



CGS<sup>®</sup>

A CELERIAN GROUP COMPANY

# 2016 ANNUAL REPORT



# Core Values

## Integrity

We are ethical, responsible, honest, and reliable.  
We promote an environment of openness and trust.

## Making a Difference

We are empowered to make change for the better in our business, our communities, and our lives. We inspire each other.

## Passion for Excellence

Our goal is to be the best at all we do. We are optimistic and expect to succeed.

## Always Improving

We continuously improve and we never stop learning.

## Customer Focused

Our customers are our priority. We understand our customers' needs and surpass expectations.

## Taking Risks

We are courageous and embrace change. We see challenges as opportunities.

**Mission**  
We **IMPACT** Lives!

**Vision**  
To IMPACT the future of  
our communities and nation  
by being the premier  
administrator of government  
healthcare programs.



## Letter from the President

As I open our annual report, once again I am able to state that last year was our best year ever. The year 2016 was a banner year for CGS as we implemented new contracts, deployed new innovations, and improved performance. At the core of these successes are the more than 1,150 associates who are dedicated to the customers we serve. It is this focus on our customers that drives us to continuously improve in all areas of our business. While we work to improve quality, remove waste, strengthen systems, enhance our work-at-home program, and develop staff, we do it all in an effort to increase the overall value we provide to our customers and their programs.

The success we enjoyed in 2016 was a direct result of the added value we demonstrated to our customers in our existing contracts. We strive to provide increased value in all areas of our business through a variety of efforts. Whether it is through achieving contractual performance metrics, accurate and timely billing, innovative thinking, transparency, or responsiveness to our customers' inquiries, these efforts increase the value we provide to our existing and new customers. As we continue to grow, it is vital that we maintain our core values as a company and keep the focus of adding value in the forefront of our minds.

So as we review the successes of 2016, we remain focused on the increased value we will provide our customers in 2017 and beyond. It is one of the ways We IMPACT Lives.

