



Wyoming Department of Health, Division of Healthcare Financing

CAHPS Adult Medicaid Survey Assistance

August 23, 2024

Project and Problem Summary. The Centers for Medicare & Medicaid Services (CMS) requires various Consumer Assessment of Healthcare Providers and Systems (CAHPS) surveys. The CAHPS Health Plan Survey is a tool used to collect information about enrollees' experiences with health plans and related services. Survey results assist states and other organizations in monitoring the performance of health plans, supporting consumers in assessing health plan quality, and identifying strengths and weaknesses of health plans for improvement measures. Plans that benefit from this information include many Wyoming Medicaid adult's programs, which provide health coverage to qualifying adults across the state.

Our Solution. Public Knowledge® (PK) proposes distributing the Adult Medicaid CAHPS Health Plan Survey for DHCF and providing the data to DHCF for the Agency for Health Care Research Quality (AHRQ) as CMS requires. We also propose developing a data dashboard for DHCF use in analysis and trend reporting once multiple years of data are available. The collection and analysis of data across years will allow DHCF to be responsive to members' needs in a prioritized, thoughtful manner.

Scope of Work

Start and End Dates	Hours	Budget
January 2, 2025 to June 30, 2025	200	\$40,065



Task 1: Survey Setup and Distribution

To begin this project, PK will collaborate with DHCF to finalize CAHPS survey questions and distribution logistics. PK will deliver the survey to adult recipients of Wyoming Medicaid. The survey will be distributed through multiple channels to reach a broad audience for participation. April 26, 2025, will be the target date to reach the survey goal of 350 responses.

Table 1. Survey Setup and Distribution

Estimated Hours	40
Expected Duration	January 2, 2025 to March 13, 2025
Representative Activities	• PK will create the CAHPS survey in an electronic survey tool. • PK will draft communication for email and paper distribution and reminder communication language. • PK will finalize communication for email and paper distribution and reminder communication language. • PK will send postcards, letters, and emails to recipients for survey response.
Assumptions	• DHCF will identify a survey sample and provide that information to PK. • Distribution schedule will be finalized with DHCF. • DHCF will provide survey recipient list and contact information. • PK will identify a printing source for postcards, letters, and postage that offers the most cost and logistical advantages for DHCF. • Actual cost for postcards, letters, and postage will be billed back to DHCF as incurred and adhere to the agreed upon, not-to-exceed amount. • PK will receive survey responses at a third-party mailing address. • PK will shred paper responses at project conclusion. • PK will add any pre-established questions at the direction of DHCF
Deliverables	• Draft distribution schedule for email and paper communication • Draft reminders for email and text message communications • Final distribution for email and paper communication • Final reminders for email and text message communications • Electronic survey for email distribution



Task 2: Survey Follow-Up and Data Entry

PK will consolidate all survey responses into a single database for survey reporting using the same format as used in the CAHPS Survey for Medicaid Children. This format can then be replicated in the future for data comparison. If the target number of 350 responses is not hit by April 26, 2025, PK will begin phone calls and text message follow-up starting April 28, 2025.

Table 2. Survey Follow-Up and Data Entry

Estimated Hours	55
Expected Duration	January 22, 2025 to May 16, 2025
Representative Activities	• PK will collect and enter survey responses into dashboard tool. • PK will follow-up with phone calls and automated text messages to achieve a minimum 350 response. • PK will draft any follow-up language and provide to DHCF for feedback. • PK will track follow-up communication dates. • PK will provide bi-weekly updates to DHCF on response counts.
Assumptions	• DHCF will provide text message services through their internal system. • PK will compile raw survey data into a spreadsheet for ongoing and historical reference. • Follow-up will conclude when 350 responses are entered. • DHCF will provide timely feedback on follow-up communication language.
Deliverables	• Bi-weekly updates on survey response counts, included in monthly project status reports • Follow-up communication language



Task 3: Data Submission and Dashboard

When all survey responses have been received, PK will begin the process of finalizing results and uploading the data into AHRQ. PK will perform data layout transformation to deliver survey data to AHRQ in the required format.

