

B Qualifications and Experience

The State of Louisiana is embarking on an important change in its Medicaid program, a change that advances the mission of the Department of Health and Hospitals (DHH). Through this procurement, DHH will transition dental services from the current fee-for-service model to a Prepaid Ambulatory Health Plan (PAHP) and administer it through the Dental Benefits Management Program (DBMP). The DBMP will move dental services into the light of a new day, with concerted focus and visibility to advance oral health care throughout the state.

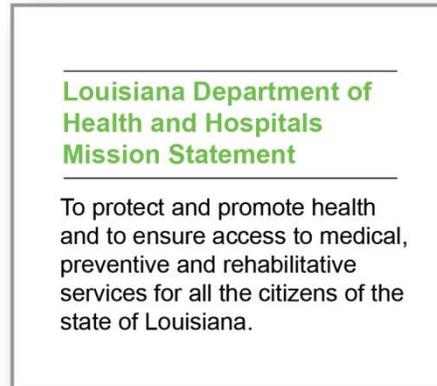
Louisiana embraces the belief that oral health mirrors the health of one’s body. A healthy smile is the window to a healthy body. As such, the state has decided that dental benefits should receive dedicated attention by the Medicaid program. By encouraging regular and responsible oral health care, Louisianans will have healthier smiles and improved overall well-being. Delta Dental shares this belief.

Delta Dental was founded on the belief that good oral health is essential to overall health. Since 1955, we have provided tailored dental benefits to public and private sector groups and individuals. While our focus in dental benefits is singular, our brand and footprint are extensive. *We Keep You Smiling®* is so much a part of Delta Dental’s brand that it has been trademarked to our company. Our singular focus and experiential depth combine to give Louisiana and DHH the best, most practiced Dental Benefits Management Company in the country.

Summary of the Delta Dental Organization

The Delta Dental family of companies consists of 39 dental service organizations that conduct business in all 50 states, the District of Columbia and Puerto Rico. These service organizations are all members of the Delta Dental Plan Association (DDPA), whose mission is to improve the overall oral health of the nation by making dental care more available and affordable to the public.

Delta Dental of California is a nonprofit corporation and together with its affiliates, is the largest of the DDPA companies. Our subsidiary, Delta Dental Insurance Company (DDIC), is the bidding entity for the Louisiana DBMP. We operate under a single management structure with shared personnel, business practices and infrastructure. In this proposal, Delta Dental of California and DDIC are collectively referred to as Delta Dental.



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Part II: Technical Approach

Understanding the Objectives of DHH

Delta Dental understands that Louisiana plans to transition the provision of dental services for Medicaid and CHIP members to a PAHP. The transition is necessary to achieve several important goals, as depicted in the following exhibit. To achieve these goals, DHH has issued this Request for Proposal (RFP) to select a company to manage the Louisiana DBMP for all eligible Medicaid recipients.



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The road ahead requires a journey mate, a company that shares DHH’s mission for good oral health. Delta Dental is that company. Every group that comes into the Delta Dental family receives the best our enterprise has to offer and personalized services required to achieve the group’s objectives. DHH can expect the *Delta Dental Difference*®, which distinguishes us in the marketplace and provides tangible evidence that our company is best-suited to help DHH meet its goals for the DBMP. Some of the features of the Delta Dental Difference that align directly with DHH’s goals are presented in the following table.

Feature	The Delta Dental Difference	Benefit to DHH
Largest Provider Network	With participating dentists in more than 175,000 locations, Delta Dental has the largest dentist network in the U.S. Four out of five dentists who guarantee to limit out-of-pocket costs are Delta Dental dentists.	DHH can be assured that the Delta Dental brand attracts and retains the best network of general and specialty dentists.
Highest Effective Discount	An independent, third-party actuarial firm determined that Delta Dental’s PPO plans deliver the industry’s best effective discount resulting in nearly \$3 billion in annual savings compared to dentists’ average charges.	Delta Dental can confidently deliver DHH’s goal of net savings when compared to FFS dental coverage.
No Network Leasing	Delta Dental contracts directly with individual dentists and specialists who meet our credentialing criteria. No part of Delta Dental’s network is leased from or to anyone.	DHH can be assured that dentists comply with and advance the goals of the Louisiana DBMP, as there will be no ambiguity about the expectations for participation.
Attentive Account Management	Delta Dental establishes an Account Management Team to provide rapid response and resolution to client issues or concerns. This team includes field and executive account management, named associates for day-to-day client interaction and an implementation project manager.	Delta Dental’s standard business practices mirror those required by DHH for key personnel. DHH can be confident that our management of the DBMP project is supported by proven management and business practices.
Detailed Management Information	Delta Dental provides timely management reports to help clients monitor experience, cost, savings and our performance. The Account Management Team helps clients analyze the reports to ensure their dental programs are meeting their objectives. Delta Dental’s extensive data warehouse and actuarial expertise provides benefit plan analytics to help shape best practice care at effective rates.	DHH has timely information from which to monitor the performance of the DBMP and progress toward its goals. The actuarial reports give DHH transparency into cost management, which allows for the evolution of utilization management, provider contracting, practice guidelines and fraud and abuse polices.

Did You Know Delta Dental

- Covers more than 26 million members
- Had fiscal 2012 revenues of \$7.1B
- Has continuously served as Fiscal Intermediary for California Medicaid Denti-Cal program for 40 years

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Louisiana DBMP Organization

The Louisiana DBMP is part of the State Government Programs business unit, led by Mr. Joe Ruiz, Vice President of State Government Programs and Delta Dental Insurance Company. Mr. Ruiz has a hands-on approach to managing and will have a consistent presence in the state. He has complete management authority to commit resources to the contract. He delegates day-to-day authority to the Executive Director, Ms. Lynda Heigho.

The Key Personnel team will be located in Baton Rouge and 100% dedicated to the project.

Ms. Heigho has more than 31 years of management experience on the California Medicaid Denti-Cal contract, most recently as Director of Quality. She brings a wealth of experience about how best to achieve results in Medicaid dental benefits programs. She is responsible for Delta Dental's performance and our relationship with DHH.

Dr. Susan Roshan, a licensed dentist in the State of Louisiana, is the DBMP Dental Director. She has over 23 years' experience in the field dentistry and is an established professor with 13 years of teaching at the university level. Dr. Roshan is responsible for professional-related requirements.

Ms. Darlene Gillespie is the Implementation Director, responsible for leading transition activities. She most recently served as Implementation Manager for Delta Dental's Medicaid contract with the Utah Department of Health. After transition is complete, Ms. Gillespie will step into her role as the Operations Director to ensure continuity of service.

Service Delivery Approach

Delta Dental uses a shared services model to deliver core dental benefits management services nationally and account management locally. This approach allows us to leverage our assets and scale across a large client base, while delivering specialized services, such as outreach, one client at a time. Services included in this shared services model are provider network, claims processing, member and provider service, utilization management and information systems. We have more than adequate bandwidth to handle the Louisiana DBMP. Services included in-state are the Project Management Office, including the staff with whom DHH interacts with on a regular basis, and member and provider outreach.

Ability to Satisfy Provisions of the DBMP RFP

Delta Dental's ability and capacity to satisfy the requirements of the DBMP contract are detailed in our proposal and, here, we provide an executive level overview of some of the Delta Dental differentiators.

Part II: Technical Approach

Qualifications and Experience

Delta Dental was the first dental benefits management company to enter the Medicaid market and our commitment to it remains solid nearly 40 years later. Our long standing service to the State of California as the Denti-Cal Fiscal Intermediary is a testament to our commitment to the Medicaid market. We understand the needs of State Medicaid Agencies for transparency, access to meaningful information, responsiveness to providers and members, compliance with complex state policies and cost-effective outcomes. We also understand the value in leveraging commercial solutions and best practices to make Medicaid administration more standardized and mainstream with the rest of the insurance industry.

Planned Approach to the Project

Delta Dental's principles for transitions are accountability, best practice planning, risk management, transparency and proven project management. These principles have served us well in the thousands of implementations we have performed throughout our history. Because we are implementing a commercial solution, the transition approach is well practiced in the Delta Dental organization. Our Project Management Plan details a low risk, staged transition with manageable segments of activity so there is no single point of failure. We have planned for a contract start of May 1, 2014 and a six month transition for an operations go-live of November 3, 2014.

Member Enrollment

Delta Dental has a wealth of experience transmitting, processing and reconciling HIPAA-compliant transactions, including those for member enrollment. We currently perform member enrollment services like those required by DHH on Medicaid contracts in California, Florida, Georgia, Pennsylvania and Utah. During transition, we map, convert and test member enrollment data and establish formal processes with DHH and its agents for ongoing interoperability in a highly structured environment.

Service Coordination

Delta Dental's service coordination approach takes a 360 degree view of the member, dentist and Medicaid policies. It is simply not sufficient to coordinate one aspect of service without considering the total continuum of care. Delta Dental equips members with information to give them choices and advance personal responsibility, dentists with information from which to deliver services in accordance with Medicaid policies and DHH with information to determine the efficacy of service coordination. We also perform outreach, especially in areas where dental services have been the most under-utilized.

Provider Network

Delta Dental has the most recognizable dental benefits management brand in the nation. We have more than seven years' experience building relationships with dentists in Louisiana and have 1,200 in-state Delta Dental dentists and specialists for our current business. We have obtained 480 Letters of Intent for the Louisiana DBMP. We manage the Louisiana DBMP dental network with the same practices used to recruit and retain dentists in more than 175,000 locations nationwide. We offer seamless interaction with Delta Dental for claims processing, service authorization and financial management and continually innovate to make the provider experience even better. We also have the best credentialing policies and practices in the industry to preserve the quality of our network.

Part II: Technical Approach

Utilization Management

Utilization Management is performed as part of Delta Dental's Quality Management program. We use a systematic and participatory approach for proactive and retrospective reviews. Our Utilization Management business processes are not intrusive to members or dentists because we integrate them as part of the overall process. At the same time, they yield excellent results for utilization efficacy and effectively reduce overall costs when compared to a typical fee-for-service program. Utilization Management is performed by in-house dental professionals and paraprofessionals.

Early Periodic Screening, Diagnosis and Treatment (EPSDT)

Delta Dental is expert in the application of EPSDT policies in our Medicaid dental business. While EPSDT is specific to Medicaid, the principles are consistent with case management and population health management. We fully comply with EPSDT policies and DHH requirements while patterning the practices along industry standards for case management and population health management. In this way, EPSDT benefits from industry best practices while retaining the special focus Medicaid requires.

Quality Management

Delta Dental's Quality Management program is inclusive and integrated. We look at a wide variety of program features to assure that a 360 degree of quality is consistently assessed. Members benefit from our review of the adequacy of the general and specialty provider network, quality care and healthy outcomes. Providers benefit from our ongoing evaluation of dental policy and guidelines and outreach and education to advance the quality of care. DHH benefits from access to Quality Management results and continuous improvement initiatives. And, perhaps most importantly, Delta Dental's Quality Management program advances oral health. Dr. Roshan, the DBMP Dental Director, is actively involved in QM and serves as a member of the enterprise Quality Assessment Committee.

Member Materials

The more members understand the program and their benefits, the faster oral health will improve in Louisiana. Therefore, we strive to make all member communications easy to understand and applied by people of different backgrounds. During transition, Delta Dental communicates directly with members, sending them welcome packets and offering customer service via our call center, web self-service, correspondence and mobile applications.

Member and Provider Service

Delta Dental offers multi-channel member and provider service so that the way most suitable to the individual or practice can be used. Our website is easy to navigate, contains comprehensive information, self-service features and secure access to member and provider information. We also operate state-of-the-industry call centers, staffed by knowledge workers that are capable of handling the simplest and most complex inquiries. In 2013, 99.7 percent of inquiries to our shared services Contact Center were answered the same day, a testament to the effectiveness of our people, processes and technology.

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Emergency Management Plan

Delta Dental understands the importance of having an Emergency Management Plan that traverses the immediate emergency to provide ongoing support in the event of a long-term recovery. Our All Hazards Plan includes disaster preparedness, business continuity, emergency support and ongoing support for members and providers who are displaced by an event.

Grievance and Appeals

Our Grievance and Appeals process is completely automated with a positive audit trail on all communications and actions. Knowledge workers process administrative grievances and appeals and in-house dental professionals process clinical ones. If the original decision is appealed, it is adjudicated by staff not associated with the original decisions. We use grievance and appeal information to inform several activities, including member and provider service and quality management.

Did You Know

After Hurricane Katrina, Delta Dental of California and Delta Dental of Arkansas collaborated on a grant program for the students at Louisiana State University Health Sciences Center, School of Dentistry. Each of the 312 students received a check for \$1,000 to help pay living expense so they could re-locate and continue their studies at the temporary school in Baton Rouge.

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Fraud and Abuse

Our Fraud and Abuse program presents a significant opportunity to conserve Louisiana Medicaid dollars while assuring that appropriate, high quality dental services are delivered to members. We use a systematic and participatory approach to Fraud and Abuse, very similar to the practices we use for Utilization Management. Fraud and Abuse monitoring, both proactive and retrospective, stays in the background so as not to be intrusive to members and dentists receiving and delivering appropriate care. However, when an instance is uncovered, action is swift and decisive. Policies and procedures are thoroughly documented and decisions are always reviewed by in-house professionals before actions are taken.

Third Party Liability

Delta Dental uses industry best practices and standards to deliver a Third Party Liability program. Third Party Liability is a complex process and Delta Dental uses system logic to perform first line edits and audits. In this way, potential cases are identified and routed to TPL specialists for review and action. For the most complex cases, such as Estate Recovery, Delta Dental uses specially trained knowledge workers to perform the end-to-end processes required to satisfactorily adjudicate such cases.

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Claims Management

Consistent with the evolution of Medicaid Information Technology Architecture, Delta Dental proposes a member-first, process-centric commercial solution that is reliably used throughout our business. The solution uses Hewlett Packard's MetaVance product suite as the primary benefits management and claims processing engine. Together with our best-in-class products and services, our solution is called, simply, the Delta Dental Claims Processing System (DDCPS). Though alignment with MITA and CMS certification under the Seven Standards and Conditions for Enhanced Federal Funding is not a requirement of this contract, Delta Dental's solution is MITA-aligned. Claims management is one of our strongest core competencies, as evidenced by the 99 percent claims processing accuracy rate delivered by our shared services organization in 2013. Our claims management staff has an average eight years' experience in dental and insurance claims processing operations. We take pride in these core competencies and continuously refine, invent and invest in ways to enhance claims management.

Information Systems

Delta Dental owns and operates state-of-the-industry Information Technology (IT) facilities at multiple locations throughout the country. In-house Delta Dental staff manages all technology, including web services, infrastructure, business applications and network services. We use a shared services model to power the business of Delta Dental so that all groups benefit from the same cost-effective, reliable and quality technology solutions. Economies of scale are just one of the keys to our IT success. Solution Architects are continuously scanning the market for innovative technology products and services to keep Delta Dental at the leading edge of innovation. For example, Delta Dental operates the largest claims-based dental data warehouse in the country. To make the best use of this rich data store, Delta Dental uses a comprehensive business intelligence application that visualizes data and allows our dental professionals to intervene immediately when dentists with questionable practices are identified. Delta Dental complies with industry standards to process data and transact with our trading partners. This provides DHH with the assurance that Delta Dental is an effective member of the Louisiana Medicaid Enterprise.

Veteran or Hudson Initiative

Delta Dental proposes an outstanding team of Louisiana companies that complements our DBMP solution. Each member of our team is a certified Veteran or Hudson company and brings unique Louisiana flavor to our solution. The primary areas of focus for our subcontractors are service coordination, member outreach and custom satisfaction surveys.

Conclusion

Delta Dental’s executive management has a deep commitment to our corporate management philosophy, which supports, and is reflective of, our mission. We are explicit about our objectives and operate from a set of principles that have, over time, moved us ever closer to full realization of our goals. Our history bears out this assertion.

Through our emphasis on service, excellence and innovation, our corporate culture encourages and rewards the following specific behaviors among Delta Dental employees:

- Placing the customer first
- Giving more than has been asked
- Exercising social responsibility
- Giving and sharing credit
- Accepting responsibility
- Thinking critically and creatively

Delta Dental Mission

To advance dental health and access through exceptional dental benefits service, technology and professional support.

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These behaviors translate into operational practices such as coordination of effort, open communication, transparency of information and staff access to management personnel. Further, our supervisory and management training activities teach participatory management techniques, which enable us to elicit innovative ideas from staff at all levels. We strive to create a culture of excellence in which employees are expected to think about the broader impact of their jobs and make meaningful contributions toward organizational improvement.

On behalf of all the member of the Delta Dental staff, we thank you for the opportunity to present our qualifications, experience and proposed approach. We look forward to DHH’s evaluation of our proposal and the opportunity to forge a productive relationship and *Keep Louisianans Smiling*.

Background, Experience and Expertise

Delta Dental is proud to be America’s largest, most experienced dental benefits company. Made up of independent, affiliated member companies, Delta Dental is a not-for-profit organization. We offer a nationwide dental benefits program for a wide range of groups. Delta Dental member companies administer programs that provide members with quality, cost-effective dental benefits.



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Since 1955, Delta Dental has worked to improve oral health in the U.S. by emphasizing preventive care, and making dental coverage affordable to a wide variety of groups. In 2013:

- Delta Dental processed more than 39 million dental claims with an accuracy rate of 99.6 %.
- Delta Dental’s cost control measures and contractual agreements with dentists help ensure quality care at moderate fees, saving groups more than \$3 billion.

Delta Dental looks forward to serving as the prime contractor for the Louisiana Department of Health and Hospitals Dental Benefit Management Program. Delta Dental provides in-depth knowledge and expertise with over 40 years of Medicaid experience and 16 years of experience on Children’s Health Insurance Program (CHIP) and similar programs. Delta Dental provides the essential services, resources and support for the successful implementation and efficient administration of DBMP. Delta Dental is a recognized national leader in dental health care benefits administration and expert in providing dental services to Medicaid and CHIP members. Delta Dental has four decades of experience as the California Medi-Cal Dental (Denti-Cal) fiscal intermediary, which includes dental benefits for over 4 million children. Headquartered in San Francisco, we underwrite and administer traditional fee-for-service dental products, offering an innovative mix of plan options and benefit levels that allow us to contain costs while delivering high-quality dental coverage.

Delta Dental’s team of experienced program staff is backed by our company’s commitment of resources and financial depth, with a single point of accountability. Our organizational structure offers DHH a number of important advantages:

- Our single executive management structure virtually eliminates performance risks that exist when a subcontractor does not share the prime contractor’s mission, goals and expectations. As we have successfully demonstrated, our structure lends itself well to ensuring excellent performance and continuous quality improvement under the DBMP.
- We have taken the best practices of our affiliated companies and applied them to our programs to raise the bar on our already high standards for quality dental care, cost management and professional service.
- Delta Dental’s combined resources have enabled us to implement new processes separately or simultaneously in different geographic locations, thereby improving services while reducing cost. Delta Dental has a reputation for excellence and integrity in selection, training and retention of high-quality managers and staff. We make a significant investment in each of our employees, with emphasis not only on appropriate selection of staff but on placement and training as well. In return for this investment, we have historically experienced low staff turnover rates.

Part II: Technical Approach

We possess the right combination of background, experience and expertise to offer the DHH the best possible business solution for the program. Within this section, we describe the corporate background and experience that qualifies us to perform all Louisiana Medicaid/CHIP functions identified in the RFP. We commit unconditionally to meeting both the RFP requirements and DHH expectations. Delta Dental's Relevant Corporate Experience meets the requirements of the RFP and we commit to compliance.

Prior Projects and Experience

Delta Dental has a long and successful history implementing large, complex dental programs that provide dental care to those most in need. Our contract implementations include Medicaid, TRICARE, AARP, and CHIP programs as well as numerous commercial group plans such as Coca-Cola, Cobb County (GA) School District, Miami-Dade (FL) County Government, State of Georgia, Tulane University and Turner Industries.

The state of California's Department of Health Care Services (DHCS) is Delta Dental's longest tenured customer. We have implemented six distinct, competitively procured California Medi-Cal Dental (Denti-Cal) contracts. Each subsequent contract required a separately managed implementation plan that incorporated new contract requirements. We have successfully implemented the full complement of dental plan services and provided administrative support services necessary to effectively deliver dental care to DHCS as well as many other customers.

Exhibit B-1, Examples of Contract Implementations, offers specific examples of successful Delta Dental implementations. These implementations – and those of many other accounts that serve employees and their families in the private and public sector – are representative of Delta Dental's resources, skills and commitment to fulfill the promises made in this proposal.

Exhibit B–1, Examples of Contract Implementations

Program	Implementations	Contract Duration	Members
California Medi-Cal Dental Program	1974, 1984, 1989, 1994, 1998, 2004	Consecutive contracts since 1974	8.1 million children and adults
Tricare Retiree Dental Program (TRDP)	1997, 2002, 2008	Consecutive contracts since 1997	1.3 million retirees and dependents
Healthy Families	1998, 2005, 2010	Consecutive contracts since 1998	245,000 children
Florida Healthy Kids Program	2001	2001 to 2004	80,000 children
AARP Retiree Program	2001, 2004, 2007, 2010	Consecutive contracts since 2001	308,000 retirees and dependents
Texas CHIP Program	2005	2005-2011	537,000 children

Part II: Technical Approach

History of Producing Quality Outcomes

A national leader in cost-effective dental benefits administration, Delta Dental is well-positioned to deliver all contractual services in a manner that fully supports the State of Louisiana's ongoing efforts to improve the oral health of its underserved children. We have always maintained a special focus on children's dental health care and, as a result, we possess unparalleled experience and expertise in providing dental services to children and other vulnerable populations. We possess a deeply held commitment to delivering quality dental services to Medicaid- and CHIP-eligible children.

Delta Dental has the expertise and experience to implement, operate and administer a successful program for DHH. No matter the size of the contract, our commitment is always the same: to increase dental access, educate members on the importance of good oral health, and improve oral health outcomes. Our proposal in response to the RFP demonstrates our commitment to serving vulnerable populations, our strong financial position and our experience and expertise in using best business practices to implement and manage contracts with fiscal integrity.

History of Prompt Claims Payments

Delta Dental has over 40 years of experience serving government-sponsored dental insurance programs, helping ensure that they receive medically necessary covered dental services and that the resulting claims are paid accurately and in a timely manner. As with all government-sponsored dental programs, we understand the importance of working within fiscal constraints to maximize necessary dental care for the greatest number of children. Delta Dental focuses on the importance of two key principles:

- Ensuring accurate and timely payment of claims to help maintain and increase provider participation, thereby increasing access to care for members.
- Conserving government programs resources by using a comprehensive program of utilization and quality management, third-party liability and fraud and abuse prevention.

One of Delta Dental's fundamental responsibilities is to process claims accurately and pay providers in a timely manner. Delta Dental has a long history of meeting or exceeding both state and federal standards for processing timeliness. We know that exemplary performance can only be achieved through a methodical process that ultimately results in well-configured systems and knowledgeable staff. We use reporting mechanisms such as dashboard reports to measure our performance on a daily basis. In addition, we continuously monitor claims processing times and other key performance metrics.

Our staff responsible for managing electronic claims submission are highly trained with file submission and processing requirements that contribute to achieving accuracy and timeliness standards. Similarly, our claims operations management team understands the fluctuations in claims receipts that occur based on days of the week, weeks of the month and seasons. Our management approach and staffing plan take these critical factors into account. We make adjustments to assignments, workloads and/or other aspects of processing.

Part II: Technical Approach

History of High Provider Satisfaction

Provider retention in Delta Dental is a key to our success. Staff members proactively assist network providers by monitoring reports that identify providers who experience unusually high rates of claim/encounter problems and feedback from other sources such as member grievances or contact center staff. This intervention and support educates providers and their staff, alleviating unnecessary administrative costs and increasing dentists' ability and willingness to care for members. Professional relations staff respond to service call requests from providers to offer supplemental training, problem resolution, new-hire training for office personnel and follow-up visits. They also plan drop-in visits to nearby offices while in the field to maintain program visibility among providers and their staff.

As required by contract and approved by each customer, we conduct and/or participate in surveys each year to help identify opportunities to improve satisfaction with Delta Dental – and also to identify issues adversely affecting dental care and services. Provider surveys ask the respondents to rate their overall satisfaction with Delta Dental and their satisfaction in areas including service provided by our Contact Center customer service representatives and professional relations representatives, written materials such as the provider handbook, ease of understanding member benefits and the accuracy and fairness of benefit and referral determinations.

It is customary for Delta Dental to achieve dentist retention rates in the 99% range for our customers, including those serving Medicaid populations.

History of Successful Dispute Resolution with Providers

Delta Dental has a time-tested set of procedures for the submission, receipt, processing and resolution of provider disputes, including the availability of the Provider Dispute Form and instructions for filing a provider dispute. Our provider dispute timeframes are:

- Fifteen working days to acknowledge a provider dispute;
- Forty-five working days to respond to a provider dispute.

We complete an annual report of all provider disputes that is approved and signed by the Vice President of Professional Relations and the Vice President of Commercial Operations. Exhibit B-2, Delta Dental's Provider Disputes for 2013 shows the total number of provider disputes and the outcomes.

Exhibit B-2, Delta Dental's Provider Disputes for 2013

Description	Number	Percentage
Total Provider Disputes	6,238	100.00%
Upheld	2,560	41.04%
Overtured	3,507	56.22%
Split	7	0.11%
Inconclusive	133	2.13%
Withdrawn	31	0.50%

Part II: Technical Approach

Personnel Qualifications

Delta Dental has the most recognizable dental benefits management brand in the nation. This fact has allowed us to build a reputation for excellence and integrity in selecting, training and retaining the most outstanding employees to be found in our market. We recognize that our most important asset is our people.

Our management philosophy supports and encourages employee retention through maintenance of a carefully structured career ladder. We consider employee retention and career opportunity a part of our management responsibilities. We provide significant investments in each of our employees, with emphasis not only on appropriate selection of staff but on placement and training as well. In return for this investment we have experienced low employee turnover rates. Our dental professionals and our paraprofessionals average eight years of service for Delta Dental.

We have designed a flat organizational structure that allows us to fulfill all Louisiana Dental Benefit Management Program (DBMP) contract obligations with the most efficient use of resources.

Management Team

Mr. Joe Ruiz is the Vice President of State Government Programs. He has more than 25 years of health insurance experience. He came to Delta Dental from his role as Vice President and General Manager of Group Business for Anthem Blue Cross. Mr. Ruiz has a hands-on approach to managing and will be working closely with our Executive Director, Ms. Lynda Heigho to oversee all contract activities.

Ms. Lynda Heigho serves as our Executive Director for the DBMP contract. She brings with her over 31 years of experience on the California Medicaid Denti-Cal contract and extensive knowledge of the role of state and federal laws, regulations, policies, and procedures in the management of publicly funded dental care services.

Dr. Susan Roshan is the DBMP Dental Director reporting directly to the Executive Director, Ms. Lynda Heigho. She has over 23 years of experience in the filed dentistry and is an established professor with over 13 years of experience teaching at the university level.