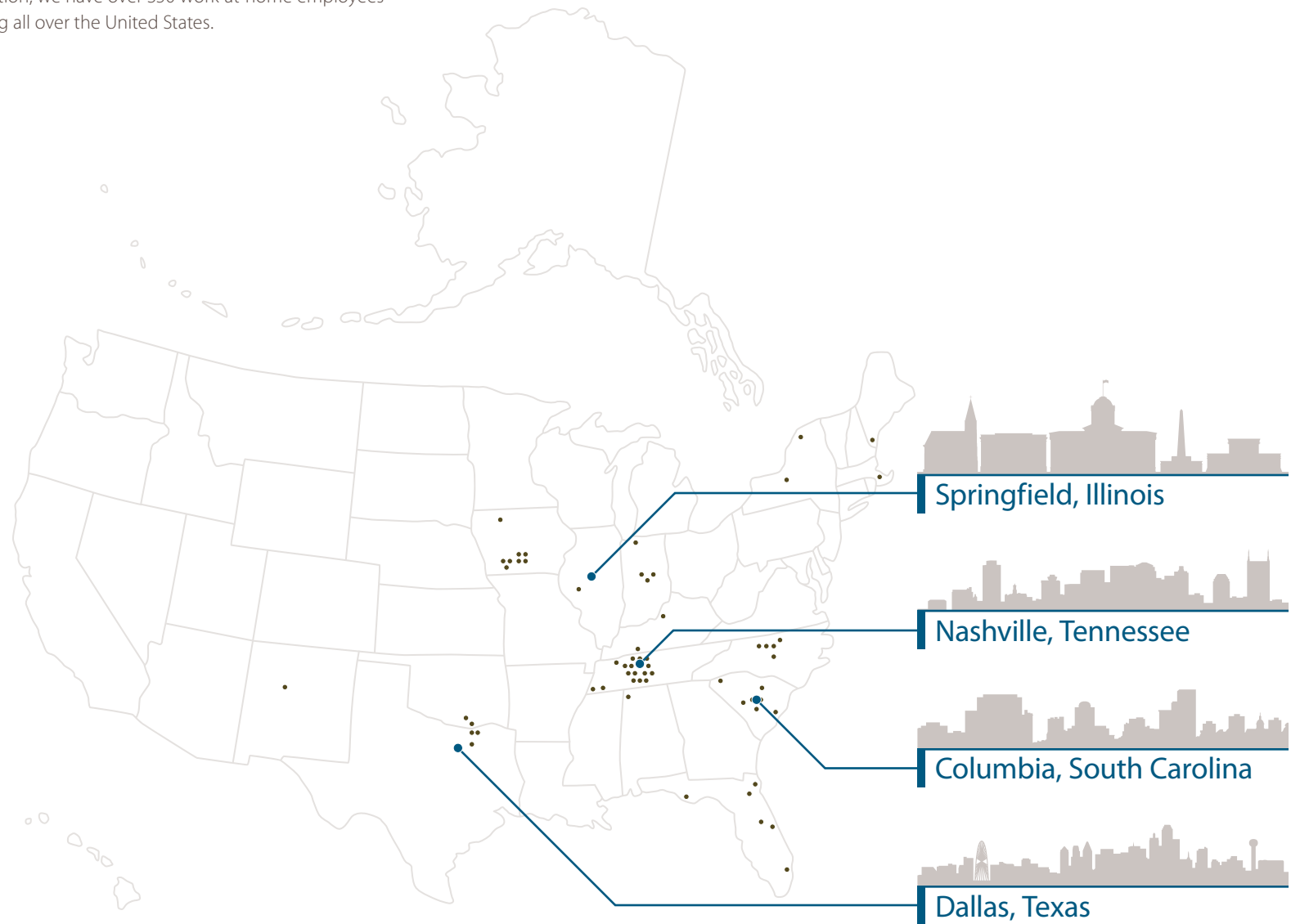
Warmest Regards,

Steven B. Smith, President and Chief Operating Officer

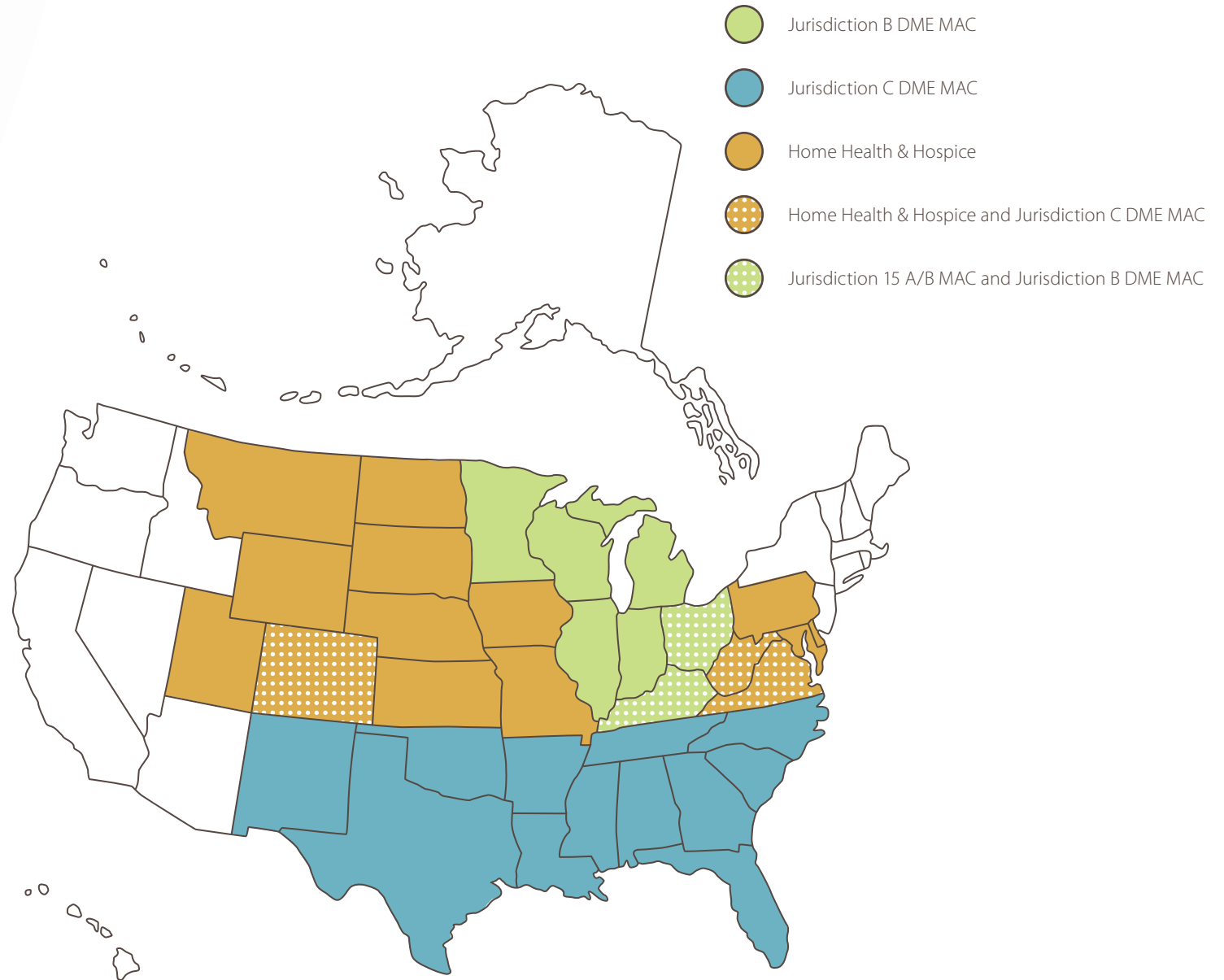


# Locations

- In addition, we have over 350 work-at-home employees working all over the United States.







## Contracts

# Volunteer Efforts

In 2016, CGS employees donated over \$165,000 to numerous programs serving our communities.

From supporting local food banks to funding national charities with a global impact, CGS employees remain engaged in volunteering year-round. By volunteering time, money, work, and care, the over 1,150 members of the CGS family strive to “IMPACT Lives!” The same outstanding support CGS provides its customers shines in our charitable activities — whether helping in times of natural disasters or jumping in to make the holiday season a little brighter for families in need. The Nashville, Tennessee; Columbia, South Carolina; Dallas, Texas; and Springfield, Illinois offices and our work-at-home staff work together to provide relief for friends, neighbors, and thousands of citizens across the nation.



**Melissa Kirchenbauer**

## UNITED WAY

The United Way provides many opportunities to support our local community, allowing us to see firsthand how We IMPACT Lives. In 2016, CGS participated in two events that provided mothers with essential child care items, including over 10,000 donated supplies; 1,500 bags for at risk mothers; and school supplies to over 9,600 students. By participating in United Way events, we see how our dollars are used to make a difference in peoples' lives.



**David Hooker**

## MARCH OF DIMES

Serving as Team Captain for the March of Dimes campaign was a very rewarding experience. The money we raised is a lifeline for babies in the NICU, connecting them with the critical care they need. The March of Dimes community helps mothers at every stage, from preconception to annual support of families through the MOD family walk day. CGS finished second in corporate dollars raised in the Middle Tennessee area.