Table 3. Data Submission and Dashboard

Estimated Hours	55
Expected Duration	May 16, 2025 to June 30, 2024
Representative Activities	• PK will locate AHRQ file format and transform DHCF data into this required format. • PK will upload .csv file to AHRQ. • PK will upload survey data to dashboard software. • PK will create a draft results and recommendations summary using the survey data. • PK will finalize results and recommendations summary after feedback from DHCF is received. • PK will create the data dashboard content. • PK will deliver the data dashboard and summary to DHCF.
Assumptions	• PK will update AHRQ file format and included questions from year to year. However, data from this year may not be an exact match to last year for all questions. • Results and recommendations summary will be no more than two pages and contain a mix of graphics, summary data, and PK analysis and recommendations. • Raw survey data will be delivered to DHCF in an excel file.
Deliverables	• File upload to AHRQ • Survey Results Dashboard • Final Results and Recommendations Summary • Dashboard and Summary Review Session • Raw survey data



Task 4: Project Management

Our team recognizes the importance of adhering to standard project management practices in supporting a team structure that allows for accurate and efficient work. Once you have reviewed and approved our proposed work plan, we will begin plans to kick off the project formally. Meanwhile, we will develop tools and procedures to support our approach to this scope. This includes those tools and processes that allow us to track progress, action items, risks, and timelines for this work plan. We will also agree on an information-sharing portal for the project status report and other project deliverables and meet regularly with the project managers to report on project development and potential risks.

Table 5. Project Management

Estimated Hours	50
Expected Duration	January 2, 2025 to June 30, 2025
Representative Activities	• PK and DHCF will finalize project timeline and information-sharing methods. • PK and DHCF will conduct monthly project status meetings. • PK will perform internal project management and provide quality project deliverables. • PK, in coordination with DHCF, will identify, document, prioritize, and manage project action items and tasks. • PK, in coordination with DHCF, will identify, document, prioritize, and manage project issues and risks. • PK will track the project budget and status. • PK will track project deliverables and review cycles.
Assumptions	• DHCF Project Manager will be available for thirty-minute monthly status meetings. • DHCF Project Manager will be available for twenty-minute weekly status meetings, when needed. • DHCF will be available to review and provide feedback in a timely manner.
Deliverables	• Monthly Status Meetings • Monthly Master Contract Status Report • Quarterly Executive Report • Status Meeting Agendas

Personnel

Sara Melendez will be the project manager for PK with support from Alicia Foos as Deputy Project Manager. Ini Oye, Brenna Keslar and Hali Lewis will support the project for data and analysis. This core team will execute the scope of work for this task plan. Additional support will be provided by Katie Dijkstal and Bree Thompson as the Wyoming DHCF Master Contract Support Team. Katie and Bree will provide ongoing support for all task plans under the Wyoming Master Contract to ensure consistency in quality of delivery and communication. The table below includes our proposed personnel qualifications and roles on this project.

Table 5. Staffing

Consultant	Responsibilities	Summary of Experience
 Sara Melendez, PMP Project Manager	• Oversee the work plan and ensure timely deliverables • Plan, execute, and close tasks • Act as the liaison between the Department and Public Knowledge • Manage the Public Knowledge team • Support quality assurance	Sara is a firm-wide mentor who expertly guides colleagues in best practices for tracking budgets, maintaining project communication, and establishing sustainable business practices that keep projects within scope and on schedule. Her expertise lies in procurement equity, project management, and healthcare information systems. She has a proven track record of successfully managing complex projects and providing valuable insights through meticulous data analysis.
 Alicia Foos, CSM Deputy Project Manager	• Review and update the 2023 survey • Compile survey results • Analyze open-ended questions and identify themes • Support budget-tracking and reporting	Alicia is known for her valuable contributions to government projects and organizations. She serves as a member of the Wyoming Governor's Office Advisory Committee. Her skills in facilitating stakeholder meetings, analyzing data, and developing actionable deliverables make her a sought-out member for PK teams.



Table 5. Staffing

Consultant	Responsibilities	Summary of Experience
 Ini Oye, MS Technical Lead	• Upload and format data into dashboard • Analyze survey data and report on trends • Support the final recommendations analysis	Ini is a highly skilled professional with a diverse IT systems governance, procurement, security, and project management background. Ini was a Security and Systems Architect at Eon Health, ensuring SOC compliance and implementing hospital information systems to the Eon system.
 Brenna Keslar Analyst	• Assist with creating and reviewing the survey • Compile survey results • Coordinate survey reminders and non-respondent lists • Identify common themes • Draft summary report	Brenna has a background in education policy, curriculum development, and project management. She monitors project schedules, manages budgets, and fosters clear communication within project teams. Brenna helps government agencies solve complex challenges and achieve their goals. She holds a Bachelor of Arts in Elementary Education and English as a Second Language from the University of Wyoming.
 Hali Lewis, M.Ed. Project Controller	• Support the project manager through internal coordination, invoicing, and status reporting for the life of the project • Contribute to quality assurance process • Communicate with program staff to	As a former educator, Hali has experience in program organization and complex task management. Hali skillfully manages project budgets and tracks project progress. Hali holds a Bachelor of Science in Family and Consumer Sciences and a Master of Arts in Higher Education Administration.