Ms. Darlene Gillespie is the Implementation Director, who also reports directly to the Executive Director, Ms. Lynda Heigho. She is responsible for contract monitoring, reporting and coordination of resources to execute all activities in full compliance with the contract. After implementation activities are completed, Ms. Gillespie will step into her role as the Operations Director.

A seasoned group of skilled managers and professionals is in place to serve as our core management team for each functional area required to make the DBMP successful.

Staffing

We use a shared services model for core dental benefits plan management responsibilities. The majority of staff supporting the DBMP are already in place. They are fully trained and knowledgeable. Our approach to staffing management is a top-down and bottom-up approach. We first build our senior management team and then identify the individuals who comprise the rest of the team assigned to the contract. We have detailed administrative policies and procedures for recruiting and selecting well-

Part II: Technical Approach

qualified, competent and experienced employees, subcontractors and independent consultants. Our staffing model is experience based and allows us to determine the staffing levels required for each organizational unit and job classification. We have carefully analyzed the required tasks for the DBMP and evaluated the staffing requirements for implementation and operations.

Our personnel acquisition plan is designed to ensure our continued success in recruiting and retaining highly skilled and experienced staff. Our employees are critical to the success of the DBMP. We are dedicated to providing employees with an exceptional work environment and an array of services and benefits that enhance our ability to meet our goals for recruiting and retaining excellent management and staff. We are confident that our staffing process provides experienced and trained personnel to support the DBMP from implementation to operations, with no interruption in services to members, providers or DHH.

Corporate Financial Condition

For a program the size and scope of Louisiana Dental Prepaid Ambulatory Health Plan (PAHP) it is essential that the selected DBMP contractor is financially sound. Delta Dental's financial condition is sound and has been since our founding. This is accomplished using stringent controls, institutionalized procedures and proven financial management practices. In this section, we present financial information demonstrating that Delta Dental has financial strength and stability to carry out each and every provision of the Louisiana DBPM contract.

Delta Dental's solid reputation as a full-service dental health benefits administrator, underwriter and claims processor has been achieved by delivering high-quality services to our customers and by maintaining a strong and stable financial position. We have sustained dynamic growth in both the government and private sectors of the dental health care markets applying sound financial management and astute contract administration practices. Delta Dental is well-protected against risk of insolvency.

Based on the audited financial statements provided in our proposal, our working capital is more than sufficient, with provisions allowing for contingencies. Our consolidated general reserves and the individual general reserves for Delta Dental of California (DDC), and Delta Dental Insurance Company (DDIC) comply with all regulatory requirements. The compliance of these regulatory requirements are carefully monitored by state regulators; thus ensuring the adequacy of our working capital. At the end of calendar year 2012, consolidated reserves exceeded \$646 million.

Part II: Technical Approach

B.1 Company Identification

B.1 Indicate your organization's legal name, trade name, dba, acronym, and any other name under which you do business; the physical address, mailing address, and telephone number of your headquarters office. Provide the legal name for your organization's ultimate parent (e.g. publicly traded corporation).

Describe your organization's form of business (i.e., individual, sole proprietor, corporation, non-profit corporation, partnership, limited liability company) and detail the names, mailing address, and telephone numbers of its officers and directors and any partners (if applicable). Provide the name and address of any oral health care professional that has at least a five percent (5%) financial interest in your organization, and the type of financial interest.

Provide your federal taxpayer identification number and Louisiana taxpayer identification number.

Provide the name of the state in which you are incorporated and the state in which you are commercially domiciled. If out-of-state, provide the name and address of the local representative; if none, so state.

If you have been engaged by DHH within the past twenty-four (24) months, indicate the contract number and/or any other information available to identify the engagement; if not, so state.

Our organization's legal name is Delta Dental Insurance Company, DDIC, also referred to as Delta Dental. Delta Dental's physical and mailing address is as follows:

Delta Dental Insurance Company
100 First Street
San Francisco, CA 94105

The nationwide telephone number of our headquarters is (800) 791-5836. The legal name of our parent company is Delta Dental of California.

Delta Dental Insurance Company is a Delaware stock corporation, a subsidiary under the control of Delta Dental of California, a specialized health care service plan for dental care benefits and the largest dental plan in that State. Delta Dental of California is a California nonprofit corporation and not a publicly traded corporation. At this time, Delta Dental does not have a local representative. Attachment B.1-1, Directors and Officers, provides names, mailing addresses and telephone numbers of officers and directors for Delta Dental Insurance Company, as well as Delta Dental of California. We do not have any oral health care professionals that have at least a five percent financial interest in our organization.

Delta Dental was originally incorporated in the State of Illinois under the name of Dental Service Plans Insurance Company on February 9, 1970. The Corporation changed its name to Delta Service Plans Insurance Company on July 29, 1982, and to Delta Dental Insurance Company on August 28, 1991. Delta Dental Insurance Company was re-domesticated to the State of Delaware effective September 30, 2002. The Louisiana Secretary of State is the Registered Agent for Service of Process.

Delta Dental has not been engaged by DHH in the past 24 months.

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B.2 Mergers, Acquisitions, or Sales

B.2 Provide a statement of whether there have been any mergers, acquisitions, or sales of your organization within the last ten years, and if so, an explanation providing relevant details. If any change of ownership is anticipated during the 12 months following the Proposal Due Date, describe the circumstances of such change and indicate when the change is likely to occur. Include your organization's parent organization, affiliates, and subsidiaries.

Delta Dental has had five mergers in the last ten years as outlined below.

- In 2005, Private Medical Care, Inc. (PMI), a California nonprofit corporation and wholly owned subsidiary of Delta Dental of California acquired Private Medical-Care of Arizona and subsequently changed its name to Alpha Dental of Arizona, Inc.
- In January, 2006, PMI purchased Private Medical Care of New Mexico, and subsequently changed its name to Alpha Dental of New Mexico, Inc.
- In February, 2006, PMI purchased Dental Health of Alabama, Inc., and subsequently changed its name to Alpha Dental of Alabama, Inc.
- January 1, 2007, PMI merged into Delta Dental of California. As a result, Alpha Dental of New Mexico, Alpha Dental of Arizona, Inc., Alpha Dental of Alabama, Inc. and 6 other subsidiaries of PMI became the wholly owned subsidiaries of Delta Dental of California.
- Effective January 1, 2011, DDC Insurance Holdings (IH), Inc., a Delaware holding company (“DDC Holdings”), was formed primarily to serve as the consolidating entity for the federal income tax returns of the nine DDC subsidiaries. The management and board of directors of DDC-IH are comprised of the executive management of DDC.

There have been no other mergers, acquisitions or sales of our organization, our parent organization, affiliates or subsidiaries in the past ten years and there are no changes of ownership anticipated in the next 12-month period.

B.3 Felony Statement

B.3 Provide a statement of whether you or any of your employees, agents, independent contractors, or subcontractors have ever been convicted of, pled guilty to, or pled nolo contendere to any felony and/or any Medicaid or health care related offense or have ever been debarred or suspended by any federal or state governmental body. Include an explanation providing relevant details and the corrective action plan implemented to prevent such future offenses. Include your organization's parent organization, affiliates, and subsidiaries.

With all of the best available knowledge and belief, none of our employees, agents, independent contractors or subcontractors have ever been convicted of, pled guilty to, or pled nolo contendere to any felony and/or any Medicaid or health-care-related offense or have ever been debarred or suspended by any federal or state governmental body.

We conduct pre-employment background checks before hiring employees, require directors and officers to complete annual disclosure forms and conduct initial credentialing and re-credentialing of dental network providers, as well as perform ongoing reviews of the Office of Inspector General U.S. Dept. of Health and Human Service's website for disqualifications from Medicaid/Medicare participation.

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When we discover or are informed of any disqualifying circumstance, we immediately bar the individual from participation or continued participation in a governmental program with which we are involved. This response applies to Delta Dental's parent organization, affiliates and subsidiaries.

B.4 Pending or Recent Litigations

B.4 Provide a statement of whether there is any pending or recent (within the past five years) litigation against your organization. This shall include but not be limited to litigation involving failure to provide timely, adequate or quality dental services. You do not need to report workers' compensation cases. If there is pending or recent litigation against you, describe the damages being sought or awarded and the extent to which adverse judgment is/would be covered by insurance or reserves set aside for this purpose. Include a name and contact number of legal counsel to discuss pending litigation or recent litigation. Also include any SEC filings discussing any pending or recent litigation. Include your organization's parent organization, affiliates, and subsidiaries.

Attachment B.4-1, Litigation Report, provides litigation disclosures for DDIC, its ultimate parent, DDC, affiliates and subsidiaries. None of the matters listed on the attached report affect work under this contract or are deemed material and warrant disclosure of same on the company's financial statements. The company is not publicly owned and does not file any reports with the Securities Exchange Commission (SEC). To discuss pending or recent litigation, please contact:

Stephen L. Abbott, Director and Corporate Counsel, Delta Dental, telephone (415) 972-8459 or e-mail to: sabbott@delta.org.

B.5 Bankruptcy or Insolvency

B.5 Provide a statement of whether, in the last ten years, you or a predecessor company has filed (or had filed against it) any bankruptcy or insolvency proceeding, whether voluntary or involuntary, or undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors. If so, provide an explanation providing relevant details including the date in which the Proposer emerged from bankruptcy or expects to emerge. If still in bankruptcy, provide a summary of the court-approved reorganization plan. Include your organization's parent organization, affiliates, and subsidiaries.

Delta Dental Insurance Company, Delta Dental of California and its affiliates or subsidiaries have not filed (or had filed against it) any bankruptcy or insolvency proceeding, whether voluntary or involuntary, or undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors.

B.6 Company Ownership

B.6 If your organization is a publicly-traded (stock-exchange-listed) corporation, submit the most recent United States Securities and Exchange Commission (SEC) Form 10K Annual Report, and the most-recent 10-Q Quarterly report.

Provide a statement whether there have been any Securities Exchange Commission (SEC) investigations, civil or criminal, involving your organization in the last ten (10) years. If there have been any such investigations, provide an explanation with relevant details and outcome. If the outcome is against the Proposer, provide the corrective action plan implemented to prevent such future offenses. Also provide a statement of whether there are any current or pending Securities Exchange Commission investigations, civil or criminal, involving the Proposer, and, if such investigations are pending or in progress, provide

Part II: Technical Approach

an explanation providing relevant details and provide an opinion of counsel as to whether the pending investigation(s) will impair the Proposer's performance in a contract/Agreement under this RFP.

Include your organization's parent organization, affiliates, and subsidiaries.

Delta Dental Insurance Company, Delta Dental of California and its affiliates or subsidiaries are not publicly-traded corporations.

B.7 Company Parent Organization Financial Statements

B.7 If another corporation or entity either substantially or wholly owns your organization, submit the most recent detailed financial reports for the parent organization. If there are one (1) or more intermediate owners between your organization and the ultimate owner, this additional requirement is applicable only to the ultimate owner.

Include a statement signed by the authorized representative of the parent organization that the parent organization will unconditionally guarantee performance by the proposing organization of each and every obligation, warranty, covenant, term and condition of the Contract.

In compliance with this requirement, we are providing documentation of our financial solvency. This documentation includes audited financial statements throughout the previous two years for our parent organization, Delta Dental of California. Please refer to Attachments B.7-1, Delta Dental of California Consolidated Financial Statements 2011 - 2010 and B.7-2, Delta Dental of California Consolidated Financial Statements 2012 - 2011 for Delta Dental of California's two most recent audited financial statements.

Attachment B.7-3, Signed Guarantee, contains a statement signed by Michael G. Hankinson, EVP/Chief Legal Officer of Delta Dental of California that unconditionally guarantees performance by Delta Dental Insurance Company of each and every obligation, warranty, covenant, term and condition of the contract.

Did You Know Delta Dental

- Covers more than 26 million members
- Had fiscal 2012 revenues of \$7.1B
- Has continuously served as Fiscal Intermediary for California Medicaid Denti-Cal program for 40 years

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B.8 Company Structure

B.8 Describe your organization's number of employees, client base, and location of offices. Submit an organizational chart (marked as Chart A of your response) showing the structure and lines of responsibility and authority in your company.

Include your organization's parent organization, affiliates, and subsidiaries.

Delta Dental's numbers of employees are as follows:

- Delta Dental Insurance Company has 555 employees.
- Delta Dental of California has 2,002 employees.
- All other affiliates and subsidiary companies have 781 employees.

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Our client base has been built over decades and the programs serve diverse populations. Delta Dental serves a wide range of commercial and government business.

Delta Dental’s facilities are shown in Exhibit B.8–1, Locations of Delta Dental Facilities. Delta Dental operates 24 main shared services facilities, in CA, VA, PA, AL, FL, GA, LA, MT, NV, TX, UT and NY. In addition, because dental benefits are delivered and received locally, we have smaller sales, service and administrative offices throughout the country. The sales, service and administrative offices serve the needs of local groups and their members.

Exhibit B.8–1, Locations of Delta Dental Facilities

Company Name	Location
Delta Dental of California	<ul style="list-style-type: none"> • 100 First Street, Suite 400, San Francisco, CA 94105 • 11125 International Drive, Rancho Cordova, CA 95670 • 11155 International Drive, Rancho Cordova, CA 95670 • 11185 International Drive, Rancho Cordova, CA 95670 • 3241 Kilgore Road, Rancho Cordova, CA 95670 • 17871 Park Plaza Drive, Suite 200, Cerritos, CA 90703 • 30 East River Park Place West, Suite 410, Fresno, CA 93720 • 1450 Frazee Road, Suite 200, San Diego, CA 92108 • 1005 N. Glebe Road, Arlington, VA 22201
Delta Dental of Pennsylvania	<ul style="list-style-type: none"> • One Delta Drive, Mechanicsburg, PA 17055 • 5073 Ritter Road, Mechanicsburg, PA 17055 • 23 Old Depot Road, New Cumberland, PA 17070
Delta Dental Insurance Company	<ul style="list-style-type: none"> • 451 Florida Street, Suite 748 Baton Rouge, LA 70801 • 2 Perimeter Park South, Suite 440 West, Birmingham, AL 35243 • 258 Southhall Lane, Suite 350, Maitland, FL 32751 • 5200 Blue Lagoon Drive, Suite 110, Miami, FL 33126 • 4963 Van Dyke Road, Lutz, FL 33558 • 1130 Sanctuary Parkway, Suite 600, Alpharetta, GA 30009 • 55 West 14th Street, Suite 101, Helena, MT 59601 • 5920 South Rainbow Boulevard, #10, Las Vegas, NV 89118 • 317 RR 620 South, Suite 301, Austin, TX 78734 • 1701 Shoal Creek, Suite 240, Highland Village, TX 75077 • 257 East 200 South, Suite 375, Salt Lake City, UT 84111 • 250 West 57th Street, Suite 605, New York, NY 10107

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Attachment B.8-1, Chart A Delta Dental Corporate Organization, is an organizational chart depicting Delta Dental's corporate structure. Also included is an organizational structure of our company's management structure depicting lines of responsibility and authority within the organization.

Attachment B.8-2, Insurance Holding Company DDC is an organization chart depicting Delta Dental's holding company and affiliates organization structure.

Attachment B.8-3, DDIC Corporate Organization Chart is an organizational chart depicting Delta Dental's corporate structure. This organization chart also depicts the lines of responsibility and authority within the organization.

B.9 Bayou Health Project Team

B.9 Provide a narrative description of your proposed Bayou Health project team, its members, and organizational structure including an organizational chart showing the Louisiana organizational structure, including staffing and functions performed at the local level.

The following is a narrative description of our proposed Bayou Health project team. It details our members, organizational structure, staffing and functions performed at the local level. Attachment B.9-1, Bayou Health Team, contains the organizational chart showing the Louisiana organizational structure.

The Executive Director, Ms. Lynda Heigho, is authorized and empowered to represent Delta Dental regarding all matters pertaining to the DBMP contract. The Dental Director, Implementation and Operations Director and Reporting functional area report to Ms. Heigho. Local resources included in Ms. Heigho's area are DHH facing project management office staff.

- The Dental Director and Operations Director responsibilities are discussed in detail below.
- The reporting manager, Mr. Jim Ketelsleger oversees and manages Delta Dental's reporting functions to comply with the requirements of the DBMP. The Reporting Analyst reports directly to Mr. Ketelsleger.

The Dental Director, Dr. Susan Roshan, reports to the Executive Director, Ms. Lynda Heigho and has a dotted line to Delta Dental's enterprise wide Dental Director, Dr. John Yamamoto. She is authorized and empowered to represent Delta Dental on clinical issues, utilization review and quality of care inquiries arising from the DBMP. The Benefit Administration, Utilization and Care Management, Provider Network and Development and Quality Improvement functional areas report to Dr. Roshan. Part of the provider network staff is located in Baton Rouge. They focus on provider network development and management.

- The Benefit Administration, Utilization and Care Management functional area is managed by the following managers:
 - The Managing Dental Consultant, Dr. Peter Drake, is responsible for establishing, interpreting and coordinating Delta Dental processing policies and procedures in accordance with the DBMP requirements and applicable State and Federal mandates.
 - The Professional Services Manager, Professional Review, Ms. Jill Arbogast, is responsible for overseeing and managing the daily activities of all professional review functions to comply with the DBMP requirements and contract.

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- The Professional Services Manager, Grievance and Appeals, Ms. Alice Strobel, is responsible for overseeing and managing the daily activities of all Grievance and Appeal functions to comply with the DBMP requirements and contract.
- The Dental Affairs Manager, Network Oversight and Compliance and Special Investigations Unit, Mr. Jay Kerrigan, is responsible for the daily oversight of the Fraud and Abuse Compliance Plan and Program and assisting the Vice President of Professional Services with the design and oversight of policies and procedures to prevent, detect and investigate fraud and abuse in dental services.
- The following project staff report to the Benefit Administration, Utilization and Care Management managers:
 - Dental Consultants
 - Review Assistants
 - Utilization Management Supervisor
 - Data and Research Analysts
 - Special Investigations Supervisor
 - Compliance Analysts
- The Provider Network and Development functional area is managed by the Professional Relations Manager, Ms. Joyce Owen DeWeese. She is responsible for overseeing and managing the daily activities of all provider network development and maintenance functions to comply with the requirements of the DBMP. The following project staff report to Ms. DeWeese:
 - Representatives
 - Member Coordinators
 - Operations Supervisor
 - Member Advocate Manager
 - Member Advocates
- The Quality Improvement functional area is managed by the Professional Services Manager, Quality Management, Ms. Janice Cameron. She is responsible for overseeing and managing the daily activities of quality improvement functions to comply with the requirements of the DBMP. The following project staff report to Ms. Cameron:
 - Quality Assessment Dental Consultant
 - Quality Assessment Coordinator
 - Appeals Specialists

The Operations Director, Ms. Darlene Gillespie, reports to the Executive Director, Ms. Lynda Heigho. She is responsible for providing oversight and management of the new group implementation process and managing the operations to ensure compliance with DBMP requirements. The Financial, Member Services, Management Information Systems and Claims Processing functional areas report to Ms. Gillespie.

- The Financial functional area is managed by the Finance Manager, Ms. Kendra Rankin. She is responsible for overseeing and managing Delta Dental's financial functions (budgeting, financial reporting, forecasting, reporting, cost-benefit analysis, cost proposal and financial analysis functions) to comply with the requirements of the DBMP. The Senior Financial Analyst reports directly to Ms. Rankin.

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- The Member Services functional area is managed by the Member Services Manager, Ms. Brigette Vereen. She is responsible for overseeing and managing Member Services functions to ensure compliance with the DBMP. The following project staff report to Ms. Vereen:
 - Contact Center Supervisor
 - Customer Support Coordinator
 - Customer Service Representatives
 - Quality Assurance Analysts
- The Management Information Systems functional area is managed by the Management Information Systems Manager, Ms. Ginger Carpenter. She is responsible for defining and developing data processing changes to Management Information System (MIS) to meet requirements of and respond to business practice and policy changes in the DBMP. The following project staff report to Ms. Carpenter:
 - MIS Project Manager
 - Applications Development Manager
 - Programmers
 - IT Operations Support
- The Claims Processing functional area is managed by the Claims Processing Manager, Ms. Marguerite Ross. She is responsible for overseeing and managing the daily activities of all Operations and Claims Processing functions (mail services, data entry and adjudication) to comply with the DBMP contract requirements and contract. The following project staff report to Ms. Ross:
 - The Mail Services Manager, Supervisor and Mail Clerks
 - The Data Entry Manager, Supervisor and Data Entry Operators
 - The Dental Audit Supervisors, Coordinators, Quality Analysts and Auditors

We are confident that the knowledge and experience of our team and the organizational structure presented above ensures the seamless transition of the DBMP from implementation to operations.

We have included an organizational chart illustrating the lines of authority for key personnel and the functional areas in Attachment B.9-1, Bayou Health Team, Organization Chart.

B.10 Personnel Roster

B.10 Attach a personnel roster and resumes of key people who shall be assigned to perform duties or services under the Contract, highlighting the key people who shall be assigned to accomplish the work required by this RFP and illustrate the lines of authority. Submit current resumes of key personnel documenting their educational and career history up to the current time. Include information on how long the personnel have been in these positions and whether the position included Medicaid managed care experience.

If any of your personnel named is a current or former Louisiana state employee, indicate the Agency where employed, position, title, termination date, and last four digits of the Social Security Number. If personnel are not in place, submit job descriptions outlining the minimum qualifications of the position(s). Each resume or job description should be limited to 2 pages.

For key positions/employees which are not full time provide justification as to why the position is not full time. Include a description of their other duties and the amount of time allocated to each.

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Per RFP requirements we have provided resumes for Delta Dental key personnel. The key personnel are the Executive Director, Dental Director and Implementation and Operations Director. These three roles have management responsibility or principal technical responsibility for the following functional areas:

- Member Services
- Management Information Systems
- Claims Processing
- Provider Network Development and Management
- Benefit Administration and Utilization and Care Management
- Quality Improvement
- Financial Functions
- Reporting

The roster of our proposed key personnel, located in Louisiana is shown below in Exhibit B.10-1, Key Personnel.

Exhibit B.10-1, Key Personnel

Key Personnel Title	Key Personnel	Physical Location
Executive Director	Lynda Heigho	Louisiana
Dental Director	Susan Roshan, D.D.S., M.P.H.	Louisiana
Implementation and Operations Director	Darlene Gillespie	Louisiana

The resumes for our key personnel are contained in Exhibit B.10-2, Key Personnel Resumes. Staff in key personnel positions is full time and located in Louisiana. None are current or former Louisiana State employees. Per RFP requirements we have not included job descriptions of key personnel as they are current Delta Dental employees.

Exhibit B.10–2, Key Personnel Resumes

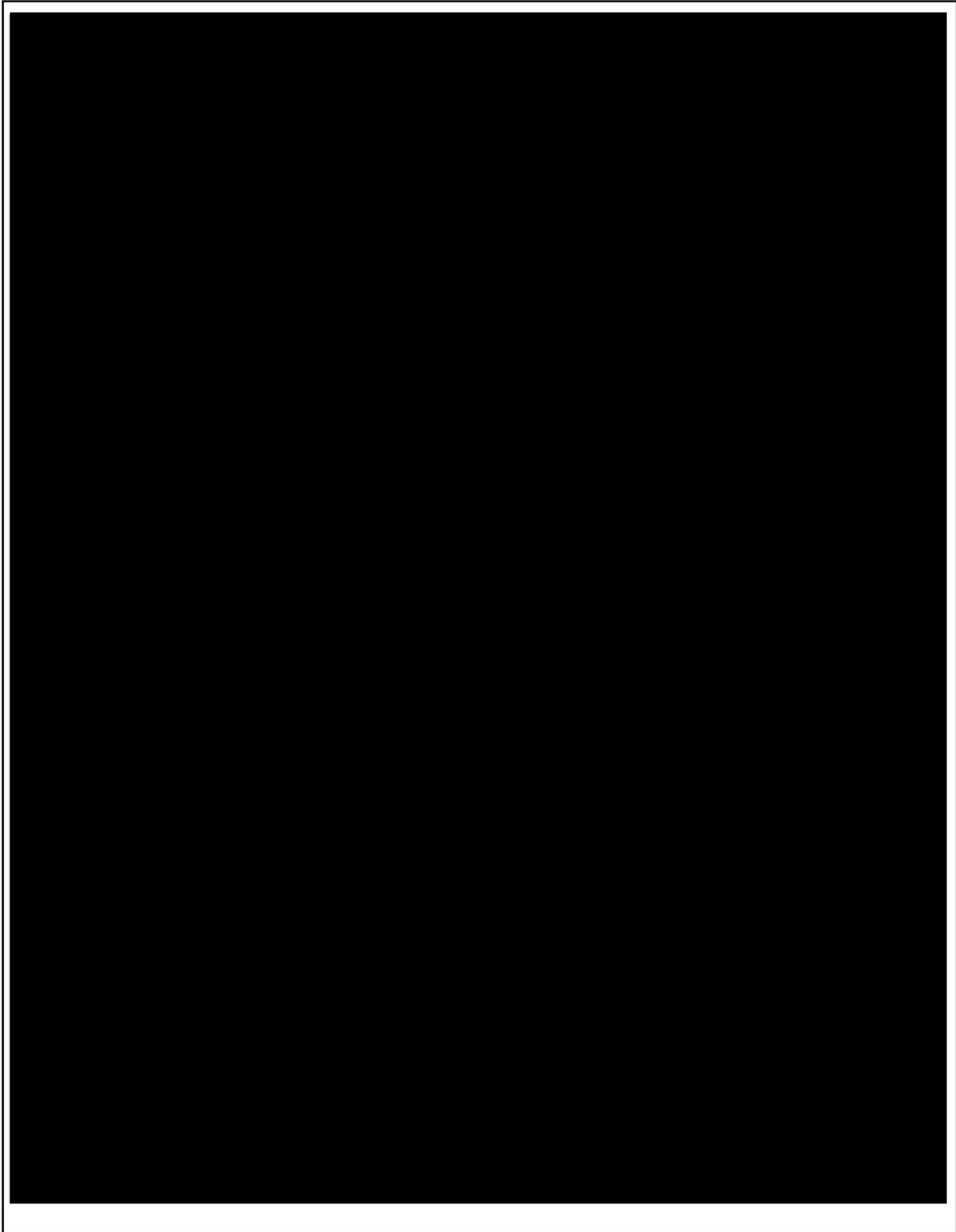


Exhibit B.10–2, Key Personnel Resumes (Continued)