**Markial Ribbins**

## SECOND HARVEST FOOD BANK

CGS has formed an awesome relationship with our neighbors at Second Harvest Food Bank, who are committed to feeding hungry people and solving the issue of hunger in Middle Tennessee. This year CGS not only donated food items, but we also participated in our first virtual food drive. Our contributions are making a positive IMPACT on our community, and it is rewarding to work with individuals who care about the needs of others.



**Jackie Yarbrough**

## FIFTYFORWARD

FiftyForward was founded in 1956 and their motto is to “enrich the lives of those 50+ by providing pathways to health, well-being, and lifelong learning.” In 2016, CGS supported the Living at Home Care Management program that manages care for 327 individuals, 96% of whom live at or below federal poverty guidelines. In December, CGS was excited to provide 24 seniors with items on their individual wish lists, as well as cleaning and hygiene products that can be distributed later as needed.

## Jurisdiction B

In late 2015, CGS was awarded a new DME MAC contract – Jurisdiction B – which covers the states of Illinois, Indiana, Kentucky, Michigan, Minnesota, Ohio, and Wisconsin. While we were thrilled with the initial win, our real work began in 2016. CGS began implementing the contract at the beginning of the year, and full operations commenced over the July 4th weekend. Yes, there were fireworks! Through significant planning and a laser-like focus, CGS implemented the contract on time, 20% under budget, and with the proposed staff to perform the work. CGS worked diligently with CMS to ensure we met their objectives. CMS indicated in a face-to-face meeting that this was one of the smoothest transitions that they had experienced. It's not unheard of for Medicare contractors to take as long as a year to run smoothly following the move of contract ownership. CGS immediately began meeting CMS contractual requirements, ultimately meeting 96%+ metrics during the first six months of operations while operating within proposed cost. The stellar implementation of the contract, followed by the immediate achievement of customer expectations, is a shining example of performance that supports long-term contract success.