Table 5. Staffing

Consultant	Responsibilities	Summary of Experience
	confirm alignment of processes	
 Katie Dijkstal, M.Ed, MSEL Project Management Officer	• Act as QA lead for all project deliverables • Meet with project manager to ensure project efficiency and align outcomes • Liaise with WY DHCF Contract Manager • Monitor overall quality of PK contract work • Act as escalation point in the event of issues or concerns	Katie has a background in organizational leadership and change management. As a former school district administrator, Katie has led large-scale change efforts and stakeholder engagement. Katie serves as a project manager and project management officer on projects for Medicaid and Health and Human Services in Wyoming and Colorado.
 Bree Thompson, PMP, Prosci® CCP, CSM Engagement Sponsor	• Monitor overall quality of PK contract work • Act as escalation point for performance and contract compliance discussions	As PK's Regional Vice President, Bree brings more than a decade of experience and expertise in Medicaid and Health and Human Services. Bree balances managing the technical aspects of projects while focusing on the well-being of the individuals impacted by these initiatives.



Hours and Budget

PK proposes a level of effort of approximately 200 hours and a total budget estimate of \$34,565 to perform the tasks contained in this plan. The hours shown are estimates and assume that we will be acting under the direction of Heidi Hoffman. PK will bill through actual costs for copies, postage, and PO Box, with a total not-to-exceed amount of \$5,500. The total proposed budget of this effort is \$40,065

PK will bill monthly for actual hours. We will notify DHCF when 75% of the approved budget is expended, and again when 90% is expended so we can work together to evaluate the remaining work and determine whether adjustments to the scope of work or budget are necessary.

Table 6. Estimate of Staffing Effort

Consultant	Task 1	Task 2	Task 3	Task 4	Total Hours	Rate	Total Estimated Cost
Sara Melendez	15	11	22	12	60	\$190	\$11,400
Ini Oye	0	5	5	21	31	\$165	\$5,115
Brenna Keslar	5	6	6	1	18	\$135	\$2,430
Alicia Foos	6	10	10	8	34	\$135	\$4,590
Hali Lewis	2	2	5	7	16	\$135	\$2,160
Katie Dijkstal	20	5	6	5	36	\$220	\$7,920
Bree Thompson	2	1	1	1	5	\$190	\$950
Total Hours per Task	50	40	55	55	200		
Total Cost per Task	\$9,365	\$6,635	\$9,350	\$9,195			
Total Estimated Consultant Cost							\$34,565
Actual Cost of Copies, Postage, & PO Box Expenses Billable to DHCF, Not to Exceed							\$5,500
Total Estimated Budget							\$40,065



Timeline and Summary of Deliverables

The timeframe proposed for the work outlined above is from January 2, 2025, to June 30, 2025.