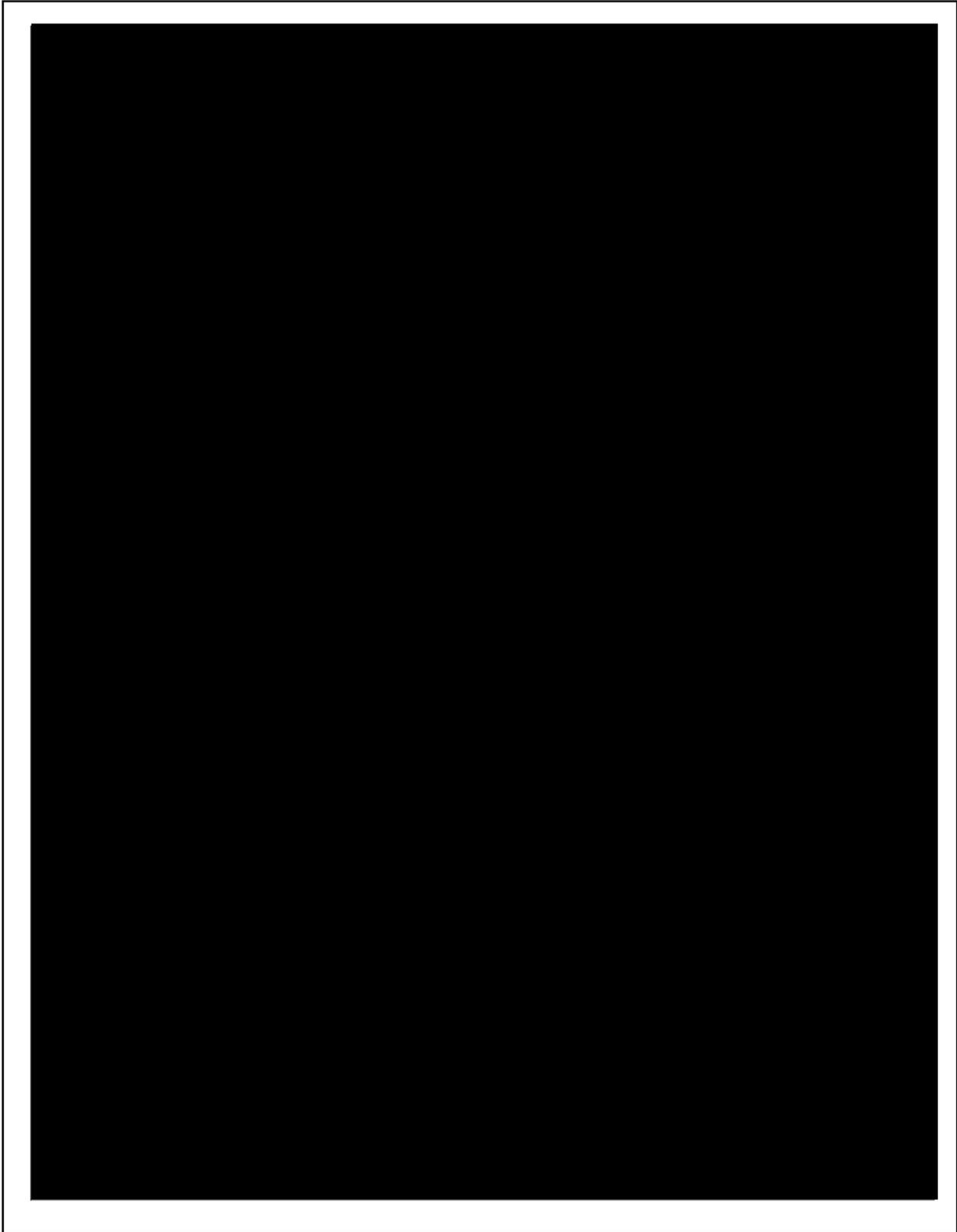


Exhibit B.10–2, Key Personnel Resumes (Continued)

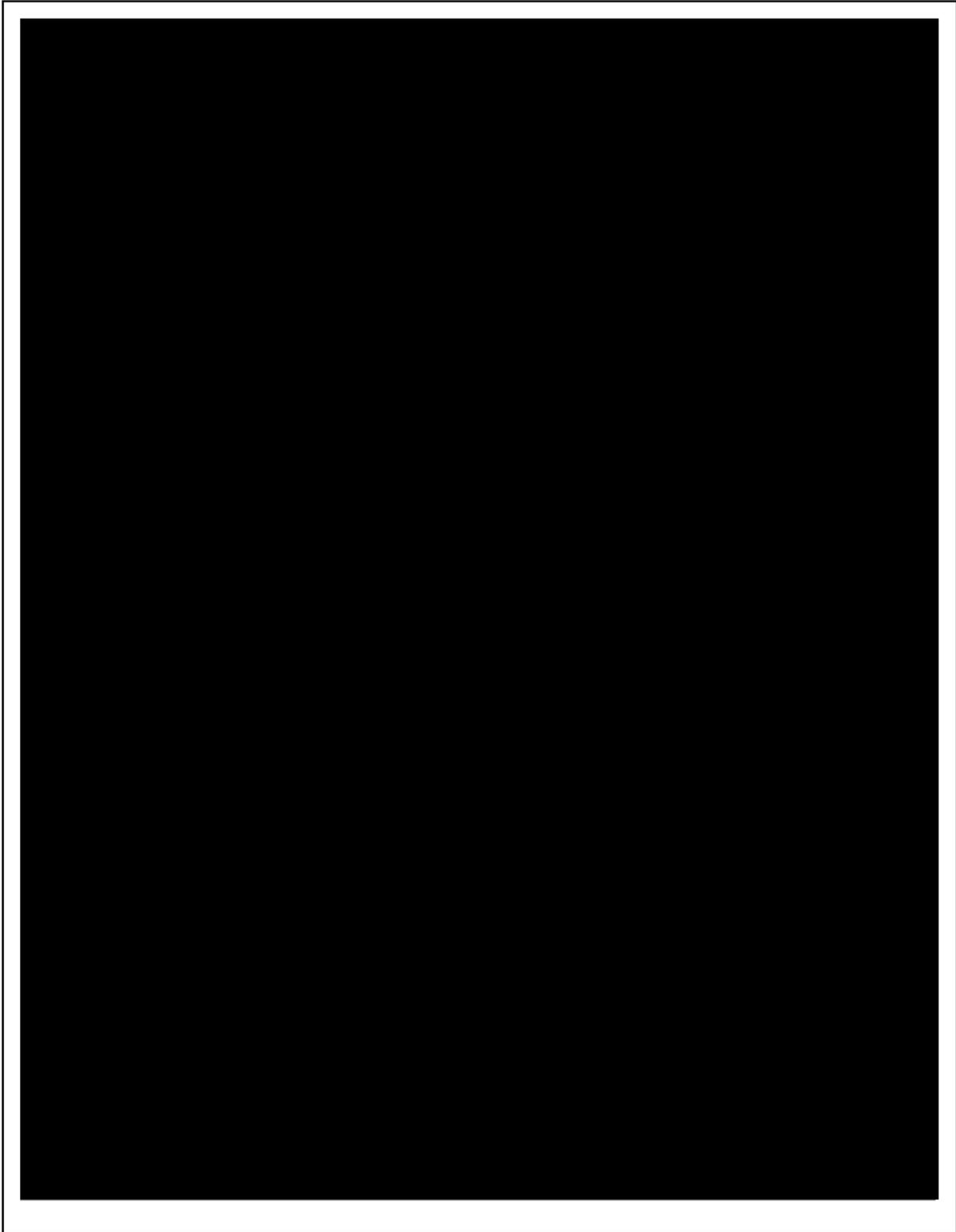


Exhibit B.10–2, Key Personnel Resumes (Continued)

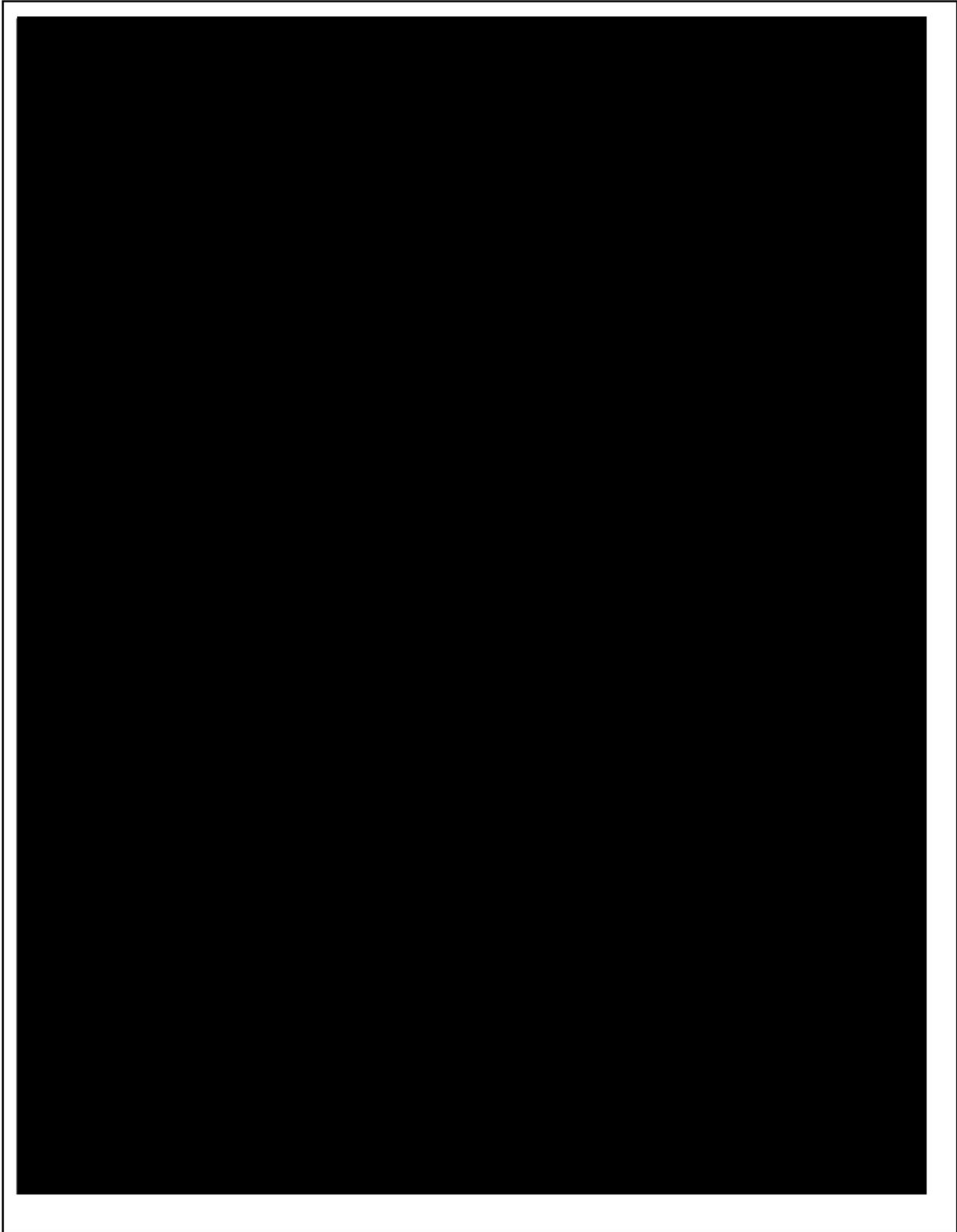


Exhibit B.10–2, Key Personnel Resumes (Continued)

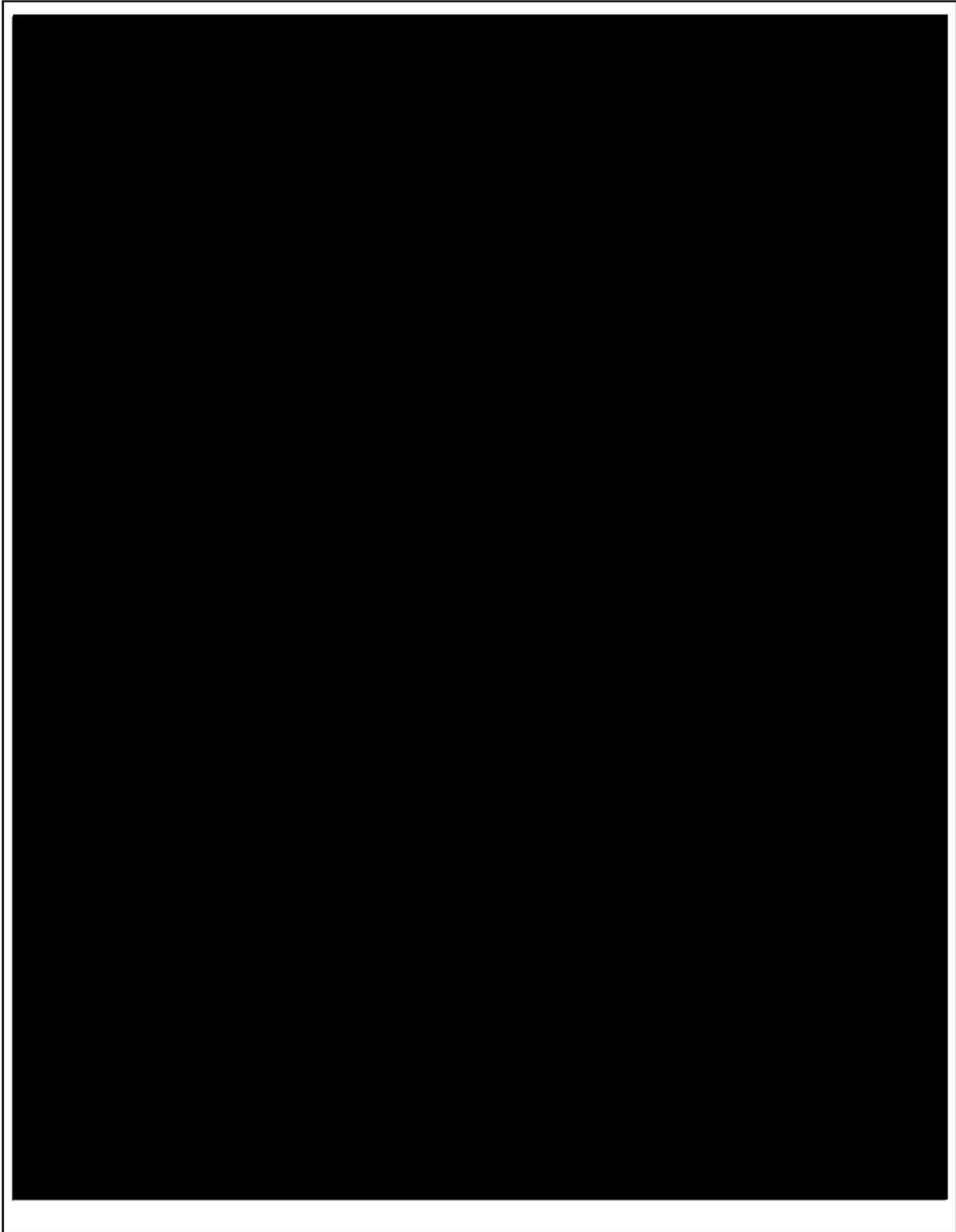
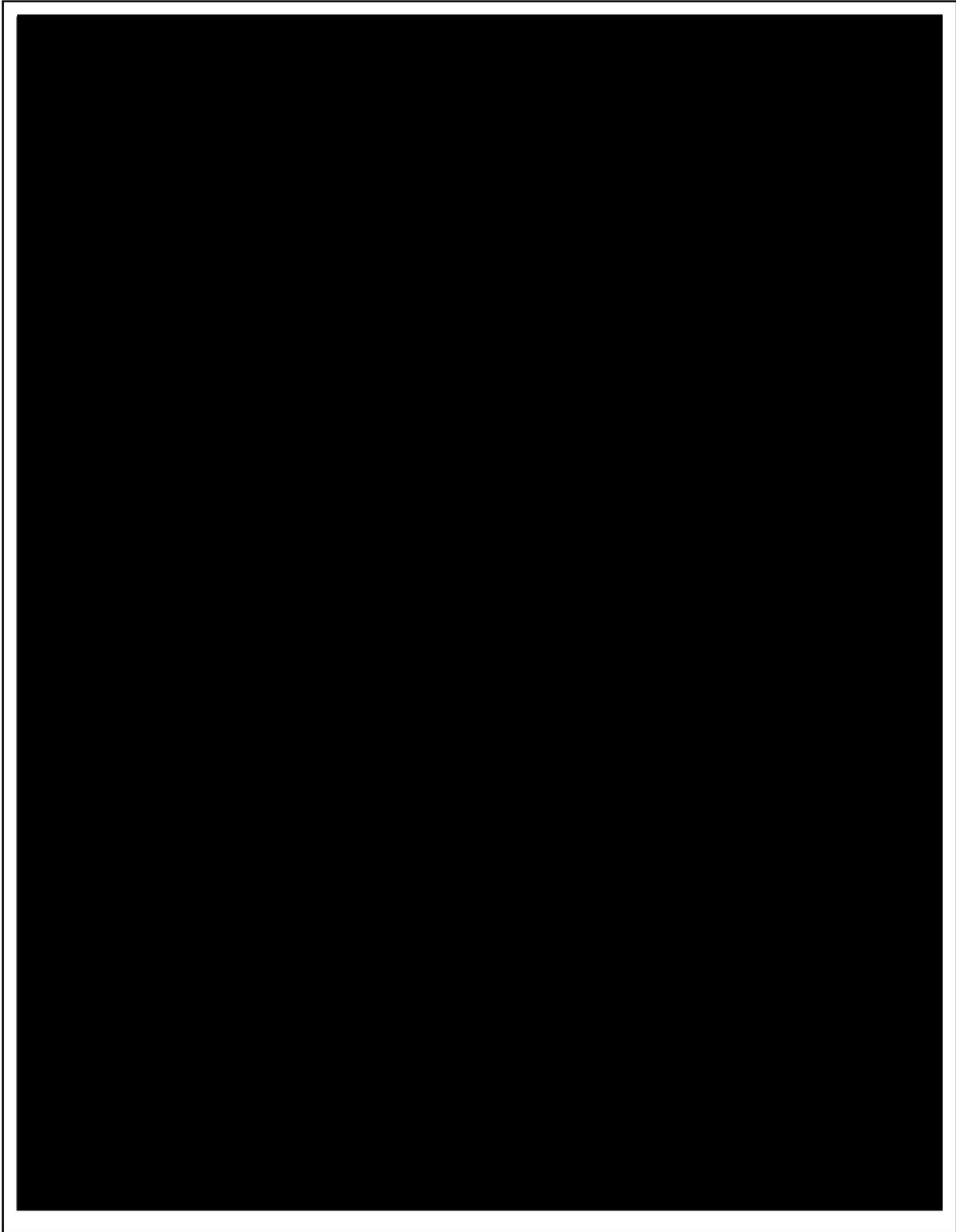


Exhibit B.10–2, Key Personnel Resumes (Continued)



Part II: Technical Approach

B.11 Subcontractor Statement

B.11 Provide a statement of whether you intend to use major subcontractors (as defined in the RFP Glossary), and if so, the names and mailing addresses of the subcontractors and a description of the scope and portions of the work for each subcontractor with more than \$100,000 annually. Describe how you intend to monitor and evaluate subcontractor performance. Also specify whether the subcontractor is currently providing services for you in other states and where the subcontractor is located.

In addition, as part of the response to this item, for each major subcontractor that is not your organization's parent organization, affiliate, or subsidiary, restate and respond to items B.1 through B.7, B.10 and, B.15 through B.23

If the major subcontractor is your organization's parent organization, affiliate, or subsidiary, respond to items B.1, B.8 and B.9. You do not need to respond to the other items as part of the response to B.11; note, however, responses to various other items in Section B must include information on your organization's parent organization, affiliates, and subsidiaries, which would include any major subcontractors that are your organization's parent organization, affiliate, or subsidiary.

Delta Dental does not intend to use major subcontractors as defined in the RFP Glossary.

B.12 Corporate Compliance Program

B.12 Provide a description your Corporate Compliance Program including the Compliance Officer's levels of authority and reporting relationships. Include an organizational chart of staff (marked as Chart B in your response) involved in compliance along with staff levels of authority.

Delta Dental's Compliance Program is our commitment to business integrity, ethical behavior and high levels of business standards. The program implements federal and state laws and regulations that govern company business, establishes boundaries and personal obligations, and guides day-to-day performance and how the business operates.

Our company is a member of the Delta Dental Plans Association (DDPA). The DDPA includes 39 independent Delta Dental member companies (MCs) and establishes association standards with which all members must comply. Using standard business rules, Delta Dental offers national dental coverage that provides groups and individuals with quality, cost-effective dental benefits provided by the nationwide Delta Dental provider network.

Our program is designed to meet the seven elements of an effective compliance program, as articulated in Medicare Managed Care Manual, Chapter 21, Compliance Program Guidelines:

1. Compliance Office and Organization
2. Written Standards and Procedures
3. Effective Training and Education
4. Enforcement of Disciplinary Standards
5. Monitoring and Auditing
6. Effective Lines of Communication
7. Prompt Response to Detected Offenses

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Compliance Office and Organization

Attachment B.12-1, Chart B Office of Compliance Organization, depicts the Office of Compliance Organization, including staff positions:

- **Chief Legal and Compliance Officer**—Serves as Chief Compliance Officer and reports on compliance matters to the Board of Directors’ Audit Committee.
- **Director, Office Compliance**—the Office of Compliance.

Exhibit B.12–1, Compliance Strategy and Planning, illustrates our program’s comprehensive and holistic approach.



[Redacted text block]

Written Standards and Procedures

Our Office of Compliance provides a broad spectrum of compliance activities, programs and resource tools through the enterprise portal. The following enterprise policies and guidelines are available:

- **Code of conduct, conflict of interest and business ethics policies**—These policies guide our ethical behavior. As a requirement for ongoing employment, all Delta Dental employees must review and acknowledge this Code and these policies annually.

Part II: Technical Approach

- **Confidentiality Agreements**—Employees and contractors frequently have access to confidential information. A continuing condition of employment or contract is to annually agree to safeguard the confidentiality of the information accessed.
- **Enterprise Practices Manual and other compliance policies such as privacy, security, records management and language assistance**—These are enterprise level guidance, policies and procedures that give direction to multiple divisions about enterprise practices and programs.
- **Delta Dental Plan Association Membership Standards**—Compliance with these standards allows us to be a member of the Delta Dental Plans Association (DDPA). Our use of these standard business rules allows us to offer national dental coverage that provides groups and individuals with quality, cost-effective dental benefits provided by the nationwide Delta Dental provider network.

Effective Training and Education

Delta Dental communicates compliance activities and programs through articles and posters, compliance portal postings and new hire and ongoing compliance training. New hire and annual compliance training courses are administered both online through Delta Dental's computer-based program and in classroom settings where appropriate to job functions.

Delta Dental operates an enterprise wide intranet support center available to all employees. Through this intranet portal the OOC provides compliance information that is continuously updated. Currently the portal contains information about the following compliance programs:

- Annual Notices
- DDPA Membership Standards
- Electronic Data Interchanges
- Enterprise Compliance Training
- Fraud, Waste and Abuse
- Language Assistance Program
- Privacy and Security
- Records Management
- State Data Submissions
- Unauthorized Disclosure Investigations

Our Legislative Database contains information about each new state or federal law or regulation that impacts the Enterprise. It includes:

- High level summary of the bill and its implications
- Enterprise compliance position statements
- Text of the law or regulation
- Additional material to support implementation
- The database is searchable by law, state, effective date or plan.

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Enforcement of Disciplinary Standards

All Delta Dental employees are required to make decisions and conduct themselves in a manner consistent with Delta Dental's Code of Conduct, Business Ethics and Conflict of Interest Policy. Delta Dental's Compliance Program includes disciplinary action as articulated in Human Resources policies and written agreements for employees and contractors who:

- Breach standards of conduct
- Breach policies and procedures
- Violate federal and state laws
- Engage in other wrongdoing

Monitoring and Auditing

Delta Dental recognizes that an effective compliance program is predicated on an ongoing evaluation of risks and compliance. Therefore, Delta Dental's program includes:

- Ongoing efforts to develop compliance metrics and internal monitoring;
- Audits by the Internal Audit Department for areas identified by them or Senior Management as high risk; and,
- External audits by regulatory agencies and groups.

Effective Lines of Communication

Delta Dental supports and believes in open lines of communication between the Enterprise Compliance Officer and the employee. We have detailed procedures for reporting fraud, code of conduct violations and unauthorized disclosures of Protected Health Information (PHI). Reports are handled in a manner protecting the privacy of the person making the report where possible. No one is subject to retaliation because of a good faith report of suspected misconduct.

Prompt Response to Detected Offenses

The Enterprise Compliance Officer or delegate promptly investigates any reports of reasonable indications of suspected non-compliance. Based on the investigation, a decision is made whether an incident is isolated or part of a pattern; pattern or trend analysis is focused on root causes. Delta Dental has a corrective action methodology to address and remediate non-compliance. System or process changes are made to correct organizational issues. If disciplinary action is warranted, it is prompt and imposed as outlined in Human Resources policies.

Part II: Technical Approach

B.13 Press Releases

B.13 Provide copies of any press releases in the twelve (12) months prior to the Deadline for Proposals, wherein the press release mentions or discusses financial results, acquisitions, divestitures, new facilities, closures, layoffs, significant contract awards or losses, penalties/fines/ sanctions, expansion, new or departing officers or directors, litigation, change of ownership, or other very similar issues, Do not include press releases that are primarily promotional in nature.

Attachment B.13-1, Press Releases, contains the following eight press releases issued by Delta Dental within the past twelve months:

- Delta Dental names David Kilber, DDS, Dental Director of Professional Relations.
- Delta Dental of California union members approve new five-year contract.
- Delta Dental names Joe Ruiz Vice President of State Government Programs.
- Delta Dental awarded contract to provide voluntary benefits for eligible veterans.
- Delta Dental names Preddis Sullivan, DDS, Director of Professional Services.
- Department of Defense extends current contract for nation's largest voluntary dental program.
- Delta Dental names Michael Hankinson Senior Vice president of Legal and Chief Compliance Officer.
- Delta Dental honored for contributions to South Florida community.

Did You Know

In 2008, Delta Dental of California contributed \$340,000 to Louisiana State University Health Sciences Center, School of Dentistry to help rebuild a Katrina damaged auditorium.

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These press releases describe the context of Delta Dental's geographic/demographic growth, organizational structure and nationwide strength in the managed dental care arena.

B.14 Company Ratios

B.14 Provide the following information (in Excel format) based on each of the financial statements provided in response to item B:27: (1) Working capital; (2) Current ratio; (3) Quick ratio; (4) Net worth; and (5) Debt-to-worth ratio.

Attachment B.14-1, Company Ratios contains the following ratios in Excel format:

- Working capital
- Current ratio
- Quick ratio
- Net worth
- Debt-to-worth ratio

B.15 Publicly-Funded Managed Care Contracts

B.15 Identify, in Excel format, all of your organization's publicly-funded managed care contracts for Medicaid/CHIP and/or other low-income individuals within the last five (5) years. In addition, identify, in Excel format your organization's ten largest (as measured by number of enrollees) managed care contracts for populations other than Medicaid/CHIP and/or other low-income individuals within the last five (5) years. For each prior experience identified, provide the trade name, a brief description of the scope of work, the duration of the contract, the contact name and phone number, the number of members and the population types (e.g., TANF, ABD, duals, CHIP), the annual contract payments, whether payment was capitated or other, and the role of subcontractors, if any. If your organization has not had any publicly-funded managed care contracts for Medicaid/SCHIP individuals within the last five (5) years, identify the Proposer's ten largest (as measured by number of enrollees) managed care contracts for populations other than Medicaid/CHIP individuals within the last five (5) years and provide the information requested in the previous sentence. Include your organization's parent organization, affiliates, and subsidiaries.

