



VIA HAND DELIVERY

October 4, 2013

Mecklenburg County Board of County Commissioners
Mecklenburg County Manager's Office
Attn: Michelle Lancaster
600 East Fourth Street
Charlotte, NC 28202

Re: MeckLINK – Medicaid Managed Care Request for Information

Dear Ms. Lancaster,

Cardinal Innovations Healthcare Solutions appreciates the opportunity to respond to MeckLINK's Request for Information and to build upon the foundation Mecklenburg County has established to serve its citizens with mental health, intellectual/developmental disabilities, and substance use/addiction conditions. In Mecklenburg, and in all of the counties we serve, Cardinal Innovations is committed to the development of the community system of care through partnerships with local staff, established providers, and community stakeholders. By creating and managing quality solutions for Mecklenburg County citizens who depend on the public system for their care, we can create a community where each person is welcomed, respected, and valued.

As demonstrated in the enclosed response, Cardinal Innovations has extensive experience in Medicaid managed care, and has been designated by the NC General Assembly as the model for managed care in North Carolina. Cardinal Innovations has proven experience in:

- **Adding Additional Service areas.** Twelve counties have joined Cardinal Innovations since 1997. We are well experienced in the execution of transitions and transfers of operations
- **Operational Expertise.** Cardinal Innovations has operated the Medicaid Waivers for eight years. We have a record of excellent financial and operational performance.
- **Consumer and Family Engagement.** Cardinal Innovations values consumer input and engagement in how we operate the Medicaid waivers. Over the past eight years, we have built systems that can receive and respond to consumer input.
- **Supporting Providers.** Cardinal Innovations has a provider network of over 900 diverse providers. We are highly experienced in supporting providers that share our vision and that are driven to provide quality services to consumers and families. We have credentialed and added 600 providers to our network over the past two years due to the addition of 10 new counties.
- **Serving our Consumers.** Cardinal Innovations denies less than 1% of services requested; that is, Cardinal Innovations approves more than 99% of service requests. We publish a Clinical Design Plan for both providers and consumers. Our goal is to be open and transparent in

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how we operate our network. We want both providers and consumers to understand the clinical or habilitative purpose of each service and service definition requirement, and the expected outcomes from the various treatment methodologies.

- **Paying Providers.** Cardinal Innovations processes claims and pays providers, on average, within 12 days and pays 99.98% of all claims within 30 days.
- **Establishing a Local Presence.** Cardinal Innovations is highly experienced in establishing a local presence and responding to the unique needs of localities.

Cardinal Innovations believes in having a strong local presence, with a “high touch” approach to managing care that is based on engagement with the entire continuum of care including consumers, families, providers and the communities where they live. We are an active part of the communities that we serve and have made significant investments in establishing local offices in all of our service areas to ensure our staff is visible in, and engaged with, the community.

Cardinal Innovations operates with a high level of integrity and accountability:

- Cardinal Innovations is responsive to consumers, families and providers. When there is a service breakdown, we act quickly to resolve the issue.
- Cardinal Innovations provides detailed information on how county funds are spent to those counties that ask us to manage their county funding for MH/SA/IDD services. County funds are always spent in the county of origin and no administrative costs are paid to Cardinal Innovations from county funds.
- Cardinal Innovations provides data to communities on system performance such as number of people served, provider network performance, quality measures and satisfaction surveys.
- Cardinal Innovations has excellent results from numerous external audits conducted over the past eight years including consumer and provider satisfaction surveys, Mercer Reviews, External Quality Reviews by the Carolina Center for Medical Excellence, and the NC State Auditor. (See www.cardinalinnovations.org for some of our most recent audit reports.)
- Cardinal Innovations has always received an unqualified (clean) opinion on financial audits.
- Cardinal Innovations is accredited by the National Council on Quality Assurance, the gold standard in accreditation for managed care organizations.

Our philosophy will be no different in Mecklenburg County. Cardinal Innovations will establish a local office in Mecklenburg County. We also anticipate that many current employees at MeckLINK will find new opportunities with Cardinal Innovations.

We understand that Mecklenburg County’s local system is unique. The enclosed response outlines Cardinal Innovations approach to the transfer of operations from MeckLINK to Cardinal Innovations. However, the transition process is much more successful when developed through joint planning, and we look forward to collaborating with MeckLINK staff to finalize and implement the transition plan.

Pursuant to the response submission requirements specified in the MeckLINK Request for Information (RFI), enclosed is one signed original, one electronic copy, and four additional copies of Cardinal Innovations Healthcare Solutions’ response to the RFI.



We are happy to discuss the contents of the information included in our response to the RFI, or any other matters, at your convenience. My signature below certifies that Cardinal Innovations' responses are accurate and complete to the best of my knowledge. I can be reached at the address for the corporate office above, by telephone at (704) 939-7700, or by email at pam.shipman@cardinalinnovations.org.

We look forward to hearing from you.

Sincerely,



Pamela L. Shipman
Chief Executive Officer

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