## BOSC Service Model Improvements

The Business Operations Support Contractor (BOSC) team located in CGS's Dallas, TX office currently supports four CMS programs, including HITECH Business Operations Support Contractor (HBOSC), Accountable Care Organization Business Operations Support Contractor (ABOSC), Innovation Business Operations Support Contractor (IBOSC), and Physicians Value Help Desk (PVHD). All of the programs are a derivative of some portion of the Affordable Care Act (ACA). While each program has its own requirements and is managed to its own metrics, all ultimately share the common goal of improving the quality and efficiency of care in a cost-effective manner.

During 2016, the IBOSC program experienced exponential growth, as CMS added many new models to the IBOSC services already provided. The Dallas BOSC initially added the first of the IBOSC models, the Collaboration Site, in October 2013. Both the Salesforce and End-Stage Renal Disease (ESRD) models were added in 2014, but all three models were supported by a very small team of one, averaging fewer than 50 calls per month. This year, the team has grown from three to 16 total models supported by approximately 25 Customer Service Representatives (CSRs). Despite this fast pace of growth, the IBOSC program has maintained quality service by continually attaining very good to excellent ratings overall. In 2017, the IBOSC team expects to experience continued growth as CMS adds even more service offerings to this initiative.



**Clockwise from top left:**  
Camilla Lewis, Elissa Branch, Camie Hall, Khaleelah James, Kimberly Brown, and Santoya Edwards

## DME: JC CTI Decreases PHI Exposure

CGS has implemented new technology that virtually eliminates accidental disclosures of Protected Health Information (PHI) in the Provider Contact Center (PCC). Launched in September 2016, CTI, or Computer Telephony Integration, automates the caller authentication process based on information suppliers provide using their telephone touchpad. As suppliers enter the required information, CTI works behind the scenes to validate their information against various Medicare databases. Once CTI authenticates the supplier's identity, it prompts the customer to select

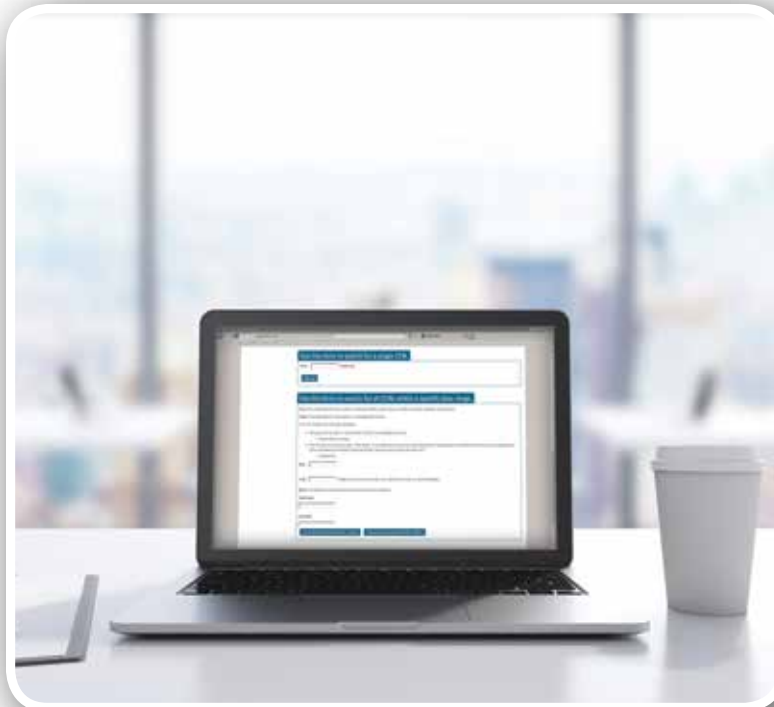
the reason for their call from a series of pre-programmed options. CTI then scans the call center phone system and places the customer in a queue with a CSR who is best suited to respond to their specific questions. When the CSR is available, the supplier is connected, and their information is automatically loaded onto the CSR's computer system. CTI not only strengthens our compliance with privacy regulations, it improves call handle time by automating the authentication process.