Attachment B.15-1, Delta Dental's Managed Care Contracts for Medicaid/CHIP, contains an Excel file with our organization's managed care contracts for Medicaid/CHIP for the last five years.

B.16 Contract Terminations

B.16 Identify whether your organization has had any contract terminated or not renewed within the past five (5) years. If so, describe the reason(s) for the termination/nonrenewal, the parties involved, and provide the address and telephone number of the client. Include your organization's parent organization, affiliates, and subsidiaries.

The Texas Health and Human Services Commission (HHSC) and Delta Dental agreed to end Delta Dental's contract to provide children's Medicaid and Children's Health Insurance Program (CHIP) dental services on December 31, 2012 at the convenience of HHSC without cause. The contact information is:

Colleen K. Grace
Health Plan Manager
Health Plan Management
[\(512\) 491-1192](tel:5124911192)
colleen.grace@hhsc.state.tx.us

B.17 Corrective Action for Contract Termination/Non-Renewal

B.17 If the contract was terminated/non-renewed in B.16 above, based on your organization's performance, describe any corrective action taken to prevent any future occurrence of the problem leading to the termination/non-renewal. Include your organization's parent organization, affiliates, and subsidiaries.

Not Applicable.

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B.18 Company Ratings

B.18 As applicable, provide (in table format) the Proposer's current ratings as well as ratings for each of the past three years from each of the following:

- *AM Best Company (financial strengths ratings);*
- *TheStreet.com, Inc. (safety ratings); and*
- *Standard & Poor's (long-term insurer financial strength).*

A.M. Best Company upgraded our financial rating to A- (Excellent) for both Delta Dental of California and DDIC; an upgrade from B++ in 2011 (see Exhibit B.18-1, Company Ratings). In its March 2012 report, A.M. Best cited Delta Dental's:

- Continued earnings improvement in 2011, which included expenditures for the upgraded technology infrastructure
- Strengthening in risk-adjusted capital
- Organizational leadership in the dental insurance industry and dominant market share

A.M. Best company continued to rate Delta Dental as an A- (Excellent) for financial strength in 2013.

Delta Dental is not a public corporation.

Exhibit B.18–1, Company Ratings

Description	2010	2011	2012	2013
A.M. Best Company	B++	B++	A-	A-
TheStreet.com, Inc.	n/a	n/a	n/a	n/a
Standard & Poor's	n/a	n/a	n/a	n/a

B.19 Breach of Contract

B.19 For any of your organization's contracts to provide oral health services within the past five years, has the other contracting party notified the Proposer that it has found your organization to be in breach of the contract? If yes: (1) provide a description of the events concerning the breach, specifically addressing the issue of whether or not the breach was due to factors beyond the Proposer's control. (2) Was a corrective action plan (CAP) imposed? If so, describe the steps and timeframes in the CAP and whether the CAP was completed. (3) Was a sanction imposed? If so, describe the sanction, including the amount of any monetary sanction (e.g., penalty or liquidated damage) (4) Was the breach the subject of an administrative proceeding or litigation? If so, what was the result of the proceeding/litigation? Include your organization's parent organization, affiliates, and subsidiaries.

Delta Dental has not been notified any contract has been terminated for breach in the last five years.

Part II: Technical Approach

B.20 External Quality Review Report

B.20 Provide (as an attachment) a copy of the most recent external quality review report (pursuant to Section 1932(c)(2) of the Social Security Act) for the Medicaid contract identified in response to item B.15 that had the largest number of enrollees as of January 1, 2012. Provide the entire report. In addition, provide a copy of any corrective action plan(s) requested of your organization (including your organization's parent organization, affiliates, and subsidiaries) in response to the report.

Please see the Texas Medicaid Managed Care and Children's Health Insurance Program Quality Assessment and Performance Improvement Program MCO Evaluation Summary External Quality Review Report labeled as Attachment B.20-1, for our most recent external quality review report.

Delta Dental's response to B.15, publicly funded contracts, included Denti-Cal as its' largest in terms of number of enrollees. An external quality review report is not required for the Denti-Cal program.

B.21 Regulatory Actions and Sanctions

B.21 Identify and describe any regulatory action, or sanction, including both monetary and non-monetary sanctions imposed by any federal or state regulatory entity against your organization within the last five (5) years. In addition, identify and describe any letter of deficiency issued by as well as any corrective actions requested or required by any federal or state regulatory entity within the last five (5) years that relate to Medicaid or CHIP contracts. Include your organization's parent organization, affiliates, and subsidiaries.

Attachment B.21-1, Regulatory Actions Report, includes regulatory actions, sanctions and/or fines – none of which were related to Medicaid or CHIP programs that were imposed on Delta Dental Insurance Company, Delta Dental of California, or any affiliate or subsidiary by a regulatory agency within the last five years.

B.22 Criminal or Civil Investigations

B.22 Provide a statement of whether your organization is currently the subject or has recently (within the past five (5) years) been the subject of a criminal or civil investigation by a state or federal agency other than investigations described in response to item B.6. If your organization has recently been the subject of such an investigation, provide an explanation with relevant details and the outcome. If the outcome is against your organization, provide the corrective action plan implemented to prevent such future offenses. Include your organization's parent company, affiliates and subsidiaries.

Delta Dental is not currently the subject or has not recently (within the past five years) been the subject of a criminal or civil investigation by a state or federal agency.

Part II: Technical Approach

B.23 Customer References

B.23 Submit customer references (minimum of two, maximum of five) for your organization for major contracts; with at least one reference for a major contract you have had with a state Medicaid agency or other large similar government or large private industry contract. Each reference must be from contracts within the last five (5) years. References for your organization shall be submitted to the State using the questionnaire contained in RFP Attachment VII. You are solely responsible for obtaining the fully completed reference check questionnaires, and for submitting them sealed by the client providing the reference, with your Proposal, as described herein. You should complete the following steps:

a. Make a duplicate (hard copy or electronic document) of the appropriate form, as it appears in RFP Attachment VII (for your organization or for subcontractors, adding the following customized information:

- Your/Subcontractor's name;*
- Reference organization's name; and*
- Reference contact's name, title, telephone number, and email address.*

b. Send the form to each reference contact along with a new, sealable standard #10 envelope;

c. Give the contact a deadline that allows for collection of all completed questionnaires in time to submit them with your sealed Proposal;

d. Instruct the reference contact to:

- Complete the form in its entirety, in either hard copy or electronic format (if completed electronically, an original should be printed for submission);*
- Sign and date it;*
- Seal it in the provided envelope;*
- Sign the back of the envelope across the seal; and*
- Return it directly to you.*

e. Enclose the unopened envelopes in easily identifiable and labeled larger envelopes and include these envelopes as a part of the Proposal. When DHH the opens your Proposal, it should find clearly labeled envelope(s) containing the sealed references.

THE STATE WILL NOT ACCEPT LATE REFERENCES OR REFERENCES SUBMITTED THROUGH ANY OTHER CHANNEL OF SUBMISSION OR MEDIUM, WHETHER WRITTEN, ELECTRONIC, VERBAL, OR OTHERWISE.

Each completed questionnaire should include:

- Proposing Organization/Subcontractor's name;*
 - Reference Organization's name;*
 - Name, title, telephone number, and email address of the organization contact knowledgeable about the scope of work;*
-

Part II: Technical Approach

- *Date reference form was completed; and*
- *Responses to numbered items in RFP Attachment # (as applicable).*

DHH reserves the authority to clarify information presented in questionnaires and may consider clarifications in the evaluation of references. However DHH is under no obligation to clarify any reference check information.

References are enclosed in compliance with the RFP instructions for obtaining and submitting them with this proposal. Delta Dental requested customer references from our organization's major Medicaid contracts. The Contracting Officer for the California Medicaid Dental Program (Denti-Cal) responded directly indicating he is advised not to complete a reference for Delta Dental at this time due to procurement sensitivity. Our current contract (Contract 04-35745) is nearing its term and this customer cannot risk having potential bidders for the California contract perceive a reference as favoritism.

B.24 Websites

B.24 Indicate the website address (URL) for the homepage(s) of any website(s) operated, owned, or controlled by your organization, including any that the Proposer has contracted to be run by another entity as well as details of any social media presence (e.g. Facebook, Twitter). If your organization has a parent, then also provide the same for the parent, and any parent(s) of the parent. If no websites and/or social media presence, so state.

Delta Dental strives to present clear, accurate, helpful information well-suited to our various “audiences,” be they adult or young members, providers or curious non-members. We currently maintain seven websites on behalf of our enterprise, serving various clients and programs. None of the following websites are sponsored or run by a non-Delta Dental entity:

- deltadentalins.com
- es.deltadentalins.com
- mysmilekids.com
- mysmilekids.com/espanol
- trdp.org
- dentegra.com
- dentegra.com.mx

In addition, we maintain a social media presence via the following sites:

- facebook.com/deltadentalins
- facebook.com/dentegraUS
- twitter.com/deltadentalins
- twitter.com/tusaluddental
- twitter.com/mysmilekids
- linkedin.com (Delta Dental)
- linkedin.com (Dentegra Insurance Company)
- plus.google.com (Delta Dental Insurance Company)
- youtube.com/deltadentalins

Part II: Technical Approach

We take special pride in our specialized pediatric and adolescent programs aimed at educating children about oral health, with particular emphasis on prevention. Information on these programs is accessible at mysmilekids.com. It is available in both Spanish and English and includes stories, games and dental health tips for children.

B.25 Certificate of Authority (COA)

B.25 Provide evidence that the Proposer has applied to Louisiana Department of Insurance for a certificate of authority (COA) to establish and operate a prepaid entity as defined in RS 22:1016 and in accordance with rules and regulations as defined by the Department of Health and Hospitals.

Attachment B.25-1, Louisiana Department of Insurance Certificate of Authority (COA) provides evidence that Delta Dental has applied to the Louisiana Department of Insurance for COA to establish and operate a prepaid entity.

B.26 Company Financial References and Insurance

B.26 Provide the following as documentation of financial responsibility and stability:

- *a current written bank reference, in the form of a letter, indicating that the Proposer's business relationship with the financial institution is in positive standing;*
 - *two current written, positive credit references, in the form of a letters, from vendors with which the Proposer has done business or, documentation of a positive credit rating determined by an accredited credit bureau within the last 6 months;*
 - *a copy of a valid certificate of insurance indicating liability insurance in the amount of at least one million dollars (\$1,000,000) per occurrence and three million dollars (\$3,000,000) in the aggregate; and*
 - *a letter of commitment from a financial institution (signed by an authorized agent of the financial institution and detailing the Proposer's name) for a general line of credit in the amount of five-hundred thousand dollars (\$500,000.00).*
-

Delta Dental provides the following documentation of financial responsibility and stability:

- Current bank reference from Wells Fargo Bank. Please refer to Attachment B.26-1, Wells Fargo Bank Reference
- Letter of positive credit reference from More Direct. Please refer to Attachment B.26-2, Credit Reference Letter More Direct
- Letter of positive credit reference from Bay Cities Envelope Corporation. Please refer to Attachment B.26-3, Credit Reference Letter Bay Cities Envelope Corporation
- Valid certificate of insurance that demonstrates general liability coverage of \$1,000,000 per occurrence and \$2,000,000 in the aggregate as well as umbrella liability coverage of \$25,000,000 per occurrence and \$25,000,000 in the aggregate. Please refer to Attachments B.26-4, Certificate of Liability Insurance 1 and B.26-5, Certificate of Liability Insurance 2
- Letter of commitment from Union Bank with a general line of credit. Please refer to Attachment B.26-6, Letter of Commitment Union Bank

Part II: Technical Approach

B.27 Company Financial Statements

B.27 Provide the following as documentation of the Proposer’s sufficient financial strength and resources to provide the scope of services as required:

- *The two most recent independently audited financial statements and associated enrollment figures from the Proposer. Compiled or reviewed financial statements will not be accepted. The audited financial statements must be:*
 - o Prepared with all monetary amounts detailed in U.S. currency;*
 - o Prepared under U.S. generally accepted accounting principles; and*
 - o Audited under U.S. generally accepted auditing standards. The audited financial statements must include the auditor’s opinion letter, financial statements, and the notes to the financial statements.*
- *The Proposer’s four (4) most recent internally prepared unaudited quarterly financial statements (and Year-to- Date), with preparation dates indicated. The statements must include documentation disclosing the amount of cash flows from operating activities. This documentation must indicate whether the cash flows are positive or negative, and if the cash flows are negative for the quarters, the documentation must include a detailed explanation of the factors contributing to the negative cash flows.*
- *Verification of any contributions made to the Proposer to improve its financial position after its most recent audit (e.g., copies of bank statements and deposit slips), if applicable.*

Proposer shall include the Proposer’s parent organization.

A complete set of Delta Dental Insurance Company’s two most recent audited annual financial statements and the most recent four quarters and year to date unaudited statements are included as Attachments B.27-1 through B.27-6. Delta Dental also includes the two most recent audited annual financial statements and the most recent four quarters and year to date of unaudited financial statements from its parent organization, Delta Dental of California. These are included as Attachments B.27-7, DDC Consolidated Financial Statements 2011 - 2010, B.27-8 DDC Consolidated Financial Statements 2012 - 2011, and B.27-9 DDC unaudited Financial Statements 2013. The following table includes the enrollment numbers for both entities:

Exhibit B.27-1, DDIC and DDC Enrollment Numbers

	2011	2012
DDIC Enrollment Numbers	2,948,629	3,105,137
DDC Enrollment Numbers	18,591,127	18,302,945
Total DDC Enterprise	25,004,894	25,018,046

Delta Dental did not receive any contributions to improve its financial position after its most recent audit.

Part II: Technical Approach

Attachment B.1-1, Directors and Officers

Please see the following page(s).

DELTA DENTAL INSURANCE COMPANY

DIRECTORS AND OFFICERS

2013 – 2014 TERM

Directors

Gary D. Radine
100 First Street, 15th Floor
San Francisco, CA 94105

Kevin L. Jackson
100 First Street, 15th Floor
San Francisco, CA 94105

Patrick S. Steele
100 First Street, 15th Floor
San Francisco, CA 94105

Michael J. Castro
100 First Street, 15th Floor
San Francisco, CA 94105

Michael G. Hankinson, Esq.
100 First Street, 15th Floor
San Francisco, CA 94105

Elected Officers

Gary D. RadineChair
Patrick S. Steele..... Vice Chair
Anthony S. Barth..... President
Michael J. Castro..... Treasurer
Michael G. Hankinson, Esq. Secretary

Appointed Officers

Michael J. Castro.....Executive Vice President, Chief Financial Officer
100 First Street, San Francisco, CA 94105

Patrick S. Steele..... Executive Vice President, Chief Information Officer
100 First Street, San Francisco, CA 94105

Rick R. Doering.....Senior Vice President, Human Resources
100 First Street, San Francisco, CA 94105

Michael G. Hankinson, Esq.Executive Vice President, Chief Legal Officer
100 First Street, San Francisco, CA 94105

Patrick T. Henry..... Senior Vice President, Federal Government Programs
11155 International Drive, Rancho Cordova, CA 95670

Belinda MartinezSenior Vice President, Sales & Marketing
100 First Street, San Francisco, CA 94105

Nilesh C. Patel Senior Vice President, Operations & State Government Programs
100 First Street, San Francisco, CA 94105

Alicia F. Weber.....Senior Vice President, Finance & Controller
100 First Street, San Francisco, CA 94105

Kevin L. JacksonGroup Vice President, Underwriting & Actuarial
100 First Street, San Francisco, CA 94105

Jeffrey M. Album..... Vice President, Public & Government Affairs
100 First Street, San Francisco, CA 94105

Terri E. Anderson..... Vice President, IT Support Services
100 First Street, San Francisco, CA 94105

Russell L. Aracich.....Vice President, Sales Southeast
258 Southhall Lane, Suite 350, Maitland, FL 32751

Robert P. BuddVice President, Sales Mid-Atlantic
One Delta Drive, Mechanicsburg, PA 17055

Appointed Officers (cont'd)

Daniel W. Croley, DMD Vice President, Network Development
100 First Street, San Francisco, CA 94105

Philip N. Engle Vice President, IT Eastern Region
One Delta Drive, Mechanicsburg, PA 17055

Renee A. Fisher Vice President, Training & Quality Assurance Operations
One Delta Drive, Mechanicsburg, PA 17055

Jeanne M. Foster Vice President, Finance & Assistant Treasurer
One Delta Drive, Mechanicsburg, PA 17055

Melissa A. Fullerton Vice President, Sales Southwest
1701 Shoal Creek Ste 240, Highland Village, TX 75077

Richard C. Graybill Vice President, Underwriting & Actuarial Mid Atlantic
One Delta Drive, Mechanicsburg, PA 17055

Eva Chang Hoffman Vice President, Marketing
100 First Street, San Francisco, CA 94105

Thomas Leibowitz Vice President, Actuarial
100 First Street, San Francisco, CA 94105

Hari Makkala Vice President, Systems Development
100 First Street, San Francisco, CA 94105

Jamal L. Nasr Vice President, Enrollment, Billing & Accounts Receivable
100 First Street, San Francisco, CA 94105

Mohammadreza Navid Vice President, Sales
100 First Street, San Francisco, CA 94105

Duane A. Profeit Vice President, Internal Audit
100 First Street, San Francisco, CA 94105

Joe Ruiz Vice President, State Government Programs
11155 International Drive, Rancho Cordova, CA 95670

Debra J. Shealy Vice President & Director Enterprise Contracts
1130 Sanctuary Parkway, Suite 600, Alpharetta, GA 30009

Thomas Wong Vice President, IT Operations & CISO
100 First Street, San Francisco, CA 94105

John M. Yamamoto, DDS Vice President, Professional Services
100 First Street, San Francisco, CA 94105

Karen L. Robinson Assistant Secretary
One Delta Drive, Mechanicsburg, PA 17055

Delta Dental Insurance Company executive officers may be contacted by calling (415) 972-8400.

Committees

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**DELTA DENTAL OF CALIFORNIA
BOARD OF DIRECTORS, OFFICERS AND COMMITTEES
2013-2014 TERM**

DIRECTORS AND OFFICERS

Glen F. Bergert
100 First Street
San Francisco, CA 94105

Barbara J. Burgel
100 First Street
San Francisco, CA 94105

D. Douglas Cassat, DDS
100 First Street
San Francisco, CA 94105

Lynn L. Franzoi
100 First Street
San Francisco, CA 94105

Devang M. Gandhi, DDS, **Secretary**
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San Francisco, CA 94105

Roy A. Gonella
100 First Street
San Francisco, CA 94105

Gregory D. Kaplan, DDS
100 First Street
San Francisco, CA 94105

Beverly A. Kodama, DDS
100 First Street
San Francisco, CA 94105

Steven F. McCann, **Chair**
100 First Street
San Francisco, CA 94105

Terry A. O'Toole, **Treasurer**
100 First Street
San Francisco, CA 94105

Stephen R. Pickering, DDS, **2nd Vice Chair**
100 First Street
San Francisco, CA 94105

Gary D. Radine (Ex Officio)
100 First Street
San Francisco, CA 94105

Jo Bonita Rains
100 First Street
San Francisco, CA 94105

Andrew J. Reid, **1st Vice Chair**
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San Francisco, CA 94105

Coragene I. Savio, DDS
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San Francisco, CA 94105

Thomas A. Zimmerman
100 First Street
San Francisco, CA 94105

DELTA DENTAL OF CALIFORNIA
BOARD OF DIRECTORS, OFFICERS AND COMMITTEES
2013-2014 TERM

COMMITTEES

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**DELTA DENTAL OF CALIFORNIA
BOARD OF DIRECTORS, OFFICERS AND COMMITTEES
2013-2014 TERM**

APPOINTIVE OFFICERS

Gary D. Radine
President/CEO
Delta Dental of California
100 First Street
San Francisco, CA 94105

Anthony S. Barth
EVP/Chief Operating Officer
Commercial Programs
Delta Dental of California
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Michael J. Castro
EVP/Chief Financial Officer
Finance Division
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Michael G. Hankinson, Esq.
EVP/Chief Legal Officer
Legal Division
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Patrick S. Steele
EVP/Chief Information Officer
Information Systems Division
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Senior Vice President
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Belinda Martinez
Senior Vice President
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Nilesh C. Patel
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Commercial Operations & State
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Alicia F. Weber
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Rick R. Doering
Senior Vice President
Human Resources
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Kevin L. Jackson
Group Vice President
Underwriting & Actuarial
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San Francisco, CA 94105

Colleen A. Nelson
Assistant Secretary
Delta Dental of California
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San Francisco, CA 94105

Angela Dews-Mitchell
Assistant Secretary
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Karen L. Robinson
Assistant Secretary
Delta Dental of California
c/o Delta Dental of Pennsylvania
One Delta Drive
Mechanicsburg, PA 17055

Delta Dental of California executive officers may be contacted by calling (415) 972-8300.

**DELTA DENTAL OF CALIFORNIA
BOARD OF DIRECTORS, OFFICERS AND COMMITTEES
2013-2014 TERM**

APPOINTIVE OFFICERS (cont'd)

Jeffrey M. Album
Vice President, Public and Government Affairs
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Duane A. Profeit
Vice President, Internal Audit
Delta Dental of California
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San Francisco, CA 94105

Terri E. Anderson
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Joe Ruiz
Vice President, State Government Programs
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Daniel W. Croley, DMD
Vice President, Network Development
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Thomas J. Wong
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Eva C. Hoffman
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Thomas Leibowitz
Vice President, Actuarial
Delta Dental of California
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San Francisco, CA 94105

Hari Makkala
Vice President, IT Applications &
Enterprise Architecture
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San Francisco, CA 94105

Mohammadreza Navid
Vice President, Sales California
Delta Dental of California
100 First Street
San Francisco, CA 94105

Jamal L. Nasr
Vice President, Enrollment & Billing
Delta Dental of California
100 First Street
San Francisco, CA 94105

Attachment B.4-1, Litigation Report

Please see the following page(s).







**Attachment B.7-1, DDC Consolidated Financial Statements 2011 –
2010**

Please see the following page(s).

Attachment B.7-2, DDC Consolidated Financial Statements 2012 – 2011

Please see the following page(s).

Part II: Technical Approach

Attachment B.7-3, Signed Guarantee

Please see the following page(s).

GUARANTY

WHEREAS, Delta Dental Insurance Company proposes to respond to the State of Louisiana Department of Health and Hospital's Request for Proposal ("RFP") to underwrite and serve as Dental Benefits Program Manager responsible for providing dental benefits and services to Louisiana Medicaid enrollees (the "Program"); and

WHEREAS, as a condition of the RFP, a proposing organization is required to present a statement, signed by an authorized representative of the parent organization, that the parent organization will unconditionally guarantee performance by the proposing organization of each and every obligation, warranty, covenant, term and condition of the contract; and

WHEREAS, Delta Dental of California ("Delta") as the ultimate controlling parent corporation of Delta Dental Insurance Company agrees to provide such a guarantee.

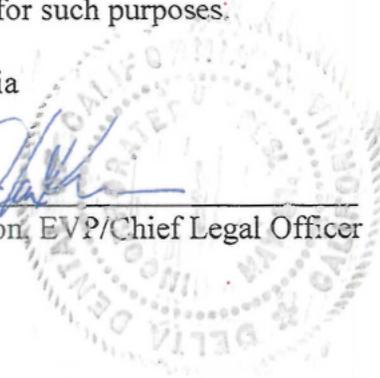
NOW THEREFORE, in consideration of these premises and other good and valuable consideration, and in order to secure the State of Louisiana Department of Health and Hospital's approval of Delta Dental Insurance Company's proposal to underwrite and serve as Dental Benefits Program Manager for the Program, Delta Dental of California does hereby unconditionally guarantee performance by Delta Dental Insurance Company of each and every obligation, warranty, covenant, term and condition of any contract executed by the State of Louisiana Health and Hospital and Delta Dental Insurance Company for such purposes:

Delta Dental of California

Date: 2/26/2014

By: Michael G. Hankinson

Michael G. Hankinson, EVP/Chief Legal Officer



Attachment B.8-1, Chart A Delta Dental Corporate Organization

Please see the following page(s).

Chart A



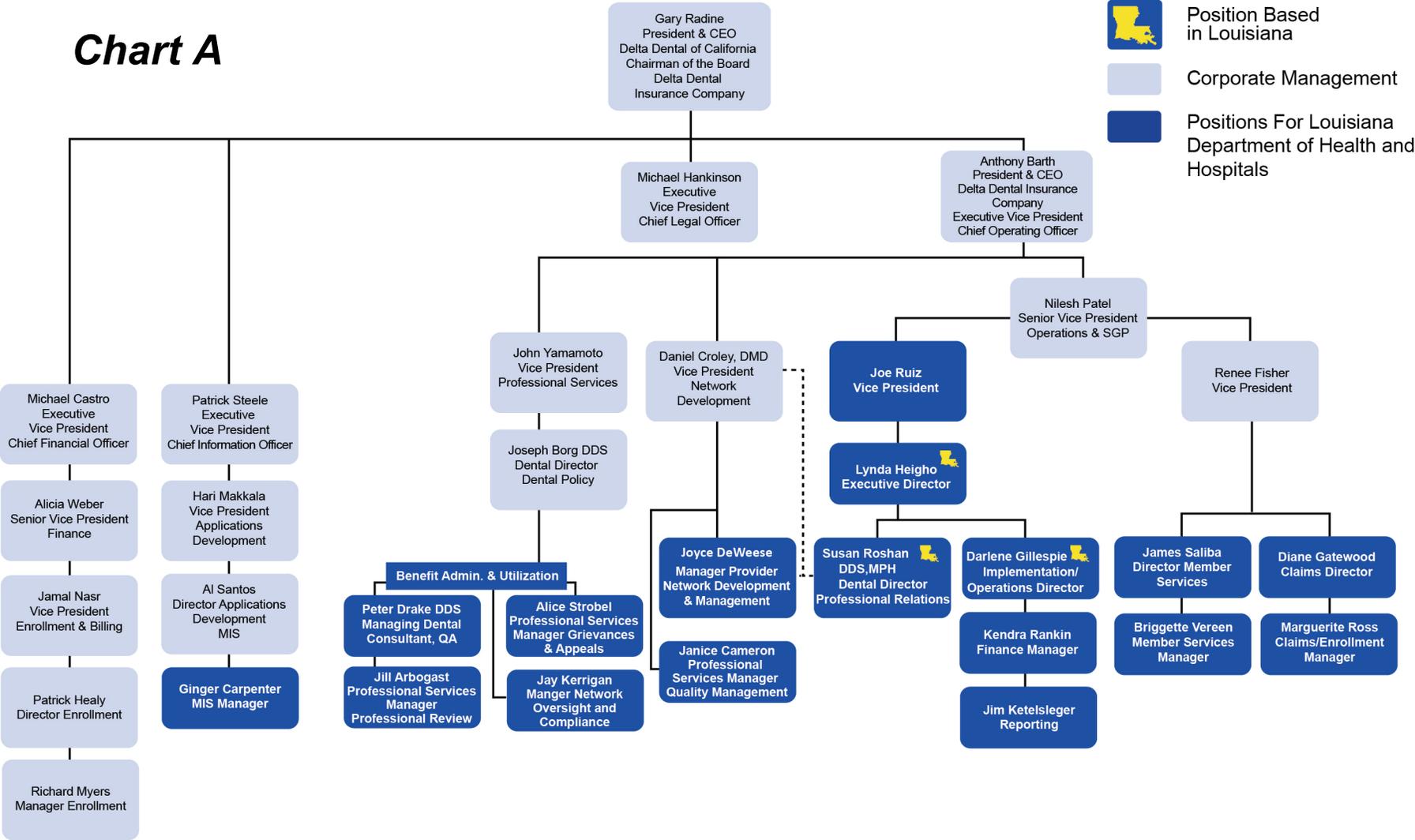
Position Based in Louisiana



Corporate Management



Positions For Louisiana Department of Health and Hospitals



Attachment B.8-2, Insurance Holding Company DDC Organization Chart

Please see the following page(s).

