Proposal to Collin County for Region 18 RHP

Attachment B - Summary of Qualifications & Staff Bios

COPE Health Solutions and team has developed and implemented innovative strategic plans and integrated delivery models across a broad set of providers in multiple health care markets. We are pioneers in this work and possess the proven ability to work with multiple stakeholders within a community to define a best-fit solution, implement the design and manage ongoing operations and performance.

Our success in these endeavors is underscored by a commitment to collaboration and joint planning with our clients and key regional stakeholders. This partnership allows us to understand the current state of care delivery and true realities (resources, politics and culture) of each system. Most importantly, it enables the collaborative development of a solution that is responsive, timely and practical. To best leverage our expertise and impact, COPE Health Solutions coordinates with client project teams and other retained support (vendors and consultants) in order to synthesize efforts and bring the organization closer to a comprehensive solution.

COPE Health Solutions will engage a diverse team, including subject matter experts, to provide the necessary services to provide a comprehensive and cohesive approach to the engagement. The Principal lead providing oversight will be Allen Miller, CEO of COPE Health Solutions, with Evan King, VP of Business Solutions, providing overall project management. Resumes for COPE Health Solutions and Subject Matter Experts are provided in the following section.

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Attachment C - Rates

Daily and Hourly Rates for RHP Region 18

Daily Rates used for any working day on ground in any RHP 18 County or other location requested by Client. Hourly rates used for remote work.

Rates:

Staff Level	Principal	Project Lead	Sr PM	PM	SME
Daily Rate	\$4,500.00	\$3,250.00	\$2,750.00	\$2,000.00	\$4,000.00
Hourly Rate	\$450.00	\$325.00	\$275.00	\$200.00	\$400.00

Consulting Team (individuals subject to change as needs dictate):

Principal	Allen Miller	Dennis Strum
Project Lead	Mia Orr	
Sr Project Manager	Lisa Chan-Sawin	
Project Manager	Katherine Gilmer	
SME	Peter Harbage	

Resumes

ALLEN MILLER, MPH CHIEF EXECUTIVE OFFICER

Allen Miller is the CEO of COPE Health Solutions. He has over 20 years of experience working in health care through providing strategic planning, business development, operations analysis/improvement consulting services, and leading assessments, planning, development and implementation of integrated delivery networks, for hospitals, clinics, health systems and health plans throughout California and the US.

Mr. Miller has led COPE Health Solutions from its inception in 1995 as an all-volunteer community health education group, through its incorporation in 2002 to its current form as a premier health solutions company. Today, Mr. Miller leads a team of dedicated professionals who enable COPE Health Solutions to support government, public and private hospitals, health care systems and other health care entities in designing and implementing innovative solutions for workforce development and health care delivery. Mr. Miller is the driving force behind COPE Health Solution's evolution toward becoming the premiere source of services that drive change, motivate action and build businesses in the complex health care environment.

As part of his role as both CEO of COPE Health Solutions and the organization's "senior partner" for consultative services, Mr. Miller is leading the formation of a Regional Accountable Care Network, including five private safety net hospitals, LAC+USC Medical Center and AltaMed Health Corp, the largest federally qualified health center in California with a large wrap-around Independent Physicians Association. This network will be the first all-payer integrated delivery network of its kind in the country founded by multiple private and public safety net providers.

Mr. Miller also recently served as interim Senior Vice President of Strategic Planning and Corporate Development for a three hospital health system in Los Angeles, Citrus Valley Health Partners. In this role, Mr. Miller lead the strategic planning process for the system and its partners; develops partnerships with other hospitals, physician groups, clinics and other providers; and facilitates work-groups of physicians and executives. These workgroups are tasked with developing the vision for transforming the hospitals and local physician and clinic providers into a more efficient integrated delivery network that can provide high-quality, community-based care, with a focus on prevention, to a diverse community of just under one million people.