## DME: Enhancing the Power of MR WIZARD

In November 2016, CGS enhanced the power of MR WIZARD by improving the display of denial information for suppliers when their claim has been denied by Medical Review (MR) due to non-response. We also included Additional Documentation Request (ADR) status, enabling suppliers to check the status of their MR ADR response.

MR WIZARD is a self-service tool that eliminates a customer's need to call the PCC. Our customers can easily view education and resources designed specifically for their particular denial(s). No other online tool provides this level of information and assistance without requiring access to a secure portal.

Providing customers with self-service tools generates cost efficiencies by reducing our workload. Making these tools easily available drives



further efficiencies, which is why we included MR WIZARD in our popular CGS GO Mobile app for JB and JC. CGS GO Mobile operates on Android and Apple phones and tablets, making it easy for our customers to stay connected with CGS regardless of where they are. As we continue to offer a variety of online and mobile services, we increase the utilization of those services while decreasing telephone inquiries. That's the true power of the latest MR WIZARD enhancements! The information we provide via these self-service tools is the same exact information available from our CSRs. In 2016, the MR WIZARD was accessed an average of 20,967 times each month, equating to approximately 250,000 fewer MR denial and ADR status inquiries.



# DME: myCGS Registration Enhancement

As part of the JB implementation, CGS was faced with the task of registering several thousand users into the myCGS Web Portal. To accomplish this task, CGS simplified the registration process, hand-walking applications through the system to ensure suppliers could access the portal on day one.

This simplified process was then rolled out to the JC users as well. At the beginning of 2016, myCGS DME had fewer than 6,000 registered users, executing roughly 162,000-165,000 user sessions per month. By the end of the year, myCGS DME had approximately 12,000 users, executing 492,000-495,000 user sessions per month.

Also, in the December release of myCGS, we implemented suggestions for improvement from our new JB users. We consolidated several beneficiary-related screens into a single, all-inclusive eligibility screen. We also updated



the user management page to allow approvers to disable individual users within their company within the portal (i.e., they did not have to go to EIDM to do so). User feedback regarding these changes has been positive.

## DME: JC Leads the Nation in Website Satisfaction for Two Consecutive Years

The CGS JC DME MAC led the nation in website satisfaction with an average score of 79.2 points in 2016. To put this in perspective, CMS requires contractors to achieve a minimum website satisfaction score of 64 points. The CGS average was 15 points higher than the minimum required. Our strong website performance also contributes to the e-Gov score across local, state, and federal websites. The third quarter average for e-Gov was 74.8 points.

Our focus is to maintain high satisfaction levels by engaging our customers in the website enhancement process. We review survey results, identify trends, and

work closely with contract management and department Subject Matter Experts (SMEs) to identify data-driven enhancement opportunities. We then share these results with the JC Council and Provider Outreach and Education (POE) Advisory Group members. CGS solicits feedback, incorporates that feedback into the self-service design, then asks group members to beta-test the products and services. The end result is that CGS customers remain actively involved in the website enhancement process and JC continues to achieve high monthly satisfaction ratings year over year. We are applying this same successful process to our new Jurisdiction B DME contract.

## Jurisdiction 15 Audit & Reimbursement

CGS has an ongoing focus on continuous improvement, and through this commitment the J15 Audit & Reimbursement (A&R) Springfield, IL team conducted a Lean event to improve the cost report check-in and acceptance process. Medicare cost reports are due five months after the provider's fiscal year end and must be accepted by the MAC within 30 days of receipt. Since the majority of J15 providers have a December 31 fiscal year end, June is an extremely high-volume month for A&R. Previously, the Cost Report Technician (CRT) team completed the acceptance of the cost reports by the first week of July. In 2016, after the implementation of the Lean process, CGS had accepted the bulk of the December 31 fiscal year end cost reports by mid-June. The CRTs were then able to complete other tasks and workloads.

The project team began the process by mapping the cost report check-in process for both the Part A and Home Health & Hospice (HH&H) workloads. The team analyzed each step to determine if it was necessary and added value to the process. The team then streamlined the process through automation and the removal of non-value-added steps. The process enhancements include automatic notification to downstream operational units, automated tracking logs, automatic import of data (previously a manual process), and streamlining the document extraction process. The project was a success, resulting in improved accuracy and a reduction of more than 1,200 hours.