Attachment B.8-3, DDIC Corporate Organization Chart

Please see the following page(s).

Attachment B.9-1, Bayou Health Team, Organizational Chart

Please see the following page(s).

BAYOU HEALTH TEAM



Position Based in Louisiana

 Named Louisiana Support

 Functions/Support Staff

Executive Director
Lynda Heigho
Project Oversight

Operations Director
Darlene Gillespie

Dental Director
Susan Roshan
 DDS, MPH
 Core Benefits

Reporting
Jim Ketelsleger
 Reporting Manager

Claims Processing
Marguerite Ross
 Claims Processing
 Manager

Management Information Systems
Ginger Carpenter
 MIS Manager

Member Services
Brigette Vereen
 Member Services
 Manager

Financial Functions
Kendra Rankin
 Finance Manager

Benefit Administration, Utilization and Care Management
 Peter Drake, DMD
 Managing Dental Consultant
 Jill Arbogast
 Professional Services
 Manager Professional Review
 Alice Strobel
 Professional Services
 Manager Grievance & Appeals
 Jay Kerrigan
 Dental Affairs Manager
 - Network Oversight and Compliance
 -Special Investigations Manager

Reporting Analyst

Provider Network and Development
Joyce Owen DeWeese
 Professional Relations Manager

Dental Audit
 - Supervisors
 - Coordinators
 - Analysts(Quality)
 - Auditors

MIS Project Manager

Contact Center Supervisor

Senior Financial Analyst

Data Entry
 - Manager
 - Supervisor
 - Data Entry Operators

Applications Development Manager

Customer Support Coordinator

- Dental Consultants
 - Review Assistants
 - Utilization Management Supervisor
 - Data & Research Analysts
 - Special Investigations Supervisor
 - Compliance Analysts

Professional Relations
 - Representatives
 - Member Coordinators
 - Operations Supervisor
 - Member Advocate Mgr
 - Member Advocates

Mail Services
 - Manager
 - Supervisor
 - Mail Clerks

Programmers

Customer Service Representatives

Quality Improvement
Janice Cameron
 Professional Services Mgr
 Quality Management

IT Operations Support

Quality Assurance Analysts

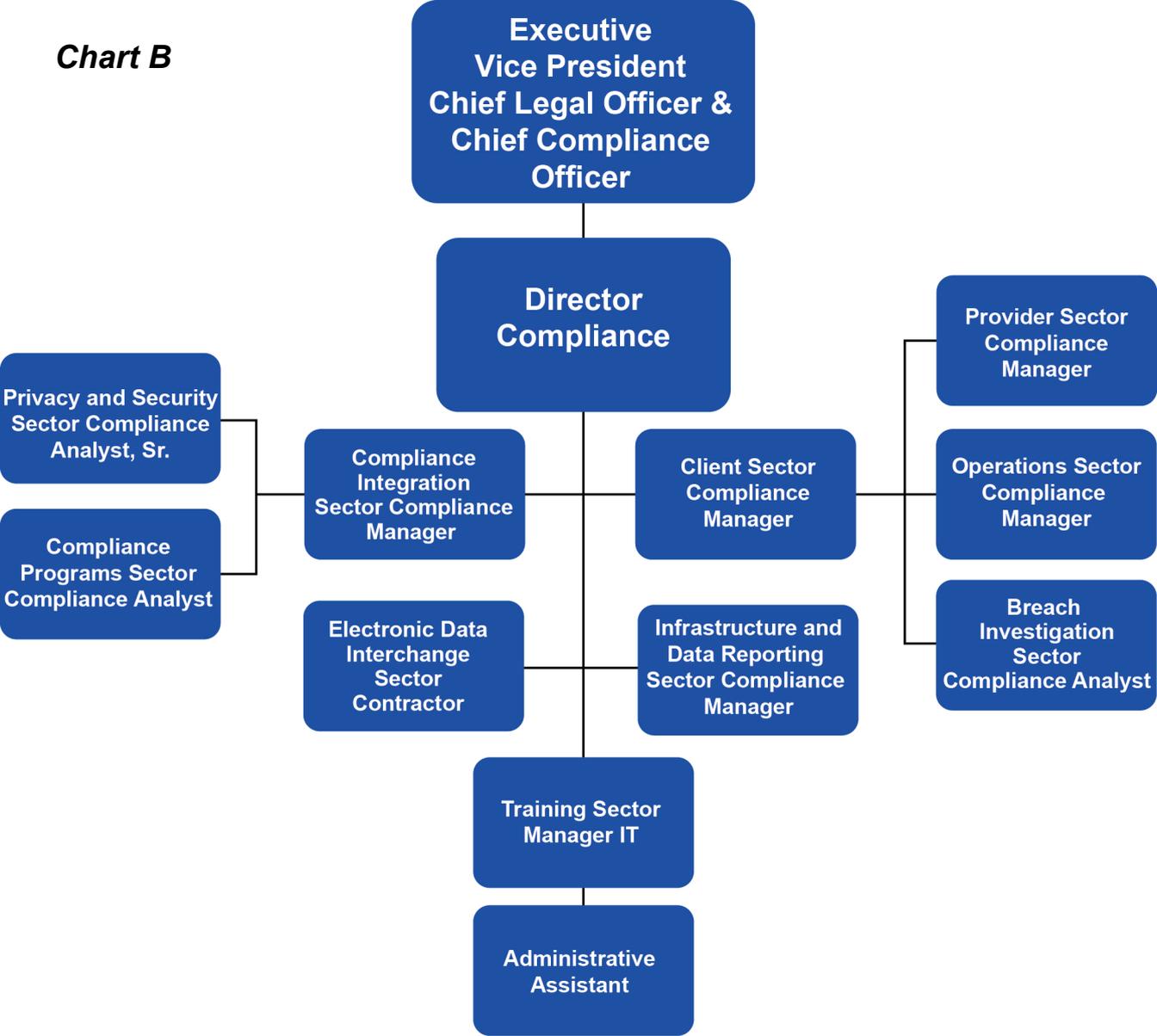
- Quality Assessment Dental Consultant
 - Quality Assessment Coordinator
 - Appeals Specialists

Part II: Technical Approach

Attachment B.12-1, Chart B Office of Compliance Organization

Please see the following page(s).

Chart B



Part II: Technical Approach

Attachment B.13-1, Press Releases

Please see the following page(s).

For immediate release
January 2, 2014

News Release

Contact: Elizabeth Risberg
415-972-8423
erisberg@delta.org

Delta Dental names David Kilber, DDS, dental director of professional relations

Mechanicsburg, Pa. — Delta Dental of Pennsylvania and its affiliates today announced the hiring of David Kilber, DDS, as the new dental director of professional relations.

Dr. Kilber will be responsible for the general management of the network of dental providers belonging to Delta Dental of Pennsylvania and its affiliated companies, including Delta Dental of Delaware, Delta Dental of New York, Delta Dental of Washington, D.C., and Delta Dental of West Virginia. Delta Dental of Pennsylvania is also licensed in Maryland.

Dr. Kilber brings more than 30 years of experience in the fields of dentistry and business, including management roles with General Electric and American Hospital Supply. Recently, he worked as president of his own management consulting firm after his tenure as director of utilization management for United Healthcare Dental and as a dentist and managing partner in a large, dental group practice. He received his DDS from the University of Minnesota and his Bachelor of Science degree from the University of Wisconsin-Stout.

Delta Dental of Pennsylvania, Delta Dental of New York, Inc., Delta Dental Insurance Company and Delta Dental of California are part of a group of companies under common management that provide dental benefits to 26 million people. All also are part of the Delta Dental Plans Association, whose member companies collectively cover more than 66 million people nationwide.

##

Follow us on [Facebook](#), [Twitter](#) and [LinkedIn](#)

News Release

Delta Dental of California union members approve new five-year contract

San Francisco / Rancho Cordova, Calif. — Delta Dental of California announced today that members of Teamsters Local Union No. 856 ratified a new five-year contract covering approximately 600 employees in the company's Northern California offices.

Union members approved the new offer on Friday, December 6. A tentative contract agreement was reached prior to the expiration date of December 1.

“This new agreement reflects our commitment to balancing needs of our customers and our employees as we map the future for our business,” said Gary D. Radine, Delta Dental president and chief executive officer. “We thank the Teamsters Union for working with management on a settlement that recognizes today’s changing business, health care and technology realities.”

The agreement extends salary increases over the five years of the contract and moves administration of medical and prescription drug coverage to the Teamsters Local Union No. 856 Health and Welfare Trust Fund.

Delta Dental of California covers nearly 19 million people enrolled in commercial and government-sponsored dental programs and heads a holding company with coverage in 15 states across the country.

##

Follow Delta Dental on [Facebook](#), [Twitter](#) and [LinkedIn](#)

News Release

Contact: Elizabeth Risberg
415-972-8423
erisberg@delta.org

Delta Dental names Joe Ruiz vice president of state government programs

San Francisco/Rancho Cordova, Calif. — Delta Dental of California announced the hiring of Joe Ruiz as vice president of its state government programs division.

Ruiz will be responsible for the general management of state government programs for Delta Dental of California and its affiliated companies, whose service area spans 15 states plus the District of Columbia.

He brings with him more than 25 years of health insurance experience, including numerous executive-level positions as well as president of his own consulting firm. Most recently, Ruiz served as vice president and general manager of group business for Anthem Blue Cross. He received both his undergraduate degree and MBA in finance from California Lutheran University.

Delta Dental of California, Delta Dental Insurance Company, Delta Dental of New York and Delta Dental of Pennsylvania are part of a group of companies under common management that provide dental benefits to 26 million people in 15 states plus the District of Columbia. All are part of the Delta Dental Plans Association, whose member companies collectively cover more than 66 million people nationwide.

##

Follow us on [Facebook](#), [Twitter](#) and [LinkedIn](#)

News Release

Delta Dental awarded contract to provide voluntary benefits for eligible veterans

San Francisco/Sacramento — Delta Dental of California announced today its selection by the U.S. Department of Veterans Affairs (VA) as a dental benefits provider for the new Veterans Affairs Dental Insurance Program (VADIP).

The pilot program will offer veterans who are enrolled in the VA health care system and beneficiaries of the Civilian Health and Medical Program of the VA (CHAMPVA) the opportunity to purchase dental insurance. Veterans who are not enrolled in the VA health care system can apply at any time by visiting www.va.gov/healthbenefits/enroll, calling 1-877-222-VETS (8387) or visiting their local VA health care facility.

An estimated 7.4 million veterans will be eligible to enroll in VADIP on November 15, 2013, with benefits beginning on January 1, 2014. Delta Dental, one of two carriers for the VADIP, was granted a one-year contract with an option for two one-year extensions.

“We are pleased to be partnering with the VA in this new program. Delta Dental’s mission is to take care of families’ oral health, and we are honored by the addition to our enrollment of our nation’s veterans who protected our country,” said Delta Dental President and Chief Executive Officer Gary D. Radine.

Enrollees will have access to more than 200,000 network dentist locations, including 47,000 specialist locations. Three Delta Dental plans with varying levels of coverage will be offered: Standard, Enhanced and Comprehensive. Annual deductibles and maximums vary depending on the plan chosen; premiums vary based on plan and enrollee ZIP code. Enrollment is available to eligible veterans, with no dependent coverage option at this time. Additional information is available at deltadentalVADIP.org or by calling Delta Dental toll-free at 855-370-3303 from 8 a.m. to 8 p.m. Eastern time, Monday through Friday.

Delta Dental of California, along with Delta Dental of Pennsylvania, Delta Dental Insurance Company and Delta Dental of New York, are part of a group of companies under common management that provide dental benefits to 26 million people. All are part of the Delta Dental Plans Association, whose member companies collectively cover more than 66 million people nationwide.

##

Follow Delta Dental on [Facebook](#), [Twitter](#) and [LinkedIn](#)

News Release

Contact: Elizabeth Risberg
415-972-8423
erisberg@delta.org

Delta Dental names Preddis Sullivan, DDS, director of professional services

San Francisco — Delta Dental of California, Delta Dental of Pennsylvania and their affiliates today announced the hiring of Preddis Sullivan, DDS, as the new director of professional services.

Sullivan will be responsible for quality of care programs and activities, leading the quality assessment, quality management and grievance and appeals departments for the group of companies with a service area that spans 15 states plus the District of Columbia.

He most recently served as the dental director/clinical director at Blue Shield of California. Previously, he served as chief dental officer at PacifiCare Dental and Vision as well as vice president of sales and professional relations at United Concordia Companies, Inc. Sullivan received his DDS from the University of Illinois at Chicago College of Dentistry and an MBA from the University of Illinois, Chicago.

Delta Dental of California, along with Delta Dental of Pennsylvania, Delta Dental Insurance Company and Delta Dental of New York, are part of a group of companies under common management that provide dental benefits to 26 million people. All are part of the Delta Dental Plans Association, whose member companies collectively cover more than 66 million people nationwide.

##

Follow us on [Facebook](#), [Twitter](#) and [LinkedIn](#)

News Release

Department of Defense extends current contract for nation's largest voluntary dental program

San Francisco/Sacramento — Delta Dental of California announced today that the TRICARE Management Activity (TMA) of the Department of Defense has extended the current TRICARE Retiree Dental Program (TRDP) contract – which runs from October 1, 2012 through September 30, 2013 – to continue through December 31, 2013.

The contract extension brings no change in premiums or scope of benefits. In addition, enrollees in the Enhanced program will receive an additional \$300 annual maximum for 2013, and those in the Basic program will receive an additional \$250. The deductible for 2013 will not be increased.

Delta Dental also will serve as administrator of the new five-year TRDP contract, which will begin January 1, 2014. Additional information on the new contract will be available within the next several months at trdp.org.

The TRDP, authorized by Congress as part of the National Defense Authorization Act for fiscal year 1997, offers affordable dental benefits as a voluntary option to the nation's 5 million-plus Uniformed Services retirees and their family members. With current enrollment of more than 1.3 million, the TRDP is the nation's largest voluntary, all-enrollee-paid dental programs.

The TRDP will continue as a worldwide, combined fee-for-service/preferred provider program that offers enrollees access to any licensed dentist in all 50 states, plus the District of Columbia, Puerto Rico, Guam, the U.S. Virgin Islands, American Samoa, the Commonwealth of the Northern Mariana Islands, Canada and overseas.

##

Follow Delta Dental on [Facebook](#), [Twitter](#) and [LinkedIn](#)

For immediate release
March 27, 2013

News Release

Contact: Elizabeth Risberg
415-972-8423
erisberg@delta.org

Delta Dental names Michael Hankinson senior vice president of Legal and chief compliance officer

San Francisco — Delta Dental of California, Delta Dental of Pennsylvania and their affiliates today announced the promotion of Michael Hankinson to senior vice president of their Legal division and his appointment as chief compliance officer.

Hankinson, who joined Delta Dental in 2010, most recently served as vice president of Compliance & Regulatory, overseeing the group of companies' compliance and regulatory activities in all 50 states and the District of Columbia. He will be based out of corporate headquarters in San Francisco.

A *cum laude* graduate of the Pace University School of Law, he also holds an MBA in finance from Fordham University Graduate School of Business. Prior to joining Delta Dental, Hankinson served as general counsel for HealthAxis, a health care technology company; for Imerica Life and Health Insurance Company, an individual major medical carrier; and for Gramercy Insurance Company, a property and casualty insurer.

In addition to 15 years as an insurance industry executive, he brings extensive experience in managing corporate governance and regulatory matters, directing risk management and compliance programs, overseeing strategic partnerships and alliances and negotiating asset and merger transactions, financial restructurings, reinsurance contracts and venture capital funding.

Delta Dental of California and several other companies under common management provide dental benefits to 26 million people in 15 states, the District of Columbia and Puerto Rico. All are part of the Delta Dental Plans Association (DDPA), based in Oak Brook, Ill.

##

Follow Delta Dental Insurance Company on [Facebook](#), [Twitter](#) and [LinkedIn](#)

For immediate release
March 22, 2013

News Release

Contact: Elizabeth Risberg
415-972-8423
erisberg@delta.org

Delta Dental honored for contributions to South Florida community

South Florida Hispanic Chamber of Commerce presents Hispanic Leadership Award to Delta Dental Insurance Company for its involvement with Miami-Dade County Public Schools

Miami — [Delta Dental Insurance Company](#) today received the South Florida Hispanic Chamber of Commerce's Hispanic Leadership Award in the President's Distinguished Community Service category.

The award was presented to Solomon Romano, Hispanic Initiative Program Manager for Delta Dental, during the Hispanic Leadership Awards Presentation in Miami on March 22.

"The South Florida Hispanic Chamber of Commerce awards Delta Dental the Hispanic Leadership Award in the President's Distinguished Community Service category for the positive impact they are making in the South Florida community," said Liliam M. Lopez, president and CEO of the South Florida Hispanic Chamber of Commerce. "Their dental education platform with the first-graders of Miami-Dade County Public Schools is commendable, as well as their support of our annual toy drive."

For Dental Health Awareness Month in October 2012, Delta Dental worked closely with Miami-Dade County Public Schools to develop a children's book that addressed important dental health topics relevant to the first-grade health curriculum. More than 25,000 first grade students received the book, featuring the legendary Hispanic counterpart of the Tooth Fairy "Ratoncito Pérez," and 22 schools received a special visit from the character himself.

In addition to supporting organizations such as the Miami Children's Hospital Foundation, Centro Mater Foundation, and Baptist Children's Hospital, Delta Dental and Ratoncito Pérez actively participate in events such as the Community Smiles 7th Annual Give Kids a Smile Day, the Amigos for Kids Back to School Drive and the American Diabetes Association Step Out 5K.

Highlighting Delta Dental's culture of giving and volunteerism, Romano said, "Over the years, we have found that there is no substitute for stepping into the community and interacting with families to instill the importance of dental hygiene. Staying true to our mission to empower the community, we will continue to roll out new projects in South Florida throughout 2013."

— continued —

(continued from Page 1)

About Delta Dental

[Delta Dental Insurance Company](#) and several other Delta Dental companies under common management collectively provide dental benefits plans to 26 million people in 15 states plus the District of Columbia and Puerto Rico. All are part of the national Delta Dental Plans Association, based in Oak Brook, Ill. In 2012, Delta Dental Insurance Company and its affiliates donated more than \$3.5 million throughout the country to support programs that focus on preventing dental disease, expanding access to care, advancing dental science and understanding the connections between oral and overall health.

###

Follow Delta Dental Insurance Company on [Facebook](#), [Twitter](#) and [LinkedIn](#)

Attachment B.14-1, Company Ratios

Please see the following page(s).

Attachment B.15-1, Delta Dental's Managed Care Contracts for Medicaid/CHIP

Please see the following page(s).

Part II: Technical Approach

Attachment B.20-1, External Quality Review Report

Please see the following page(s).

Part II: Technical Approach

Attachment B.25-1, Louisiana Department of Insurance COA

Please see the following page(s).



LOUISIANA DEPARTMENT OF INSURANCE

JAMES J. DONELON
COMMISSIONER

RECEIVED
JAN 14 2010
LEGAL

December 31, 2009

Delta Dental Insurance Company
100 First Street
M/s 12rSan FranciscoCA94105

RE: Issuance of Revised Certificate of Authority Pursuant to Act 326 of the 2009 Regular
Legislative Session

To Whom it May Concern:

As you may be aware, Act 326 of the 2009 Regular Legislative Session made certain changes to the types of insurance and the definitions thereof that may be offered in Louisiana. The enclosed amended Certificate of Authority has been issued to be effective January 1, 2010 in compliance with those changes.

The amended Certificate should reflect all lines of authority which the above addressed company is legally authorized to write in Louisiana. The changes should not result in the loss of authority to write a line of insurance which a company was previously authorized to write in this state.

You may view a copy of Act 326 including the types of insurance and the definitions thereof at <http://www.legis.state.la.us/billdata/streamdocument.asp?did=667831>.

Should you have any questions, problems or concerns about the Act or the amended Certificate of Authority, please contact the Company Licensing Division of the Louisiana Department of Insurance at 225-219-4318 or via email to mboutwell@ldi.state.la.us or csarvis@ldi.state.la.us.

Sincerely,

Mike Boutwell
Director of Company Licensing
Louisiana Department of Insurance

State of  Louisiana

James J. Donelon

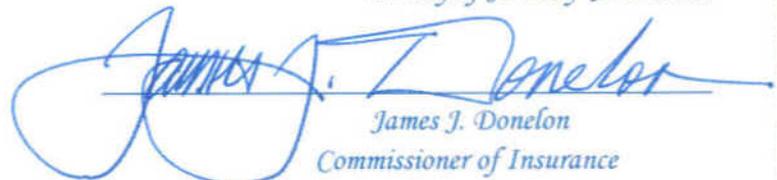
COMMISSIONER OF INSURANCE

CERTIFICATE OF AUTHORITY

Whereas, the Delta Dental Insurance Company located at Delaware has applied for a certificate of authority and made the filings required of such Insurer. Therefore, I, James J Donelon, the undersigned Commissioner of Insurance, do hereby certify that the said Delta Dental Insurance Company is authorized to transact its appropriate business of Health and accident Insurance in this State, in accordance with the laws thereof. This certificate shall remain in effect until cancelled, suspended, revoked or the renewal thereof refused.

*In Testimony Whereof, I hereunto subscribe my name,
and affix the seal of my office at Baton Rouge this*

1st day of January A.D 2010.


James J. Donelon
Commissioner of Insurance



Amended: Original certificate effective date June 14, 1974

Part II: Technical Approach

Attachment B.26-1, Wells Fargo Bank Reference

Please see the following page(s).

Part II: Technical Approach

Attachment B.26-2, Credit Reference Letter More Direct

Please see the following page(s).

Attachment B.26-3, Credit Reference Letter Bay Cities Envelope Corporation

Please see the following page(s).

Part II: Technical Approach

Attachment B.26-4, Certificate of Liability Insurance 1

Please see the following page(s).

Attachment B.26-5, Certificate of Liability Insurance 2

Please see the following page(s).

Part II: Technical Approach

Attachment B.26-6, Letter of Commitment Union Bank

Please see the following page(s).

Attachment B.27-1, DDIC Financial Statements 2011 – 2010

Please see the following page(s).

Attachment B.27-2, DDIC Financial Statements 2012 – 2011

Please see the following page(s).

Part II: Technical Approach

Attachment B.27-3, DDIC March 2013 Internal Unaudited

Please see the following page(s).

Attachment B.27-4, DDIC June 2013 Internal Unaudited

Please see the following page(s).

Attachment B.27-5, DDIC Sept 2013 Internal Unaudited

Please see the following page(s).

Part II: Technical Approach

Attachment B.27-6, DDIC Dec 2013 Internal Unaudited

Please see the following page(s).

Attachment B.27-7, DDC Consolidated Financial Statements 2011-2010

Please see the following page(s).

Attachment B.27-8, DDC Consolidated Financial Statements 2012-2011

Please see the following page(s).

Part II: Technical Approach

Attachment B.27-9, DDC Financial Statements 2013

Please see the following page(s).

C Planned Approach to Project

Delta Dental is committed to excellence and dedicated to delivering the ideal customer-focused management approach. Specifically, the Delta Dental management approach is aligned with the Louisiana Department of Health and Hospitals' (DHH) vision to achieve the following goals as identified in RFP # 305PUR-DHHRFP-DENTAL-PAHP-MVA:

- Improved coordination of care
- Better dental health outcomes
- Increased quality of dental care
- Improved access to essential specialty dental services
- Outreach and education to promote dental health
- Increased personal responsibility and self-management
- A more financially sustainable system
- Net savings to the state compared to the existing fee-for-service (FFS) Medicaid delivery system.

Delta Dental's solution meets the RFP requirements and we commit to compliance.

Management and Program Administration

Delta Dental Management Philosophy

Delta Dental's executive management has a deep commitment to our corporate management philosophy, which supports, and is reflective of, our mission, "To advance dental health and access through exceptional dental benefits service, technology and professional support." We are explicitly clear about our objectives and we operate from a set of principles that have, over time, moved us ever closer to full realization of our goals. Our history bears out this assertion.

In 1955, when dental services were considered uninsurable, representatives from the International Longshoremen's and Warehousemen's Union-Pacific Maritime Association (ILWU-PMA) approached the California Dental Association (CDA) with funds to create a children's dental program for 1,800 dependent children. The agreement between the ILWU-PMA and the CDA became the foundation for a new nonprofit corporation, California Dental Service – the company that today is Delta Dental. We are proud that, nearly 59 years later, the children of ILWU-PMA members and countless other children and adults receive dental benefits through Delta Dental programs. We cite this historical example as indisputable evidence that dental services are, in fact, insurable. More importantly, this example shows that Delta Dental's philosophy has been an enormous factor in transforming the fundamental ways in which the general public thinks of dental care.

Exhibit C-1, Delta Dental's Strategy for Delivering Superior Services and Value, illustrates how our vision, mission and values and our quality-driven programs are integrated to create the ideal customer-focused (member-centric) management approach.

Exhibit C-1, Delta Dental's Strategy for Delivering Superior Services and Value



LA14_076 0

Through our emphasis on service, excellence and innovation, our corporate culture encourages and rewards the following specific behaviors among Delta Dental employees:

- Placing the member first
- Giving more than has been asked
- Exercising social responsibility
- Giving and sharing credit
- Accepting responsibility
- Thinking critically and creatively

These behaviors translate into operational practices such as coordination of care, open communications, transparency of information and staff access to management personnel. Further, our supervisory and management training activities teach participatory management techniques, which enable us to elicit innovative ideas from staff at all levels. We strive to create a culture of excellence in which employees are expected to think about the broader impact of the job and make meaningful contributions toward organizational improvement.

In support of our core belief in personal, professional and corporate integrity, our leaders serve as role models for staff. Delta Dental's President and Chief Executive Officer, Mr. Gary Radine, meets with all management staff on a semi-annual basis for on-site town hall meetings, during which he shares high-level information about our industry, our company and employee-related topics. He also offers attendees an opportunity to ask questions about matters of interest. Recent topics include health care reform initiatives, customer-focused service enhancements, considerations in leading an organization through uncertain economic times and employee wellness initiatives.

Part II: Technical Approach

Supervisors, managers and executives are encouraged to demonstrate the Delta Dental management philosophy through their behavior, personal sponsorship, community involvement and ethical approaches to issue resolution. As evidence of our success in creating a culture of excellence, Delta Dental's State Government Programs Division, which administers the Denti-Cal program, received the California Awards for Performance Excellence (CAPE) Prospector Award in 2009.