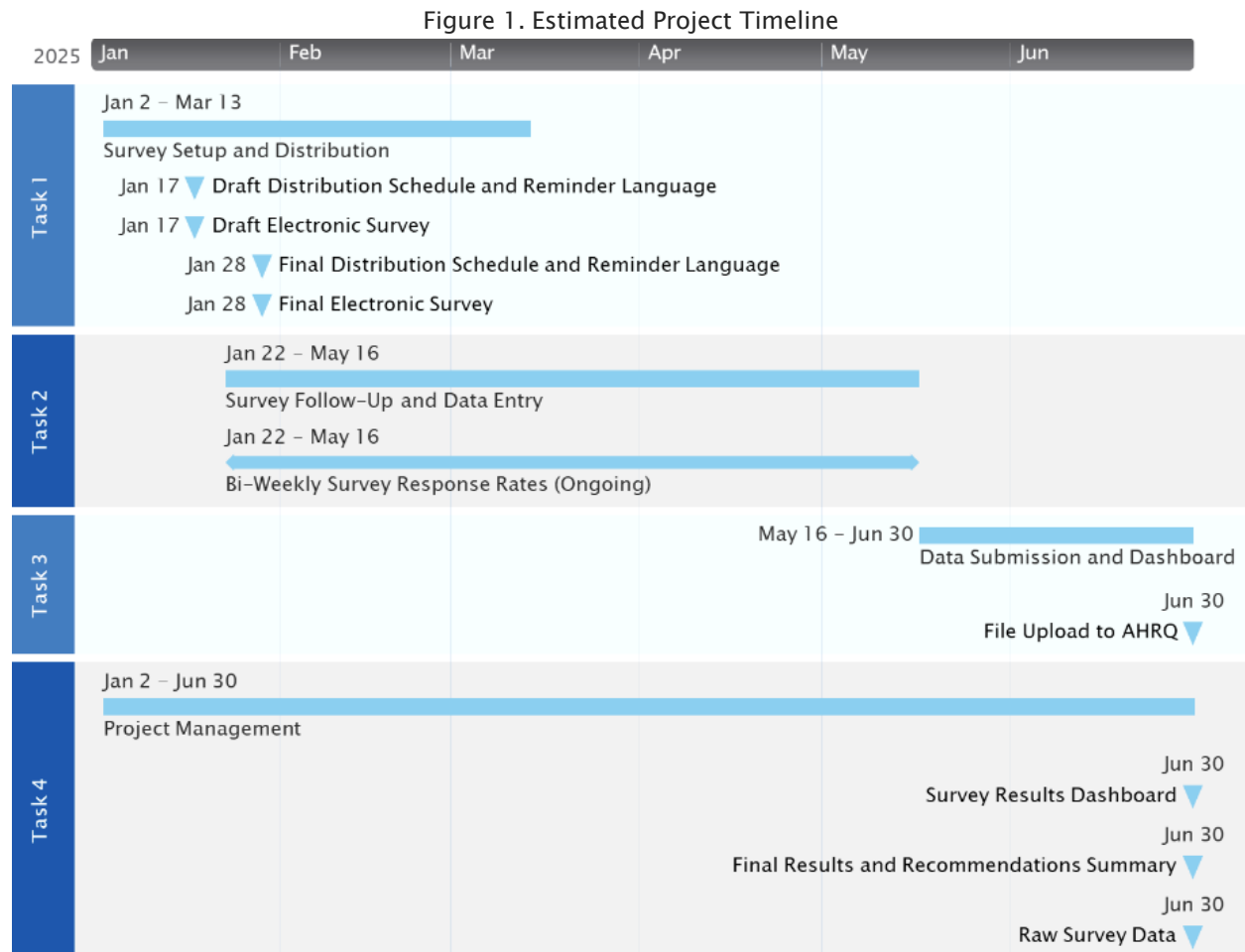


Table 7. Deliverables

Deliverable Name	Frequency	Due Date
Draft distribution schedule for email and paper communication	Once	1/17/25
Draft reminders for email and text message communications	Once	1/17/25
Draft Electronic Survey for Email Distribution	Once	1/17/25
Final distribution for email and paper communication	Once	1/28/25



Table 7. Deliverables

Deliverable Name	Frequency	Due Date
Final reminders for email and text message communications	Once	1/28/25
Final Electronic Survey for Email Distribution	Once	1/28/25
Bi-Weekly Survey Response Updates	Monthly	Ongoing
File upload to AHRQ	Once	6/30/25
Survey Results Dashboard	Once	6/30/25
Final Results and Recommendations Summary	Once	6/30/25
Dashboard and Summary Review Session	Once	6/30/25
Raw Survey Data	Once	6/30/25
Monthly Status Reports	Monthly	Ongoing
Quarterly Executive Report	Quarterly	Ongoing
Status Meeting Agendas	Monthly	Ongoing

Approvals

This document requires the following approvals:

Name	Title	Date Approval Received	Method Approval Received
Jeff Oliver	Project Manager	v1.0:D/MM/YYYY v2.0: D/MM/YYYY	v1.0: v2.0:
Coleen Collins	Project Sponsor	v1.0:D/MM/YYYY v2.0: D/MM/YYYY	v1.0: v2.0:
Heidi Hoffman	Contract Manager/Project Manager	v1.0:D/MM/YYYY v2.0: D/MM/YYYY	v1.0: v2.0:



Revision History

Date of this version: August 23, 2024

Revision Number	Revision Date	Summary of Changes	Changes Marked
0.1			
0.2			
0.3			