A graduate of UCLA, both for his Bachelors of Science and his Masters of Public Health in Health Services, Mr. Miller also completed an intensive on International Business at Oxford University in England. Mr. Miller has served in numerous volunteer roles, which include: four years as an orthopedic consultant and trainer at Venice Family Clinic; a team member of the UCLA Medical Relief Team to Albania during the Kosovo War in 1998-99; and a member of a medical and dental relief group for the under-served in Tecate, Mexico. Mr. Miller also has extensive teaching and lecturing experience, most notably as a former faculty member teaching orthopedics for the American Academy of Family Physicians and the California Academy of Family Physicians.

Mr. Miller currently serves on the Board of Directors for the Health Research Association, which is affiliated with the USC School of Medicine; the Hollywood Life Center Foundation, which is affiliated with CHA Hollywood Presbyterian Medical Center; and sits on the Advisory Boards for The Health Forum at UCLA, Health Career Connection, and the UCLA School of Public Health Department of Health Services.

COPE Health Solutions- Proposal to Collin County for Region 18 RHP

MIA ORR, MHA PROJECT LEAD

Mia Orr, MHA, has expertise in private health insurance coverage; public programs, such as Medicare, Medicaid, and Healthy Families; state waiver development, delivery system transformation, chronic disease management and health workforce development.

Mia has spent the almost a decade in the California State Senate, including the last five years as a Senior Consultant for the California Senate Health Committee. Prior to her work with the health committee, Mia helped to develop the California State Senate Office of Oversight and Outcomes and served as its consultant. She has deep knowledge across a broad range of health policy issues and expertise in analysis and development of proposals such as the one required for the RHP plan.

Mia has a Masters in Health Administration from the University of Southern California.

DENNIS STRUM, Ph.D, MPH, MA EXPERT – STRATEGIC PLANNING AND HOSPITAL-PHYSICIAN ALIGNMENT

Dennis Strum, Ph.D., Senior Advisor for COPE Health Solutions and President of The Strum Group, has over thirty years of experience in health system development, corporate strategy, marketing, governance effectiveness and business development. His broad knowledge of managed care, academic medical centers, health care financing and delivery is a result of his extensive experience in working with some of the largest regional health care systems in California and having served as a member of the Board of Directors for a variety of health plans, hospitals and medical groups.

Dr. Strum is also a noted authority on governance issues and futures research. He has been a frequent speaker for national, state, and regional organizations, and has served as a guest faculty member for health care administration programs at the University of California, Los Angeles, the University of Michigan, Duke University, and the Western Network for Education in Health Administration, as well as the American Hospital Association, American Group Management Association, and The Healthcare Forum. In addition, he has facilitated retreats and projects for dozens of governing boards representing hospitals, medical groups, academic faculty, health care systems and human services agencies.

Dr. Strum received his Ph.D. in public health/health services management from the University of California, Los Angeles, where he also earned an M.P.H. in health services management. Additionally, he holds a Master's Degree in speech and communications from the University of Michigan. Dr. Strum is currently of counsel to Orthopaedic Hospital, Inner-City Arts, and serves on the Board of Directors of Planned Parenthood of Pasadena and the San Gabriel Valley.

PETER HARBAGE, MPP EXPERT – POLICY & GOVERNMENT RELATIONS

Peter Harbage, Senior Advisor for COPE Health Solutions and President of Harbage Consulting, and has fifteen years of experience working to improve health policy at the federal, state and local level. Peter has published extensively through his national research practice on health reform concepts and the public financing of health care. His clients include the Robert Wood Johnson Foundation, The Commonwealth Fund, and the David and Lucile Packard Foundation.

From 2003 to 2008, Peter served as the senior health policy advisor to presidential candidate and former Senator John Edwards. In 2007, he worked extensively with Governor Arnold

COPE Health Solutions- Proposal to Collin County for Region 18 RHP

Schwarzenegger's health care reform team in California in his role at the New America Foundation. Most recently, Peter was a fellow at the Center for American Progress.

Peter served as an Assistant Secretary for Health at the California Health and Human Services Agency under Governor Gray Davis, and as a Special Assistant to the Administrator of the federal Health Care Financing Administration under the Clinton Administration. He started his career as a Medicaid budget analyst at the US Department of Health and Human Services. Peter has also taught on the American healthcare system at the University of Southern California.

References

- 1. Alex Briscoe**
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Alameda County Health Care Services Agency
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- 2. Robert Curry**
Chief Executive Office
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