CAPE is a California organization dedicated to promoting quality ideals in business. We received the Prospector Award based upon our conformance to the Malcolm Baldrige National Quality Program's seven criteria for evaluating critical aspects of management that contribute to performance excellence:

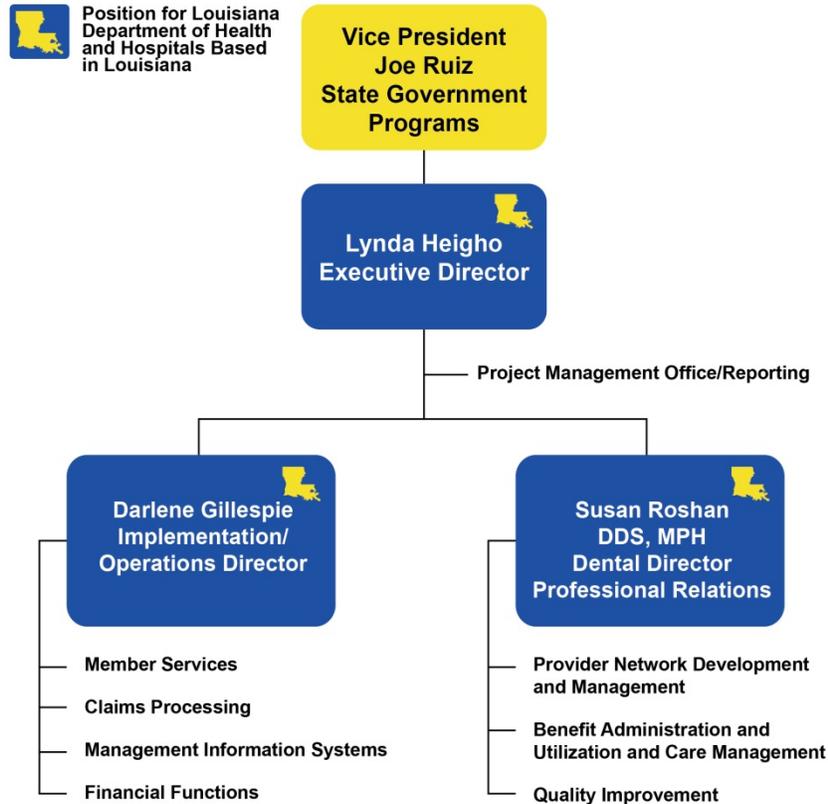
- Leadership
- Strategic planning
- Customer focus
- Measurement, analysis and knowledge management
- Workforce focus
- Operations focus
- Results

These criteria reflect the best practices of organizations throughout the nation. The extensive year-long CAPE application process gave us a critical opportunity to evaluate our quality program and make further improvements.

Louisiana Dental Benefit Management Program Structure

In Exhibit C-2, we illustrate Delta Dental's organizational structure to support the Louisiana DBMP contract. Mr. Joe Ruiz, Vice President of State Government Programs, is the executive in charge of the project. Ms. Lynda Heigho, our proposed Executive Director, reports directly to Mr. Ruiz.

Exhibit C-2, Bayou Health Key Personnel and Functional Areas



LA14_070 0

Mr. Ruiz is a hands-on executive and supports Ms. Heigho during transition and operations. He is the company official accountable for performance on the contract Ms. Heigho is responsible for day-to-day performance on the contract, delivering services that meet DHH’s requirements and achieving the objectives for the DBMP. She has authority to commit company resources to fulfill our contract obligations and has a straight line to executive authority for any issues that may need such attention.

Dr. Susan Roshan, DDS, serves as Dental Director for the Louisiana DBMP and is responsible for the Professional Services requirements on the contract. She is part of the enterprise-wide Professional Services department and is a member of Delta Dental’s Quality Assurance Committee (QAC). Dr. Roshan is the professional leader for the DBMP visible to dentists and associations in the state,

To ensure a smooth, low-risk transition, Ms. Darlene Gillespie serves as the Implementation Director. She is responsible to managing the DBMP Transition Work Plan and coordinating with resources throughout the company to implement the shared services model. Ms. Gillespie transitions to Operations Director after the implementation of program services is complete which helps ensure continuity from start-up to ongoing operations.

Mr. Ruiz, Ms. Heigho and Ms. Gillespie have worked together as a team, most recently while preparing Delta Dental’s proposal for the DBMP. They are knowledgeable about the RFP requirements and our proposed approach, virtually eliminating the learning curve associated with getting the project off-the-

Part II: Technical Approach

ground. Ms. Gillespie developed the project work plan, Ms. Heigho ensured our compliance with the requirements and Mr. Ruiz led the organization in the tailoring of our commercial solution for state Medicaid programs.

Ms. Heigho, Dr. Roshan and Ms. Gillespie will be based in Baton Rouge.

C.1 Planned Approach for Meeting Implementation Requirements

Describe how you will launch a network and set up operations capable of supporting its membership and meeting the requirements of the RFP by May 1, 2014.

C.1 Discuss your approach for meeting the implementation requirements and include:

- *A detailed description of your project management methodology. The methodology should address, at a minimum, the following:*

- o Issue identification, assessment, alternatives analysis and resolution;*

- o Resource allocation and deployment;*

- o Reporting of status and other regular communications with DHH, including a description of your proposed method for ensuring adequate and timely reporting of information to DHH project personnel and executive management; and*

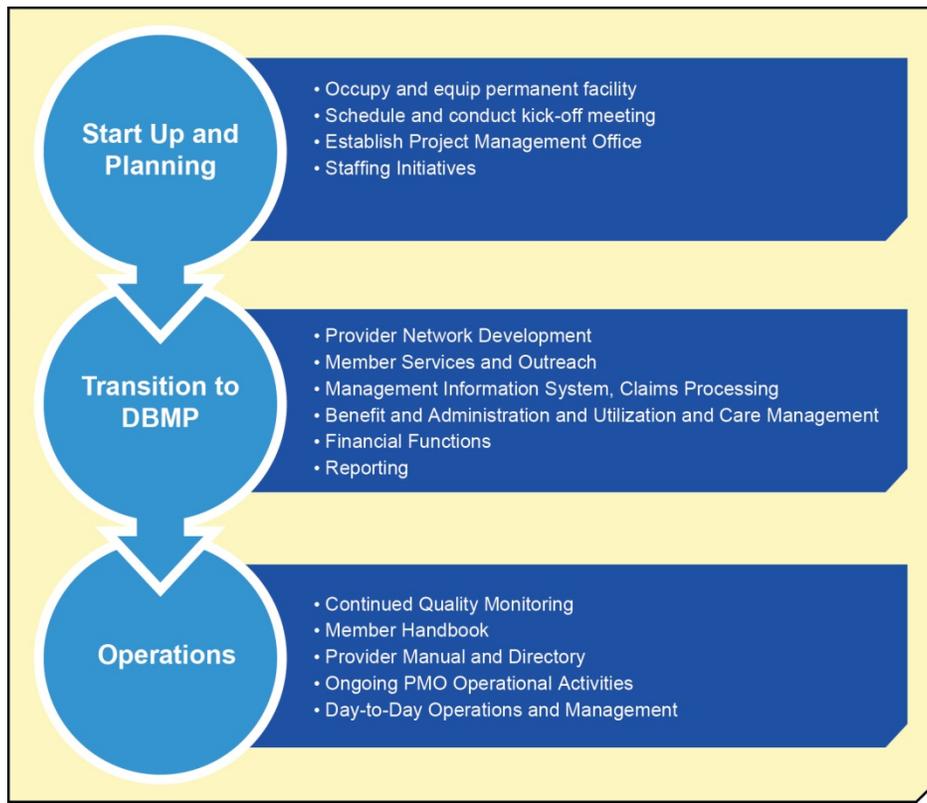
- o Automated tools, including use of specific software applications.*

Strategic Overview

On establishment of an approved start date, Delta Dental expediently initiates project startup and planning activities. Delta Dental's goal is to minimize risk, build a collaborative customer relationship with DHH and provide a smooth transition from the current fiscal agent FFS/claim environment to a PAHP/DBMP partnership. Delta Dental is proud to make an investment and serve as a prime vendor and partner with DHH.

Delta Dental takes great pride in submitting a proposal that reflects a complete understanding of all of the Louisiana DBMP project business needs; a proposal that delivers not only on the eight strategic goals but all of the overarching DHH objectives which have been clearly identified in RFP # 305PUR-DHHRFP-DENTAL-PAHP-MVA. We recognize that good project oversight is more than strictly managing the project activities. It starts with an experienced, qualified management team that is focused on the DHH goals and objectives on a daily basis. The strategic goal of operations, defined with key performance indicators (KPI's) along with utilization and quality metrics, sets the Delta Dental foundation for how the DBMP project is be managed throughout the implementation. Exhibit C.1-1, Louisiana DBMP Project Activities provides an overview of the project phases and the activities performed within each phase.

Exhibit C.1–1, Louisiana DBMP Project Activities



LA14_004 0

Project Management and Oversight Strategy

Delta Dental recognizes that successful implementations come through using standard project management processes, which are the guides for managing projects and developing systems. Standards provide the path for consistency, creating efficient, repeatable processes that deliver quality outputs on schedule and within budget. Our standard Project Life Cycle and System Development Life Cycle (SDLC) processes are aligned with the Institute of Electrical and Electronics Engineers (IEEE), and PMI’s PMBOK for project and portfolio operations.

The PMO is the control tower for all project activities, serves as a central repository for all project processes and documentation, monitors and tracks all aspects of transition and communicates the status and health of the project. This integrated approach to the day-to-day operations of the project brings together team members from all functional areas for communication and collaboration, ensuring the entire project team and stakeholders are involved and informed. Delta Dental’s emphasis on transparency leads to successful implementations and operations. The business services that our PMO provides are summarized into three high-level functional responsibilities:

- Guidance
- Assistance
- Oversight

Part II: Technical Approach

Using best practices, the objectives of the PMO are to:

- Increase the probability of meeting contract requirements and expectations
- Create and maintain a detailed project plan
- Monitor and report project status to stakeholders
- Clearly articulate escalation protocols and decision-making authority
- Conduct quality/compliance reviews of work and deliverables
- Define clear business objectives, understanding options by identifying benefits, costs, and risks
- Conduct early identification, assessment and intervention activities to variances/risks
- Facilitate better decision making before a project's start and during a project's execution
- Increase probability of executing project successfully, on time, and within budget
- Reduce project's risk of delays, costs overruns, and failure

Delta Dental's PMO is organized to ensure that complete project oversight is integrated wherein results can be tracked and monitored against original project plans, schedules, and budget estimates. Through this structure, we report on variances and take corrective measures when needed. Through our PMO we can continually communicate information on project and portfolio status to project teams, DHH and other stakeholders. The PMO delivers:

- Program and Project Management Policy and Processes:
 - Scope Management Process
 - Change Management Process
 - Time and Schedule Management Process
 - Resource Management Process
 - Cost Management Process
 - Reporting and Communications Process
 - Deliverables Management Process
 - Complete Transition/Implementation Project Schedule
- Quality Management Plan and Oversight
- Issue and Risk Management Plan and Oversight
- Change Management Plan and Oversight
- Communication Management Plan
- Disaster Recovery/Business Continuity Plan
- Systems Quality Assurance Plan
- Security and Access Management Plan
- Deliverable Guidelines and Conventions Plan
- Best Practice Standards
- Central Tool Management
- Portfolio Project Management
- Workforce Assessment
- Training and Education
- Resource Coordination
- Communication and Coordination Plan

Part II: Technical Approach

Occupy and Equip Permanent Facility

Delta Dental has selected a facility conveniently located to DHH with available parking for DHH personnel. It is centrally located in Baton Rouge. The lease for Delta Dental's permanent Louisiana location is effective March 1, 2014 with occupancy anticipated April 1, 2014. The address is:

451 Florida Street, Suite 748
Baton Rouge, LA 70801

Schedule and Conduct Kick-Off Meeting

A kick-off meeting is coordinated and subsequently scheduled to establish a shared vision for goals, objectives and develop a shared terminology to use for methods and processes. One of the first activities that is critical to project startup and oversight is the creation of a Project Management Office (PMO). The PMO serves as the control tower for all processes, functions and overall project management and oversight for the contract. The PMO defines and maintains project standards for the transition to a DBMP and addresses:

- Scope Management
- Change Management
- Time and Schedule Management
- Project Resourcing
- Cost Management
- Reporting and Communication
- Deliverables Management
- Risk and Issues Management

The Delta Dental approach to an integrated project management strategy is described in more detail below in Project Management Office.

Establish Project Management Office (PMO)

Delta Dental is a recognized national leader in dental benefits administration and an expert in delivering dental services for Medicaid and children's health insurance program members. Delta Dental is fully prepared to support DHH in providing dental services to eligible members in Louisiana.

Assessment of the Work to Be Performed — The Delta Dental management team and program and technical subject matter experts analyzed the scope of work presented in the RFP and its attachments to gain a solid understanding of the work to be performed. Delta Dental affirms our commitment to comply with all contract requirements, including applicable state and federal laws. As a result of our assessment, we are confident Delta Dental is able to support an on-time operations start (Go Live) date of November 3, 2014.

Ability and Approach — Delta Dental's approach to the Louisiana DBMP contract is based on our experience and expertise in using best business practices to implement and manage contracts with fiscal integrity. We bring DHH the breadth of our dental benefits industry expertise, our many years of Medicaid and CHIP experience and more than five decades of dental program and dental insurance operations experience nationwide. We have over a 40-year relationship and many successful implementations with the California Medicaid and CHIP programs.

Part II: Technical Approach

Resources — Delta Dental has the experience, staff and other resources to complete all contract implementation and operations tasks within required time frames. Delta Dental develops a detailed work plan to meet all contract requirements and assigns adequate staff and resources to complete each work plan task within the scheduled time line and to the customer’s satisfaction. We use best-in-class tools to implement contract requirements and manage our performance throughout the contract.

Technology and Other Resources — Delta Dental has the necessary facilities, hardware, software, networks and communications systems in place to ensure a smooth transition of and delivery of services to Louisiana DBMP members.

Issue Identification, Assessment and Mitigation

Delta Dental takes a structured, accountable and transparent management approach to implementation, along with the PMOs integrated structure that allows for timely, accurate submission of all deliverables, achievement of all contractual milestones and thorough contingency planning. Delta Dental has the experience, resources and staff to complete all contract transition and implementation tasks within required time frames with minimal risk to DHH. It is the responsibility of Ms. Gillespie, our Implementation Director (who has a proven track record in successfully implementing new contracts), and her management team to diligently follow prescribed best practices throughout the implementation and transition periods. An integral element of this management approach is our issue identification management process that emphasizes:

- Continual issue assessment across all contract functions
- Early identification of potential issues
- Comprehensive communication and development and implementation of mitigation strategies commensurate with the issue level

With regard to identifying issues and potential risks associated with implementation and transition, our issue identification and risk management approach begins with a comprehensive Project Work Plan that is used to proactively assess actual progress against the Plan. This tool provides our management team with concrete information that can be used to probe areas that appear to be experiencing problems before they reach a critical stage. Evidence of problems may include a missed interim milestone, a poorly prepared deliverable (based on PMO’s deliverable review process) or incomplete progress reports.

Delta Dental has established procedures to identify, document, assess and resolve issues and risks as they are determined. This protocol ensures that each potential threat is adequately examined, classified according to the likelihood of occurrence and appropriately mitigated or eliminated. Ms. Gillespie receives notification of each risk and is actively involved in the decision-making process to resolve any risk that could threaten the accuracy or schedule for implementation of the Louisiana DBMP. We discuss a risk notification process with DHH in conjunction with the Communication and Coordination Plan that we prepare at the start of the contract. For more information on Delta Dental’s Risk Management program, refer to Risk Management.

Contingency Planning

Delta Dental has been implementing and operating large-scale dental plans on a statewide and national basis for many years. We know that our clients, the client’s members and our provider partners rely on us

Part II: Technical Approach

to anticipate situations that could potentially disrupt normal operations and be prepared with contingency plans to eliminate or minimize such impacts. For this reason, we invest significant resources on an ongoing basis to evaluate opportunities for potential problems and identify clearly-defined contingency plans that can be invoked should the need arise. In the unlikely event that such an event occurs, our contingency plans are designed to maintain service levels to members and providers in accordance with contract requirements. Examples of contingency plans related to staff functions include:

- Routing work to alternate Delta Dental sites
- Scheduling daily overtime, plus weekend and holiday hours, to recover lost time
- Cross-training staff in multiple functions to create reserve capacity
- Using resources from other Delta Dental locations performing similar functions
- Hiring temporary or additional staff for specific activities

First and foremost, Delta Dental's objective is to take every planning and precautionary measure possible to avoid the need for invoking contingency measures for situations or risks that could reasonably be anticipated. Our implementation team is especially sensitive to the need to adequately staff resource-intensive functions at the start of operations for a new contract, taking into account new employee training curves, pent-up demand for information and/or services and an increased level and intensity of member and provider inquiries.

During implementation of the Louisiana DBMP, our operations management team develops staffing models for the Contact Center and related functions to calculate appropriate staffing levels based on multiple workload scenarios. These scenarios are tested during training for the operations staff and during operational readiness testing and are adjusted based on performance results.

Starting on day one of operations, the operations management team works closely with QM and Contracts/Compliance staff to closely monitor and measure live performance data on a real-time basis. Ongoing monitoring in the early weeks of operations rapidly identifies any unexpected or adverse issues and/or trends that may occur, and we respond expediently to ensure that services are uninterrupted. Ms. Gillespie and her team provide Ms. Heigho, our Executive Director, with regular briefings on service level performance across all operational functions from the outset of operations to provide full visibility and accountability for meeting all contractual requirements.

We also conduct contingency planning to ensure that information technology (IT) services are maintained at optimal levels to support the automated functions for the Louisiana DBMP contract. For additional information on IT technology contingency planning, please refer to Attachment C.4-1, Implementation Work Plan, Section L, Emergency Management Plan for additional information.

PMO Tools

The PMO makes effective use of project and portfolio management tools to facilitate efficient, repeatable processes and integrated delivery of projects. The PMO toolset provides visibility into project status and has the flexibility required to align IT services with business and strategic objectives. In Exhibit C.1-2, we present a screen shot of the PMO welcome page for Project Managers. As detailed on the list of topics, the tool provides templates and guidelines for repeatable activities and tutorials and advice to drive projects to successful completion. In Exhibit C.1-3, we present a screen shot showing a project status. Project Managers capture a wide variety of metrics that roll-up into a dashboard view.

Exhibit C.1-2, Welcome to the Project Managers' Home Page

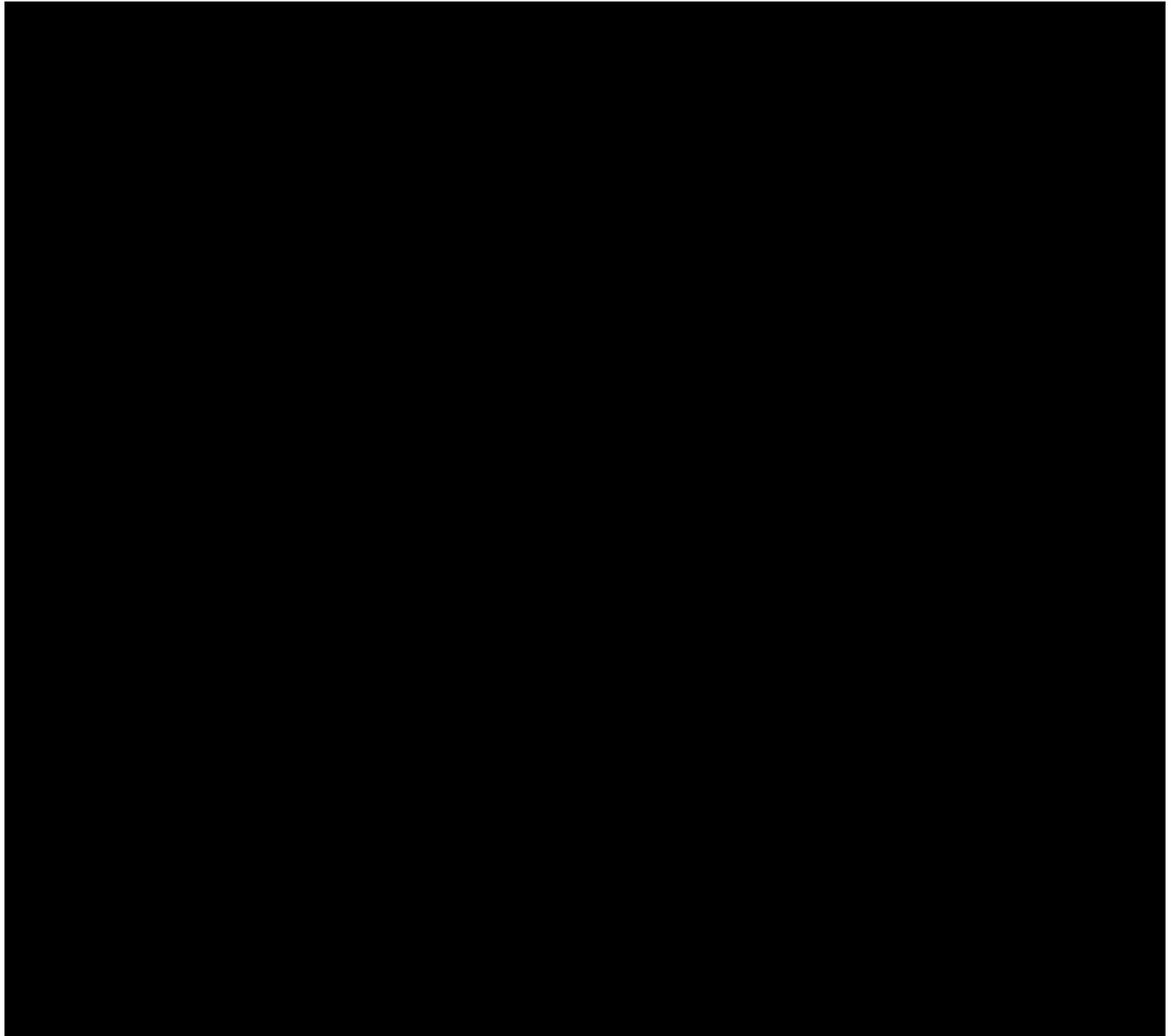


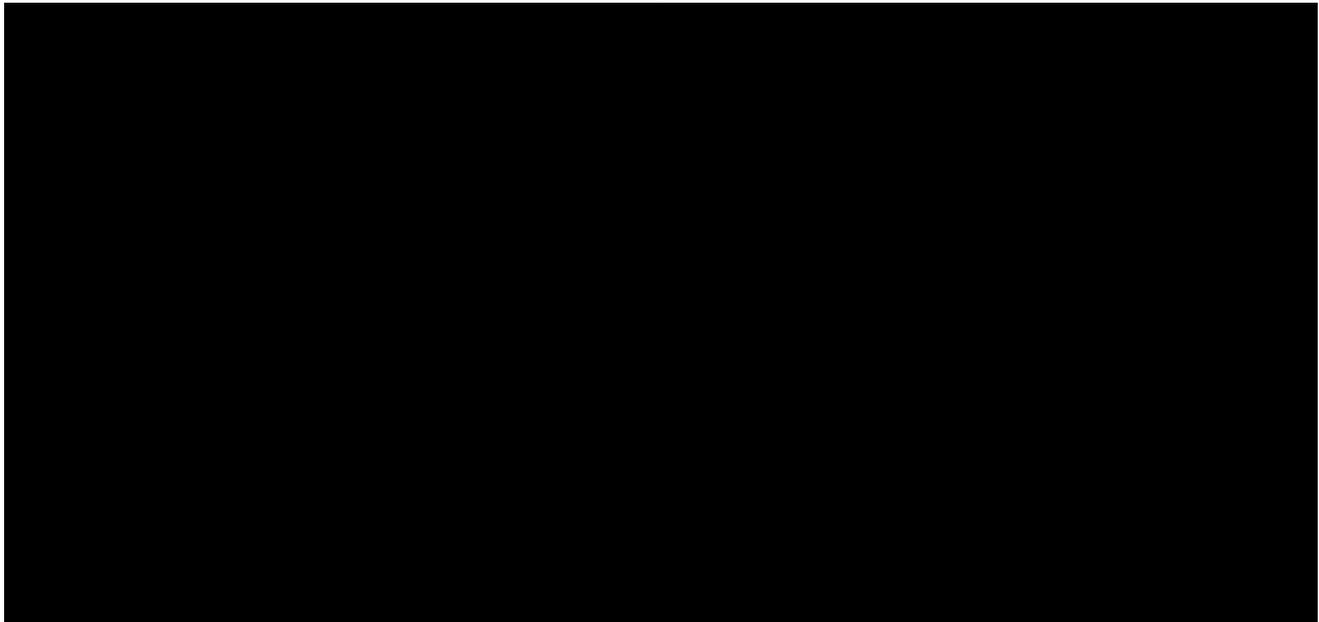
Exhibit C.1–3, Project Status View

Exhibit C.1-3, Project Status View, is a sample screen from the PMO toolset that presents an overview of project and portfolio status.

Key responsibilities of the PMO include:

- Tracking, monitoring and weekly reporting on program status, risks, issues, milestones, deliverables, and schedules
- Establishing management processes and procedures to ensure that daily project work is monitored and continuously assessed against the project work plan and agreed-upon deliverable schedule
- Providing management oversight and coordinating release management of all projects that introduce changes to the Delta Dental Claims Processing System (DCPS)
- Coordinating and overseeing risk and issue management of the portfolio of open projects
- Conducting regular management and status meetings to ensure that projects are on track

Delta Dental uses a PMO toolset to control, track and report project status, and that is the central repository for all artifacts, deliverables and other work products. This PMO toolset is also used in issue and risk management.

Our proposed PMO toolset is comprised of a collection of commercial off-the-shelf (COTS) interactive, applications within Microsoft Enterprise Project Management Solution Suite 2010™ (EPM). The combinations of these best-in-class COTS tools, which are highlighted in Exhibit C.1-4, PMO Tools, provide seamless navigation for the integrated project plan.

Exhibit C.1–4, PMO Tools

Application	Description
Microsoft Enterprise Project Management Solution Suite 2010™ (EPM)	This suite is a comprehensive, web-based project and portfolio management solution. The core platform is Microsoft Project Professional 2010™, Microsoft Project Server 2010™ (MSPS) and SharePoint Server 2010™ (SharePoint). Capabilities are further extended through use of Project Web Access™. EPM fully integrates these tools with the family of Microsoft business products, including replication of common user functions found in these products.
SharePoint Server 2010™ (SharePoint)	A repository for maintaining, organizing and searching project documentation, SharePoint's capabilities support collaboration and content management by providing teams with a collaborative workspace – a project site – that contains project-related artifacts and helps teams communicate and share information throughout the project life cycle.
Microsoft Project Server 2010™ (MSPS)	We use the control, integration and reporting features to more effectively standardize work plans, workflows, metrics and deliverables. Robust tracking, reporting and dashboard /scorecard generation is also deployed.

Transition to the Dental Benefit Management Program

Delta Dental has extensive experience managing vendor transitions and government program implementations. We bring this experience to the Louisiana DBMP, providing a smooth operational and program service transition for members, providers and DHH alike.

Our approach to Transition/Implementation of the Louisiana DBMP, as presented in this section, ensures that the process does not adversely impact members, providers or DHH. Members continue to receive dental services without interruption and network providers continue to receive payments on a timely basis.

As part of Implementation Planning, Delta Dental will prepare a Communication Management Plan will be prepared and delivered to DHH within 30 days of contract signing. The communication Management Plan will include:

- Regular status reporting schedule
- Regular project status meeting schedule
- Process for deliverable submission, review and approval
- Schedule for change control meetings
- Schedule for risk management meetings

Exhibit C.1-5, Transition/Implementation Action Plan, depicts our proposed work breakdown structure for the Louisiana DBMP, which addresses the primary assigned resources and the time line for completing all required activities. Attachment C.4-1, presents a more comprehensive, Microsoft Project view of the planned activities for the Louisiana DBMP.

Exhibit C.1-5, Transition/Implementation Action Plan

Task	Start Date	End Date
Contract Start (Go Live) Date (1.1)	05/01/14	05/01/14
Start Up and Planning (1.2)	05/01/14	10/30/14
Staffing (1.3)	05/01/14	10/06/14
Systems Requirements (1.4)	05/01/14	11/03/14
Operations Requirements (1.5)	05/01/14	11/03/14
Readiness Review (1.6)	06/06/14	09/15/14
Certificate of Readiness (1.7)	09/01/14	10/15/14
Implementation Preparation (1.8)	10/16/14	11/03/14

Quality Assessment and Performance Improvement
Continuous Quality Improvement

Quality is a cornerstone of Delta Dental’s corporate philosophy and our highest priority in the administration of every contract. Our integrated Quality Management (QM) Program is focused on two objectives:

- ***Product Quality*** — Product quality focuses on contract deliverable and work products. Meeting this objective ensures the completeness and accuracy of every deliverable we submit to DHH for approval.
- ***Process Quality*** — Process quality focuses on how we develop, monitor and evaluate contract activities, work products and deliverables. Meeting this objective ensures that internal processes produce the desired result of achieving compliance with program and contract requirements.

As summarized in Exhibit C.1-6, Integrated Quality Management Processes, these two objectives are met through the QM activities of defining quality, measuring quality and improving quality.

Exhibit C.1–6, Integrated Quality Management Processes

Quality Process	Related Activity
<p>Defining Quality</p>	<p>Identifying and documenting quality criteria, including standards and metrics based on compliance with RFP requirements and other approved standards and internal standards</p> <p>Setting quality expectations for contract processes and products by establishment of quality criteria and documenting specific methods and standards in the Quality Assessment and Performance Improvement (QAPI) Plan</p> <p>Ensuring that deliverables meet predefined criteria regarding expected objectives and content, including the following:</p> <ul style="list-style-type: none"> • Correctness — Is each deliverable correct in respect to its methodologies, conclusions and logic? • Completeness — Is each deliverable complete in respect to objectives and scope? • Accuracy — Is each deliverable accurate in respect to facts and computations? • Consistency — Is each deliverable consistent internally within the document and externally, across related deliverables?
<p>Measuring Quality</p>	<p>Measuring quality throughout the life of the contract to ensure that processes, products and procedures adhere to contract terms and conditions and applicable standards:</p> <ul style="list-style-type: none"> • Measurement involves identifying, collecting, analyzing and reporting on metrics. • Product metrics are based on work product characteristics (e.g., timeliness and accuracy of claims processing). • Process metrics are based on defined objectives and can be used to improve process execution and operational efficiency. • Use of metrics has a beneficial effect by making quality (or a lack of quality) visible to all stakeholders and reducing subjectivity through quantitative bases for quality determination.
<p>Improving Quality</p>	<p>Evaluating the results of quality reviews to identify opportunities for improvement, including:</p> <ul style="list-style-type: none"> • Developing and examining potential strategies to determine the value of each strategy with respect to the program’s objectives • Applying the Six Sigma approach to improvement (i.e., define, measure, analyze, improve and control) • Considering factors such as time to recover the cost of the improvement, expected level of improvement in performance and the program’s ability to respond to the changes • Discussing recommended improvements with DHH to prioritize and obtain approvals

To ensure that we administer the Louisiana DBMP in a superior fashion to meet or exceed national requirements and expectations, we employ effective and time-tested quality management processes to ensure all areas of operations are performing in accordance with our internal expectations, as well as those of our customers. Our QM activities have evolved into a comprehensive program that incorporates the following fundamental concepts:

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- Quality begins with individual and department commitment and accountability.
- Quality is sustained through monitoring and measurement processes.
- Quality is enhanced through continuous improvement of processes and services.
- Quality processes are comprehensive across all major and/or critical business functions.

We establish internal goals that are specific, measurable and designed to meet or exceed national performance standards. We routinely conduct reviews to assess our adherence to applicable policies, procedures and standards; compliance with schedules and completeness of deliverables; appropriate implementation and follow up of corrective action plans and staff performance.

Standards of Care and Evidenced-Based Processes

Delta Dental is pleased to provide Louisiana DHH with a comprehensive array of well-defined, well-tested QM activities that are based upon a plan-do-check-act (PDCA) methodology. Delta Dental's QM program uses nationally recognized industry standards formalized by leading quality organizations in performing all prospective and retrospective reviews. The key organizations and the key organization's charters include:

- **American National Standards Institute (ANSI) (ansi.org)** — internationally recognized quality leader that administers and coordinates the U.S. voluntary standardization and conformity assessment system
- **American Society for Quality (ASQ) (asq.org)** — advances learning, quality improvement and knowledge exchange to improve business results
- **Association for Information and Image Management (AIIM) (aiim.org)** — acts as the enterprise content management industry's intermediary regarding tools and technologies for capturing, managing, storing, preserving and delivering information
- **Institute of Electrical and Electronics Engineers (IEEE) (ieee.org)** — world's largest professional organization dedicated to advancing technological innovation and excellence through technology standards, conferences, publications and professional and educational activities
- **International Organization for Standardization (ISO) (iso.org)** — develops performance and manufacturing standards for business, government and society
- **RABQSA International, Inc. (rabqsa.com)** — a leading international certification organization (not-for-profit) that provides quality-related professional development programs
- **The Institute of Internal Auditors (IIA) (theiia.org)** — internationally recognized leader in certification, education, research and technological guidance for the internal auditor profession

Data Security

Delta Dental is fully compliant with applicable Health Insurance Portability and Accountability Act (HIPAA) provisions, which are documented in our HIPAA policies and procedures and reflected in all materials prepared for the administration of our contract. We ensure ongoing HIPAA compliance through a corporate-level HIPAA Executive Committee that is responsible for evaluating new and revised HIPAA provisions, determining applicability to Delta Dental's business and disseminating implementation directives to each functional area. Every Delta Dental employee participates in mandatory HIPAA training to ensure compliance regarding individual handling of personal health information.

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Delta Dental is committed to maintaining the highest possible level of security and confidentiality for our clients, members and providers. Even before the implementation of HIPAA of 1996, Delta Dental was vigilant in protecting the privacy and security of the health information placed in our custody. Delta Dental has designated compliance with HIPAA and the Health Information Technology for Economic and Clinical Health Act (HITECH) as two of our primary corporate mandates. The Delta Dental enterprise complies with all current applicable HIPAA and HITECH rules and regulations. Our corporate commitment to safeguarding private information and ensuring enterprise security is demonstrated by the experience and qualifications of our Contracts/Compliance and Applications Development staff and the knowledge instilled in all Delta Dental employees during their orientation and ongoing refresher training.

Security for Data at Rest

Security for data at rest refers to Protected Health Information (PHI) and provider data that is stored or exchanged outside a certified data center. Delta Dental currently uses a multi-layered approach to ensure security for data at rest. This approach includes a combination of policies, tools and training.

Delta Dental uses several tools to ensure data at rest are protected. As the types of media vary, solutions do as well. Exhibit C.1-7, Encryption Solutions, describes the types of media devices and the encryption solutions currently in use.

Exhibit C.1-7, Encryption Solutions

<p>[REDACTED]</p>	<p>[REDACTED]</p>
<p>[REDACTED]</p>	<p>[REDACTED]</p>
<p>[REDACTED]</p>	<p>[REDACTED]</p>

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[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

Training is critical for the prevention of a security or confidentiality breach. All Delta Dental staff receives mandatory training on security and confidentiality policies, as well as HIPAA security and confidentiality training. Delta Dental staff are required to use the keywords, (#PHI, #ePHI, #encrypt) to encrypt outbound e-mails containing ePHI. After completing Delta Dental’s security and confidentiality training modules, staff are able to:

- Define confidential data and give examples of the various types – both hard copy and electronic
- Identify state and federal laws pertaining to confidential data
- Define unauthorized disclosure, understand how to prevent the occurrence of unauthorized disclosure and recognize procedures that should be followed in the event of an unauthorized disclosure
- Explain Delta Dental policies concerning system access
- Understand HIPAA privacy and security requirements.

Delta Dental’s security and confidentiality policies are clearly defined and easily accessible to all staff. In cases where use of mobile devices for downloading or storing confidential information is absolutely necessary, Delta Dental staff must adhere to the following guidelines (with department approval):

- The minimum amount of confidential information is downloaded or stored.
- The confidential information must be encrypted.
- If the mobile device is a laptop, the laptop must have PointSec installed.
- Names and Social Security Numbers or any other ePHI should not be associated.
- Outside of Delta Dental facilities, mobile devices must remain in the possession of the assigned employee at all times.
- Deletion and destruction methodology is used for confidential information. Confidential information is deleted via an overwrite program (such as zero-ization). A “delete” function (recycle bin) is not acceptable

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Some staff have duties that require the use of a laptop. Laptop users agree not to store PHI onto the laptop's hard drive. When off site, Delta Dental staff use Citrix to access data related to the Louisiana DBMP contract. Upon termination of employment, the employee must return all mobile devices to the appropriate manager/director or the Information Security Officer.

Delta Dental recognizes that successfully maintaining security and confidentiality requires staff awareness and understanding. All appropriate safeguards and audit controls are in place to protect all sensitive and confidential information including, at a minimum, annual system security reviews. Such reviews include scanning tools that identify both administrative and technical vulnerabilities. Our policies are continuously reinforced through e-mail reminder notices. Delta Dental staff fully understands the importance of maintaining security and confidentiality. Further, our employees are acutely aware of how to identify any security issues that may arise, and knowledgeable about the steps to follow if security or confidentiality is compromised.

Sensitive Data/Information Redaction

Delta Dental recognizes that in performing our DBMP duties, we handle a significant amount of sensitive provider information and PHI, and we share DHH's interest in protecting the confidentiality of this data. To support sensitive information redaction, we utilize Redact-It® Desktop Solution from Informative Graphics.

As information sharing continues to expand exponentially, protecting sensitive data has become ever more critical to businesses and government agencies worldwide. Information technology must evolve rapidly to meet the security challenges associated with safeguarding the confidentiality and integrity of data, while also ensuring its availability to authorized users. Delta Dental is committed to maintaining the highest possible level of security and confidentiality for the Louisiana DBMP data, and our use of Redact-It demonstrates this commitment.

Redact-It works with any format and creates a portable document format (PDF), tagged image file format (TIFF) or content sealed format rendition of the redacted document, leaving the source document untouched. Redact-It supports any document type, including Adobe PDF, TIFF and Microsoft Office formats. With the Redact-It Desktop Solution, redacted content is actually removed in the output file, not just covered. No hidden text, document properties or other metadata related to the redacted information are transferred to the redacted file. This desktop software solution allows Delta Dental to:

- Password protect the redacted file
- Restrict copy, printing and republishing of the redacted file
- Add a water mark or print banners to indicate status
- Add copyright information

Redact-It makes it easy to protect confidential and other sensitive information quickly. Redactions can be applied simply by dragging a box, by searching for text strings or patterns or by applying reusable scripts. Scripts can be used to redact many documents efficiently and automatically as each document is opened. Users then verify the applied redaction and move on to the next document.

Staff members can use the "verify" panel to carefully review each redaction entity to ensure all text is completely concealed, no erroneous content was redacted and all sensitive content was, indeed, redacted.

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Staff can also route draft renditions of redactions to reviewers, which allows the reviewers to see where suggested redactions occur, while still viewing the content beneath.

Redact-It creates fully sanitized TIFF or PDF renditions of the original document for sharing, uploading or filing. The original file remains untouched if required later. Redact-It can be used to:

- Protect privileged information in documents efficiently and effectively
- Achieve regulatory compliance for information sharing
- Remove private information from records, reports and documents
- Securely share documents

The advantages of Redact-It are its ability to:

- Redact Microsoft Outlook messages and attachments
- Redact Microsoft Office formats like Word, Excel and PowerPoint
- Verify redactions before finalizing the document
- Record reusable scripts of search terms and/or patterns
- Redact by test list, text patterns or zones
- Easily modify applied redactions and create new finalized renditions

Because no metadata are transferred to the output file, there is no hidden text to be concerned over. Redact-It does not transfer metadata to the final redacted file and consequently there are no issues with document revisions (such as “track changes”), comments, time stamps or any other revealing hidden text.

Custom Provider Network Development Plan for DBMP

Delta Dental’s hands-on, custom network development approach requires a significant investment of time and resources; however, we have found that the long-term results are well worth the initial efforts involved in engaging in face-to-face, telephone or e-mail discussions with providers. Going the extra mile to reach out to providers and building lasting and productive relationships with providers is what sets Delta Dental apart in the industry. It also provides the foundation for what is needed most for the improved oral health of DBPM members – a stable network of qualified providers who deliver continuity of care over the long term to set children and adolescents on a course of good oral hygiene and health for life.

Development of the network for the DBMP occurs in several phases, as summarized below in Exhibit C.1-8, Network Development Plan, for the Louisiana Medicaid DBMP.

Exhibit C.1–8, Network Development Plan for the Louisiana Medicaid Dental Benefit Management Program

A table with a blue header and a white body. The content is almost entirely redacted with black boxes. Only a few small white rectangular areas are visible within the table cells.

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[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

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Part II: Technical Approach

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[Redacted]

[Redacted]

[Redacted]

[Redacted]

Provider Credentialing

Delta Dental credentials all dental providers and all dentists who apply for participation in the network. Our dental director, dental consultants and dental professionals participating in the review process are also credentialed, as is any dentist who participates on a QA Program Committee. The process encompasses initial credentialing, triennial re-credentialing, periodic interim license verification and

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ad-hoc re-credentialing, as needed. Credentialing activity is documented in Delta Dental's credentialing database, credentialing files and in the Credentialing Committee's minutes. These records preserve a history of the credentialing documents and of Delta Dental's verifications and credentialing decisions.

The mandatory information we require for initial credentialing includes:

- Graduation from dental school (if not verified by the state dental licensing board)
- A valid state license to practice
- Work history covering the past five years
- Current and adequate malpractice insurance according to Delta Dental's policy
- History of Drug Enforcement Administration (DEA) certificate revocation, suspension or probation
- History of professional liability claims resulting in settlements or judgments paid on behalf of the provider covering the past five years
- Attestation that includes, but is not limited to, statements regarding any practice limitations or impairments owing to chemical and/or substance abuse
- History of limitations and sanctions imposed by the state licensing board or agency for dentistry
- History of an applicant being previously excluded or restricted by Delta Dental from participating in a provider panel
- Reports from the National Practitioner Data Bank (NPDB)
- Any Medicare and/or Medicaid sanctions imposed by the Office of Inspector General, as documented by NPDB report

Subsequently, during re-credentialing of each provider, we check all elements reviewed during the initial credentialing process that may be subject to change, plus the following:

- Member complaint and grievance history
- Information on quality improvement activities
- Utilization reports
- Results of the current dental record audit
- Report on member satisfaction

As applicable, our credentialing specialists verify:

- General anesthesia permit
- Specialty training
- Hospital privileges
- X-ray certificate
- Status of clinical privileges at the provider's designated primary admitting facility
- DEA certificate
- Results of facility and/or process-of-care audits, if any

Delta Dental uses a systematic process to verify, review and evaluate professional credentials and qualifications. Professional Services representatives receive provider applications, which include credentialing documents and attachments for each dentist within a practice. After verification that an application is complete, it is logged and a credentialing file is created for each dentist. Credentialing staff reviews and examines each file to ensure that it is complete and in order. If documents are incomplete or

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attachments are missing, a credentialing coordinator contacts the dentist to amend, correct or supply the item(s) in question.

The credentialing file includes an attestation form, which has been signed and dated by the dentist to confirm the correctness and completeness of the credentialing information the dentist provided and to give Delta Dental permission to verify/research the information provided. The attestation is reviewed by the credentialing coordinator and dental director to assess any physical or mental health limitations that may affect the dentist's current ability to provide dental care with or without accommodations. It also confirms the dentist's confirmation of the accuracy of the dentist's record relating to any history of chemical dependency/substance abuse, loss of license and/or felony convictions, disciplinary activity or other professional sanctions and malpractice actions or the loss of malpractice coverage.

Once complete, the credentialing file is forwarded to the dental director for review. By policy, the Credentialing Committee has authorized the dental director to accept the credentials of dentists whose elements are clear. The dental director may also accept the credentials of dentists with only one malpractice judgment within the last five years if the remainder of the elements is clear.

For current providers, credentialing elements that have been previously verified and that are not subject to change are not re-verified during re-credentialing. For example, after determining during initial credentialing that the dentist graduated from an approved dental school, this element would not subsequently be re-verified. Instead, the re-credentialing process focuses on:

- Original credentialing elements that are subject to change in status or professional actions or sanctions
- New elements assessing the dentist's performance as contracted during the previous 12 months, including grievance history, utilization information, audit history and member satisfaction information

If the dental director does not accept an applicant's credentials, the matter is referred to the Credentialing Committee. The dental director refers the applicant's credentials to the Committee when the file shows:

- Two or more malpractice actions or settlements within the preceding five years
- Past or current adverse actions by any state or federal regulatory agency
- Past or current limitation, reduction, suspension or termination of any dental license or hospital privileges
- Past or current criminal conviction
- Past or current sanctions by a Medicare or Medicaid regulatory agency
- Lack of current valid general anesthesia permit (applies to oral surgeons only)
- Lack of a current valid DEA certification (does not apply to orthodontists) and/or
- Past or current mental illness, chemical dependency and/or medical condition that would impair or interfere with the dentist's ability to deliver care effectively

After discussion, the Committee may decide to accept, not accept or defer a decision pending the receipt of additional information. After a decision is made, the applicant is notified of the Committee's decision within 60 calendar days. All applicants and providers have the right to request corrections of erroneous credentialing information. Requests for correction must be submitted by an applicant or provider in

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writing and be received by Delta Dental within 30 days. Only those applicants whose credentials are accepted by either the dental director or Credentialing Committee are approved to be contracted.

In addition to periodic re-credentialing, Delta Dental may also perform monthly interim verifications of a valid and active dental license or an oral maxillofacial surgery permit. The process allows Delta Dental to verify that any expiring licenses and permits of providers have been renewed. It also facilitates identification of any adverse board actions prior to a provider's next scheduled re-credentialing. Any time Delta Dental becomes aware of an event or action that calls into question the credentials of an applicant or contracted dentist, the dental director and Credentialing unit investigate the matter. Based on that investigation, the dental director is authorized to take actions as needed to safeguard members and ensure the members' access to benefits. If such actions are required prior to a Committee meeting, those actions are reported to the Committee and presented with the dentist's credentialing file. Delta Dental proactively seeks information and updates key credentialing elements, such as a valid license to practice and licensing board actions and sanctions.

Staffing Management Plan – Staffing Initiatives

Delta Dental and DHH share the common goal of minimizing disruption to Louisiana members and providers during the transition to the Louisiana DBMP. Delta Dental uses a shared services model for core dental benefits plan management responsibilities. The majority of the staff supporting the program are already in place, fully trained in shared services delivery and knowledgeable about Louisiana requirements for the DBMP.

Delta Dental's approach to staffing management is a top-down and bottom-up approach – where we first build our senior management team and then identify the individuals who comprise the entire team assigned to the contract. To do this, we begin by analyzing the major tasks based on the Project Plan. We break down the work areas into manageable pieces and use a standard methodology for estimating the level of effort for each task. We assign resources to each task based on our experience and previous estimates, and we conduct iterative reviews to ensure the appropriateness of resources and actual and estimated work hours.

Our approach to human resources management matches the processes defined by Project Management Institute's *A Guide to the Project Management Book of Knowledge (PMBOK Guide)*, which offer a set of industry-accepted guidelines that help ensure positive results. As summarized below, the two primary applicable processes are organizational planning and team development:

- **Organizational Planning** — Organizational planning helps create an organization that facilitates communication and clear lines of authority, is consistent with the RFP's key personnel requirements and is based on our team's extensive experience. We ensure that each key position specified in the RFP is on our organization chart and that each position's responsibilities are aligned with expectations. We acknowledge that DHH must approve each key position on the organization chart and, in addition, any changes in key staff.
- **Team Development** — Team development involves training and motivating individuals to increase levels of performance, as well as organizing and developing teams to perform effectively as a group. We use each team member's best skills to create an environment that nurtures excellence. Objectives for developing the project team include increasing the team's capability to complete project tasks and

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increase productivity. Tools and techniques to meet these objectives range from general management skills, training and team-building activities to peer reviews.

Delta Dental has policies, procedures and supporting documentation available to ensure the provision of qualified, well-trained staff for startup contracts. Following contract award, we update our draft plan to reflect any new requirements and, as appropriate, incorporate applicable documentation related to human resources management. We subsequently submit the plan to DHH for review and approval. The Human Resources Management Plan is updated and submitted to DHH once again to reflect our approach to managing human resources during the Operations Phase.

Project Resourcing

Employment Policies and Procedures

Well-developed personnel policies and procedures help ensure that employee recruitment and selection is handled in a consistent manner, thus ensuring fairness to all applicants and current employees. Delta Dental has detailed administrative policies and procedures in place for recruiting and selecting well-qualified, competent and experienced internal and external employees, subcontractors and independent consultants.

Our Human Resources Policies and Procedures Manual for staff recruitment and selection are fully documented. The manual includes information on interviewing, hiring, job postings, promotions, transfers and employee orientation. It also addresses our affirmative action, nondiscrimination, harassment, business ethics, conflict of interest and confidentiality policies.

Proposed Staffing Plan

Delta Dental's staffing model allows us to determine the staffing levels required for each organizational unit and job classification. We have carefully analyzed the required tasks for the Louisiana Dental Benefit Plan Management RFP, evaluating the staffing requirements for both Transition and Operations. Our Plan for Transition and Operations allocates appropriate and sufficient time and resources to accomplish each task and achieve the desired result. This careful planning diminishes many of the risks typically associated with the transition and operation of a new contract.

We have taken other precautions to ensure a low-risk Transition and Operations, including assigning an experienced Transition Management Team. These team members are experienced and skilled at quickly establishing good working relationships with our governmental partners. As soon as the contract effective date is in place, our team members are focused and ready to go to work for Louisianans and help make the DBMP successful for members and providers.

Personnel Acquisition Plan

Delta Dental's Personnel Acquisition Plan is designed to ensure our continued success in recruiting and retaining highly skilled and experienced staff. Our goal is to continually identify, assess and retain top talent. We continuously strive to hire and promote the best performers to meet those needs. Because our employees are critical to the success of the Louisiana DBMP contract, Delta Dental has always been dedicated to providing our employees with a comfortable and caring place to work and providing

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employees with an array of services and benefits that enhance our ability to meet our goals for recruiting and retaining excellent management and operations staff.

Delta Dental's Human Resources team provides constant professional support to our Louisiana DBMP contract, helping us meet contractual requirements as well as our own productivity and business goals. Our Human Resources department is a key strategic player within Delta Dental, supporting the company's goals as well as anticipating, developing and fulfilling the needs of our most important resource – our employees. The Human Resources management team has created a Human Resources organization that continuously expands its expertise, functions as a cohesive unit and is characterized by mutual respect, empathy, trust, integrity, accountability and open communications.

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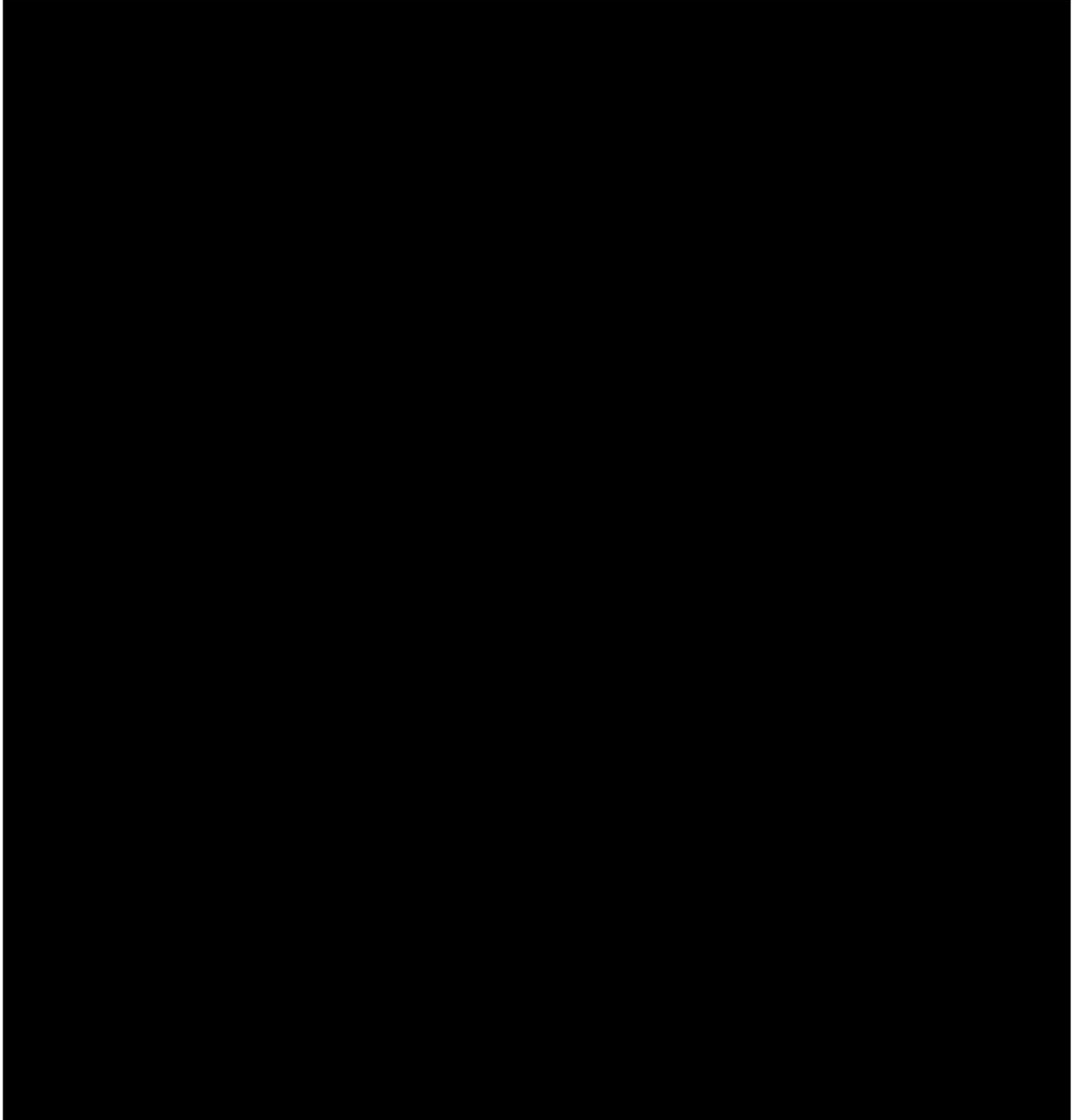
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Exhibit C.1–9, Delta Dental Hiring Process



Operations

Each of our functional business units adheres to well-defined DHH approved business rules. This applies to systems processing as well as desktop procedures. The Louisiana DBMP is administered with complete transparency to satisfy all DHH reporting requirements, policy changes, and program mandates. This facilitates exceptional communication with DHH regarding any risks/issues on a near, real-time basis. Delta Dental implements a modern commercial solution that addresses the “ilitys” of a service-oriented

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architecture (SOA), such as scalability, modularity, and reusability that are addressed in the CMS Medicaid Information Technology Architecture (MITA). This provides streamlined business intelligence to increase capacity and integration with the Louisiana Medicaid Enterprise and providing data for a member's continuum record of care. Delta Dental will work with DHH to develop a Louisiana DBMP Concept of Operations which is founded on service to members and providers and continuous improvement.

C.2 Implementation Work Plan

C.2 Provide a work plan for the implementation of the Louisiana Medicaid DBP Program. At a minimum the work plan should include the following:

- Tasks associated with your establishment of a “project office” or similar organization by which you will manage the implementation of the DBP Program;*
 - An itemization of activities that you will undertake during the period between the awarding of this procurement and the start date of the DBP Program. These activities shall have established deadlines and timeframes and as needed conform to the timelines established under this RFP for deliverables.*
 - o All activities to prepare for and participate in the Readiness Review Process; and*
 - o All activities necessary to obtain required contracts for mandatory dental care providers as specified in this RFP.*
 - An estimate of person-hours associated with each activity in the Work Plan;*
 - Identification of interdependencies between activities in the Work Plan; and*
 - Identification of your expectations regarding participation by DHH and/or its agents in the activities in the Work Plan and dependencies between these activities and implementation activities for which DHH will be responsible. (In responding the DBP shall understand DHH shall not be obligated to meet the DBP's expectation.)*
-

Delta Dental's Work Plan for the transition of dental benefits for the State of Louisiana's Medicaid program from the current fee-for-service environment to the new Dental Benefits Management Program (DBMP) is provided in this Proposal Section. The work plan identifies major activities required for successful Contract Start, (Go Live) System and Operational Readiness Review and Implementation. It presents our schedule for leading up to the Operational Start (Go Live) Date and reflects our understanding of and compliance with the RFP instructions, requirements and all applicable tasks and time frames in RFP.

Best practices and lessons learned from other implementations are a critical success factor in our planning for the DBMP transition. The Work Plan is informed and influenced by our best practices and lessons learned, resulting in a realistic, achievable experience-based Work Plan.

We began planning before the Department of Health and Hospitals (DHH) released the RFP and carried these plans forward to the RFP response period. We listed every RFP requirement for transition and supplemented those with the activities required per our best practice-based approach. We applied resource estimate to each activity group, identified predecessor activities and developed a realistic schedule that delivers an Operations Start (Go Live) Date of November 3, 2014.

Part II: Technical Approach

Proactive and advance planning can be observed in our work plan as every deliverable starts with a planning session for the deliverable before we execute. A good plan of action lowers the risk during the execution of the plan thereby affording DHH and Delta Dental the best opportunity for success.

Several deliverables are required to be presented to DHH for review 30 days after the contract is signed. The risk of waiting until the contract is signed to commence work is not advisable. Therefore, we plan to commence work on critical deliverables prior to notice of intent to award or contract signing. This work puts Delta Dental “at risk” but shows our resolve to have a successful implementation and deliver the quality that our customers have come to expect. However, in preparing the Work Plan, we have shown all the tasks starting after the Contract Start (Go Live) Date of May 1, 2014 to be compliant with the RFP. With the depth of talent we have, we could execute the plan without starting early but do not want to add risk to the project when it can be avoided. Delta Dental’s approach is to be executing at as close to full speed as possible with minimal learning curve associated with a new project start up.

For every deliverable that requires DHH review and approval, we have built in 15 business days.

Our work plan is organized by key functional areas:

- Contract Start-Up and Planning includes tasks for project startup, key personnel staffing and the establishment of a strong PMO
- Staffing pertains to general staffing for the project. Each functional area for provider and member services has its own staffing component
- Technical/System Requirements includes all the activities for the Information Technology, (Management Information Systems) component of the project
- Operations Requirements includes all the deliverables and activities pertaining to providers and members along with quality, performance, utilization and fraud and abuse
- Readiness Review includes all the activities related to proving to DHH that Delta Dental is ready to operate the DBMP and administer dental benefits
- Certification of Readiness (COR) involves activities to obtain approval from DHH that Delta Dental can move forward with implementation
- Implementation Preparation involves the activities to start the implementation in preparation of successful Go-Live on November 3, 2014

Delta Dental’s Work Plan meets the requirements in the RFP and we commit to compliance.

C.3 Risk Management Plan

C.3 Describe your Risk Management Plan.

• *At a minimum address the following contingency scenarios that could be encountered during implementation of the program:*

o Delays in building the appropriate Provider Network as stipulated in this RFP;

o Delays in building and/or configuring and testing the information systems within your organization’s Span of Control required to implement the DBP program;

o Delays in hiring and training of the staff required to operate program functions;

Part II: Technical Approach

o Delays in the construction and/or acquisition of office space and the delivery of office equipment for staff required to operate program functions;

o Delays in enrollment processing during the implementation of DBP; and

o Delays in the publication of marketing and related materials and/or the delivery of these materials to DHH and/or its agents.

• *For each contingency scenario identified in the Proposal, at a minimum the Risk Management Plan must include the following:*

o Risk identification and mitigation strategies;

o Risk management implementation plans; and

o Proposed or recommended monitoring and tracking tools.

Risk management is an integral component of Delta Dental's overall plan to implement the program. This section describes our approach to risk management including the stages of risk management, the PMO's responsibility for risk management coordination and reporting and our commitment to a successful program while maintaining an awareness of and focus on potential success impediments.

Our Risk Management Plan provides the processes to identify, appraise and respond to risks and, in particular, those related to program implementation and changes to the DBMP Work Plan. Three fundamentals frame this Plan. First, risk identification is everyone's responsibility. Second, prompt focus on a risk with proactive risk response planning and execution is essential for mitigation and minimal impact. Finally, effective communications are essential to understanding and acting responsively to risk situations.

This section of our proposal describes Delta Dental's approach to risk management, disaster recovery and our business continuity and contingency plans. In addition, it identifies alternative locations for services should catastrophic events occur where primary services are conducted.

Risk Management Roles and Responsibilities

Key participants in the risk management process include the Transition director, PMO manager, PMO business analyst, QM team, risk appraisal team, risk owner and other designated Transition staff members.

Delta Dental's Internal Audit staff participates in this Plan by performing independent, objective reviews and evaluations of the effectiveness of risk management, internal control and governance processes.

Implementing a DBMP is a major risk to a new vendor, as well as to DHH and other stakeholders. Delta Dental offers the lowest risk due to our many years of direct experience providing dental services and management. We thoroughly understand the functionality and complexity of the program design specifications and the structure and stability of code. In addition, we have a comprehensive understanding of RFP requirements related to the system.

Part II: Technical Approach

Risk identification and Mitigation Strategies

In the following subsection, we discuss the primary components of risk management: identification, appraisal, response planning, execution and tracking/reporting.

Identification

While Delta Dental's knowledge and expertise significantly mitigate risks, we acknowledge that some level of risk exists during implementation. To help support timely risk identification, we use an industry standard set of questions to assess implementation activities. As a result of that exercise, we identify seven areas of potential risk and initial mitigation strategies (see Exhibit C.3-1, Potential Risks and Mitigation Strategies (Risks Identified in RFP) and Exhibit C.3-2, Potential Risks and Mitigation Strategies (Possible Additional Risks)).

**Exhibit C.3–1, Potential Risks and Mitigation Strategies
(Risks Identified in RFP)**

	Potential Risk	Mitigation Strategies	Tracking Strategies
1	Delays in building the appropriate Provider Network as stipulated in the RFP.	<p>Expand outreach efforts to counter possible delays.</p> <p>Apply incentives to increase provider interest.</p> <p>Work with Louisiana Dental Association and Statewide and local professional groups.</p>	<p>Monitor the dashboard that shows the status of network development including:</p> <ul style="list-style-type: none"> • Receipt of enrollment application • Credentialing/approval • Geographic location as compared to requirements • Number of general dentists • Number of specialists
2	Delays in building and/or configuring and testing the information systems within Delta Dental's Span of Control required to implement the DBMP.	<p>Implement an existing solution, as proposed, to mitigate risk.</p> <p>Monitor configuration requests for potential issues.</p>	<p>Use the project work plan to monitor the schedule.</p> <p>Utilize the Project Management Office to track system configuration.</p>
3	Delays in hiring and training of the staff required to operate DBMP functions.	<p>Use existing management and staff from within Delta Dental.</p> <p>Place key personnel early in Louisiana to recruit local staff.</p>	<p>Develop detailed staffing plan.</p> <p>Provide regular updates/status on hiring progress and training.</p>
4	Delays in the construction and/or acquisition of office space and the delivery of office equipment for staff required to operate DBMP functions.	<p>Lease Louisiana space early, as proposed (lease already in place). Reconfirm existing Delta Dental space is adequate.</p>	<p>Use the project work plan to monitor the schedule.</p> <p>Inspect existing facility space and equipment.</p>
5	Delays in enrollment processing during the implementation of DBMP.	<p>Establish communication ASAP with DHH/its agents.</p> <p>Coordinate mapping, conversion and testing at the earliest possible date.</p>	<p>Use the project work plan to monitor the schedule.</p> <p>Meet regularly with DHH/its agents.</p>
6	Delays in the publication of DBMP marketing and related materials and/or the delivery of these materials to DHH and/or its agents.	<p>Avoid exclusive contracts for printing.</p> <p>Use local Veteran or Hudson subcontractor to supplement printing capacity.</p>	<p>Use tracking tool for all required printed materials.</p> <p>Monitor/report on status on a regular basis.</p>

**Exhibit C.3–2, Potential Risks and Mitigation Strategies
(Possible Additional Risks)**

	Potential Risk	Mitigation Strategies	Tracking Strategies
1	Changes to MMIS or other systems during DBMP transition create changes to Delta Dental Plans.	Establish clear communication among DHH/its agents and Delta Dental. Coordinate efforts if a change affects the project work plan.	Create change requests for any changes. Create work schedule for each change request.

Identifying potential risks, such as the 7 items noted above in Exhibit C.3-1 and Exhibit C.3-2, is the first critical step in implementing Delta Dental’s Risk Management Plan for the DBMP contract. Risk identification can be performed by Delta Dental, DHH or any other stakeholder. After a risk has been identified, it is assessed in seven areas: likelihood, severity, control level, time frame, level-of-reporting, strategy and status (see Exhibit C.3-3, Risk Attributes, for the areas and the risk levels assigned to each area).

Exhibit C.3–3, Risk Attributes

LIKELIHOOD	
Level	Probability of risk occurrence
Low (1)	< 25 percent
Somewhat (2)	25 – 49 percent
Likely (3)	50 – 74 percent
Expected (4)	75 – 99 percent
Occurring (5)	Assured
SEVERITY	
Level	Implication of the risk on DBMP objectives
Low (1)	Risk has little impact
Moderate (2)	Risk disrupts a component process
High (3)	Risk affects schedule, cost or quality of component process(es)
Significant (4)	Risk has significant impact on schedule, cost and/or quality
CONTROL LEVEL	
Level	Extent that control efforts can be deployed
1	Controlled
2	Highly controllable
3	Moderately controllable
4	Moderately uncontrollable
5	Uncontrollable
TIME FRAME	
Time Frame	When the risk may occur
Short-term	Within two weeks
Medium-term	Within a month
Long-term	Greater than one month
LEVEL OF REPORTING	
Level of Reporting	Whether the risk is included in DBMP Project Control and Tracking System reports, although still tracked by the PMO
No reporting (0)	<ul style="list-style-type: none"> • Risk exposure score two or less • Control level score two or less • Time frame long-term

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Monthly (1)	<ul style="list-style-type: none"> • Risk exposure score less than six • Control level score two or less • Time frame medium- to long-term
Bi-Weekly (2)	<ul style="list-style-type: none"> • Risk exposure score less than nine • Control level score three or less • Time frame long-term
Weekly (3)	<ul style="list-style-type: none"> • Risk exposure score less than nine • Control level score three or less • Time frame medium-term
Expedited (4)	<ul style="list-style-type: none"> • Risk exposure score nine or greater • Any control level • Any time frame
STRATEGY	
Strategy	What is the expected action?
Accept	Risk may occur and the consequences are tolerable
Avoid	Take action to remove the risk
Transfer	Move risk ownership to another party
Mitigate	Plan and execute a strategy to reduce risk exposure to a minimum or tolerable level
STATUS	
Status	What is the condition of the risk?
Candidate (0)	Potential risk has been identified but not appraised
Open (1)	Risk has been appraised and assigned an owner
Canceled (2)	Potential risk was determined by appraisal to not require a risk response or tracking
Expedited (3)	Risk has high exposure and accelerated risk response activity
Occurring (4)	Risk has been triggered and contingency plans activated
Closed (5)	Risk has not occurred or the time frame for occurrence has lapsed

The DBMP participant who identifies the risk (e.g., a department manager) completes a risk assessment form and submits it to the PMO. The form captures information to include risk title, originator, risk description including concern and consequences, affected area and recommended actions to reduce or eliminate the risk. The PMO enters the data in the risk tracking system in SharePoint, where a risk control number is generated. The risk status at this stage is set at “0,” which means that a risk has been identified but not assessed.

Risk Management Implementation Plans

Appraisal

The PMO performs the initial appraisal of each candidate risk, including a determination of whether or not the risk requires emergency escalation. PMO staff selects a risk appraisal team based on the affected area and risk scope. Team members receive notice that a new risk is ready for appraisal. The PMO consults with the originator to determine if additional detail can be documented in the risk record or if changes to the initial submission are warranted.

The risk appraisal team, individually and collectively, performs a detailed appraisal. The individual appraisal applies the perspective of each member to the risk while the collective analysis synthesizes perspectives to a consensus conclusion. The team members apply a metric measure to each attribute (as noted in Exhibit C.3-3, Risk Attributes) and then reconcile team members' conclusions in a collective session.

Risk exposure is the product of scores in two areas: likelihood and severity. If a risk exposure score is “9” or greater, the Implementation director is notified and risk response planning and execution are accelerated.

Response Planning

The assigned risk owner is responsible for developing the plan to mitigate the risk. Mitigation is an executable process to influence the causes of a risk and decrease the negative effects that could result should the risk occur. The response planning effort defines the actions that could influence the causes of a risk. The risk owner breaks the risk into its component elements and identifies the actions to be taken to reduce or eliminate each component. Metrics are defined to measure the effectiveness of the risk response and are specific to mitigation action steps for each component. Triggers are defined to indicate future events that may alter risk exposure.

Response planning may include development of a contingency plan. The contingency plan addresses the second component of mitigation, which is decreasing the negative effects should a risk occur.

Contingency planning is required for any risk where the risk exposure is “9” or greater. The contingency plan defines the specific actions to be taken to reduce the adverse impact to Transition objectives should a risk status change to Occurring (4).

Execution

Execution is performed by the risk owner but may include support as needed from other members of the DBMP team. Execution includes adjusting risk attributes as necessary, deploying risk response actions and deploying contingency plans as necessary.

Proposed or Recommended Monitoring and Tracking Tools

Tracking and Reporting

The PMO is responsible for oversight of risk management and the quality of risk processes. With assistance from risk owners, the PMO monitors active risks for indications of a change in risk exposure. Increased risk exposure triggers inclusion in Project Control and Tracking System reports, as appropriate.

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Should the risk exposure elevate to “9” or greater, the risk is escalated to the DBMP director and the risk status is changed to Expedited (3).

A risk exposure increase initiates a PMO analysis of potential impact on other open risks or the identification of potential new risks. Analysis findings are conveyed to the risk owner and are included in weekly status reports. The status report contains a single metric to indicate the overall health of the DBMP implementation effort as it relates to risk. The metric measures the volume of risks and the corresponding risk exposure.

Throughout implementation, status reports focus on risks with high exposure or escalating exposure. Attachments to status reports provide an ongoing snapshot of all risks including status, risk exposure changes, risk owner, risk trigger date(s) and other elements needed to provide a clear understanding of risk management activity during implementation.

At the completion of implementation, the PMO performs a final risk review, including risk mitigation effectiveness. Risks that continue to apply during the Operations Phase are transferred for ongoing monitoring. Lessons learned are documented, stored with other implementation documentation and used by the PMO to revise risk management processes as part of our continuous quality improvement commitment.

C.4 Implementation Work Plan - Microsoft Project

C.4. Provide a copy of the work plan, generated in Microsoft Project or similar software product that includes the aforementioned implementation activities along with the timeframes, person-hours, and dependencies associated with this activities.

Attachment C.4-1 Implementation Plan Schedule presents a work breakdown structure (WBS) plan and identifies major activities required for successful Contract Start, System and Operational Readiness Review and Implementation, including:

- Establishment of a Project Management Office
- Activities necessary to prepare for and participate in the Readiness Review Process
- Activities necessary to establish the Provide Network, including provider contracts
- An estimated person-hours for each activity
- Identification of interdependencies
- Identification of the role DHH will have in all implementation activities

C.5 Implementation Team

C.5 Provide a roster of the members of the proposed implementation team including the group that will be responsible for finalizing the provider network.

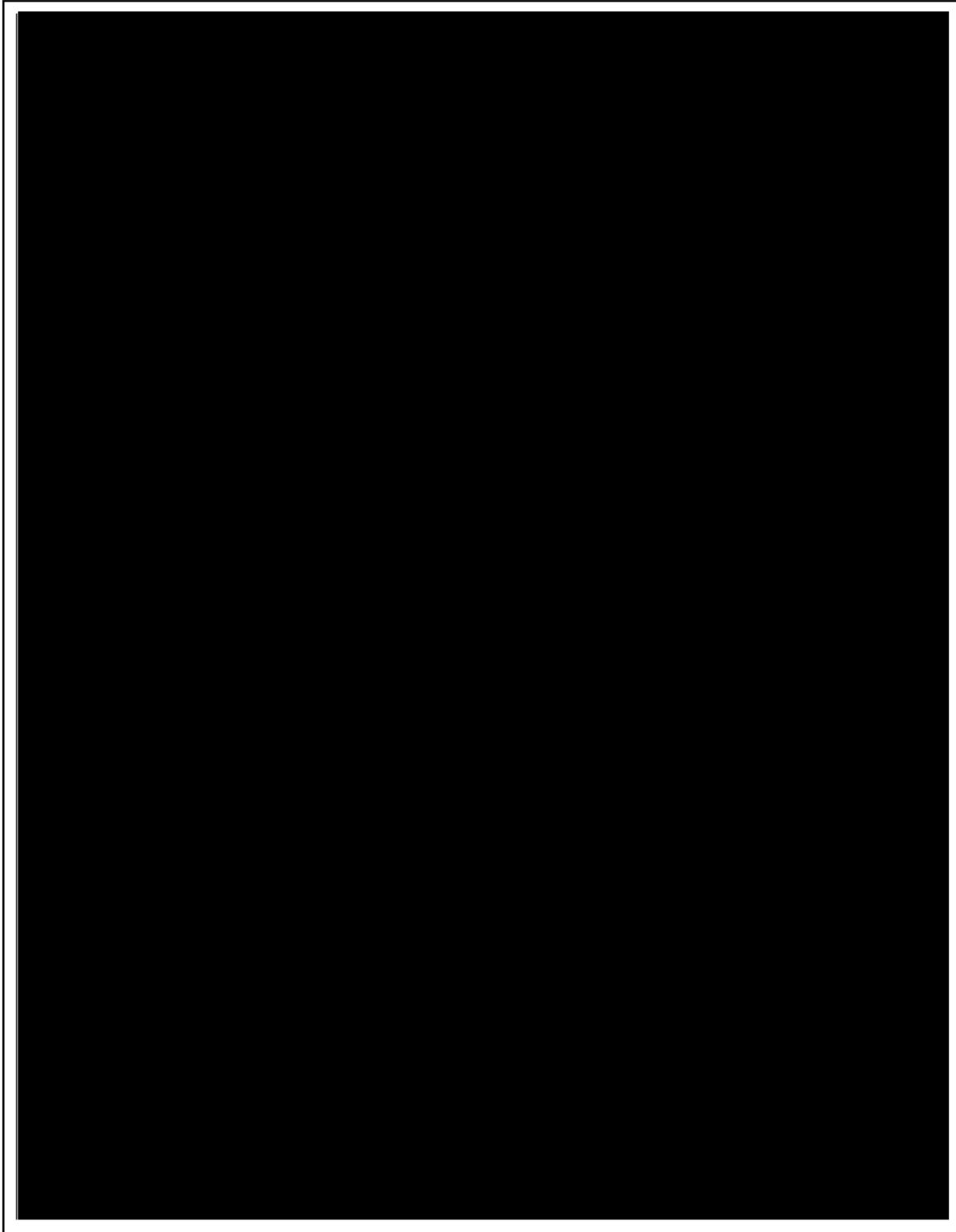
We have included a roster identifying our proposed implementation team and staff responsible for finalizing the provider network staff in Attachment C.5-1, Implementation Team Staffing Roster. We have also included Attachment C.5-2, DBMP Position Responsibilities that defines the proposed implementation team and provider network staff responsibilities.

C.6 Implementation Manager

C.6 Provide the resume of the Implementation Manager (the primary person responsible for coordinating implementation activities and for allocating implementation team resources).

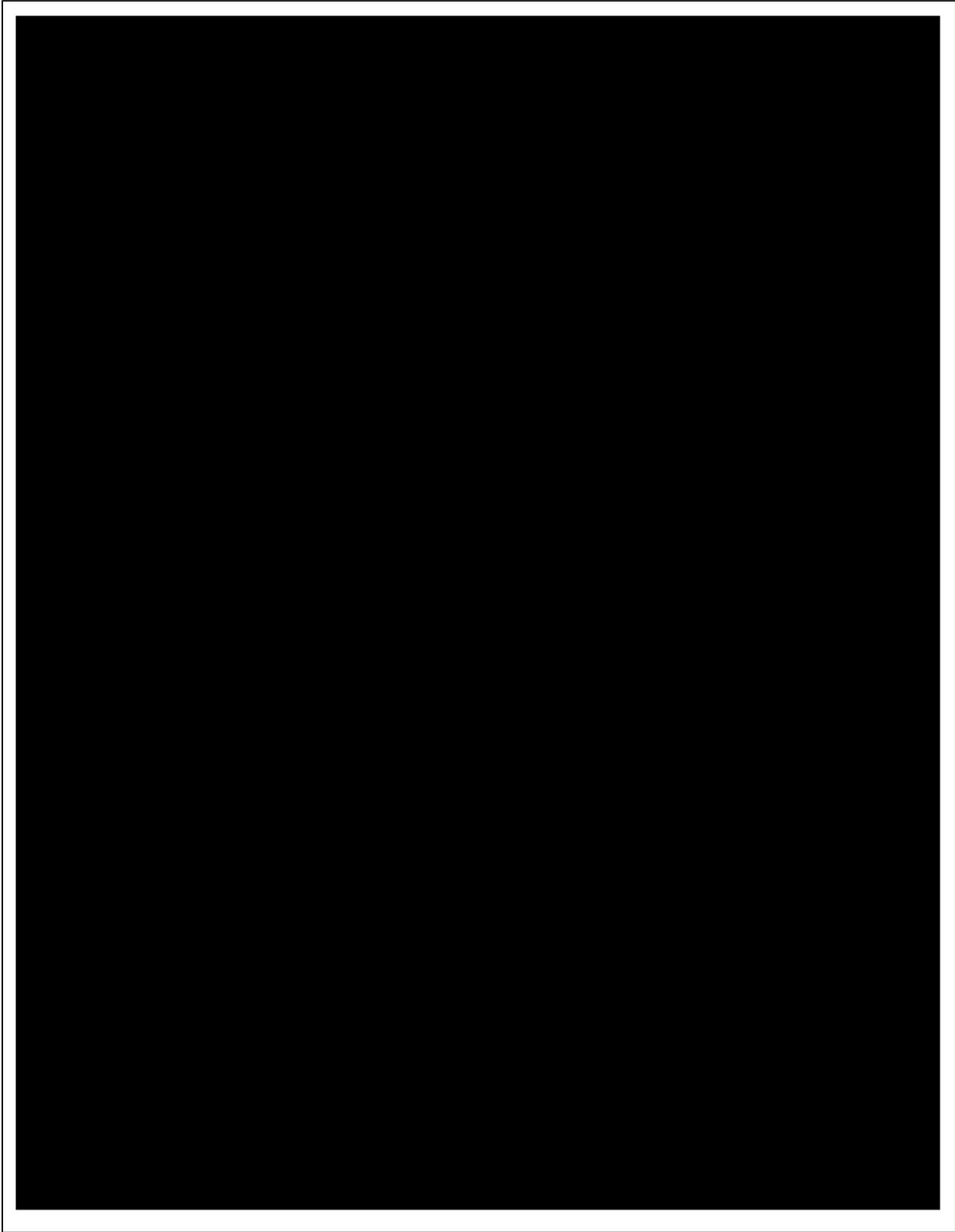
For the DBMP, we have selected Ms. Darlene Gillespie as our Implementation Director, reporting to the Executive Director, Ms. Lynda Heigho, She was a major contributor in developing this proposal for the DBMP. She managed the development of the project plan and schedule, validated the Delta Dental solution meets DHH's requirements and helped create the shared services model used for this contract. Ms. Gillespie will operate as a hands-on director responsible for all aspects of project planning, monitoring and reporting throughout implementation. She leads the implementation team and assumes the Operations Director role after operations start (Go-Live) to ensure management continuity. Ms. Gillespie's resume is included in Exhibit C.6-1, Implementation Manager Resume.

Exhibit C.6–1, Implementation Manager Resume



LA14_090.0-02

Exhibit C.6–1, Key Personnel Resumes (Continued)



LA14_090.0-06

Attachment C.4-1, Implementation Work Plan

Please see the following page(s).

Attachment C.5-1, Implementation Team Staffing Roster

Please see the following page(s).

Attachment C.5-2, DBMP Position Responsibilities

Please see the following page(s).