**Back Row (left to right):** Jeff Blakley, Alicia Villa, Brian Ogan, Camilla Long  
**Front Row (left to right):** Cynthia Naughton, Diane Neisler, Andrea Luzinski, Mary Wiant

# CGS Wall of Fame

The CGS Wall of Fame Recognition Program was established in 2012 to publicly acknowledge and celebrate CGS employees who have gone above and beyond the call of duty. The program empowers employees to nominate coworkers who exemplify The CGS Way and demonstrate the essence of how “We IMPACT Lives” at CGS.

In 2016, CGS employees nominated 155 of their peers for the 12 individual and 4 team awards throughout the year. We are proud to share the winners’ stories and the actual nominations received from their coworkers.



**Team Members:** Debra Batts, Michelle Martin, Alan Young, Melanie Neely, Kelli Miller, Carolyn Helton, Kim Largent, Kevin Jackson, Nancy Kinsella, Malinda Whitlock, Jon Bergey, Anne Cerasoli, Cheryl Haynes, Cheryl Noordhoek, Patricia Luna, William Szirbik, and Jamie Madson (not pictured: Deborah Boone, Charles Franklin, Mary Frazier, Charles Haggard, Jenni Knox, Randal Magers, Traci Napier, Kim Shipley, and Kristie Voyles)

## 2016 Team of the Year: JC/JB DME MAC Technical Team

The DME Tech Team demonstrated their “Passion for Excellence” by diligently and successfully supporting the JB workgroups during the JB contract implementation and cutover while maintaining the highest standards of quality on the JC contract. One JC Tech Team Audit Report came back with what ELT described as “great and rare results.” Several members of the DME Tech Team also served on JB implementation workgroups, and as Subject Matter Experts (SMEs), leads, developers, and end-to-end testers for 18 DME applications. JB reporting and database functionality were created to resemble the JC contract for consistency across both contracts. The DME Tech Team worked with each production area during the JB transition, providing feedback, answers, and research. The DME Tech Team worked closely with National Government Services (NGS) and General Dynamics Information Technology (GDIT) to ensure that the transition would be as seamless as possible, and over cutover weekend, they participated in the quarterly release for both regions as well as cutover for the JB contract. The DME Tech Team remains “Customer Focused” as members of the team are standardizing the two regions and using best practices from each while giving proper attention to new CMS initiatives. They are “Always Improving” as they participate in many process improvements for both the JB and JC contracts, streamline and automate reporting processes, and use best practices from both contracts. The dedication, teamwork, long hours, hard work, and perseverance shown by the DME Tech Team in implementing the JB contract and maintaining the highest standards for JC are “Making a Difference” for CGS.



**2016 Leader of the Year: Cheryl Haynes,  
Director, JC/JB DME MAC Technical Services**

Cheryl exemplified the CGS mission in her role as director of the JB DME MAC contract implementation and cutover. The cutover project plan contained more than 1,000 tasks that all had defined start and end dates, for which Cheryl was responsible for tracking, managing, and reporting. While this task alone was very daunting, the cutover was complicated as IT development was still ongoing. In particular, development was continuing on the myCGS Web Portal and OnBase system. Cheryl's leadership truly made a difference as problems with the cutover could impact the approximate \$2 billion paid each year to the JB supplier community. Cheryl maintained a very positive attitude that rubbed off on her team members despite the long hours and stressful environment. Her drive for excellence was also evident in the high standards she held for IT development. A flawed product launch could have been very damaging to CGS. Cheryl's ability to communicate to all entities (CMS and other contractors) in a factual, positive, and collaborative way was simply outstanding and undoubtedly reduced concerns from CMS.



**2016 Compliance Idol of the Year:  
Gray Lunsford, Contract Oversight  
Administrator, Business Development**

Gray is without a doubt one of the most thorough, conscientious, and ethical employees at CGS. He works closely with the compliance office in a number of areas: record retention, proposals, conflict of interest (COI), change management – and with everything that he touches, he ensures the right questions are asked, and that there is a fair and even playing field for bids. With the transition of offsite storage to NARA-compliant facilities, he holds our contractors accountable. Whenever there is a question of a historical nature, we can always count on Gray to locate all of the related communications. He is transparent about any concerns or risks related to any decisions that are made, and he is always willing to go out of his way to be helpful. He certainly deserves to be Compliance Idol, as he is heavily engaged with proposal work, COI, and the Statement on Standards for Attestation Engagements (SSAE) audit terms and conditions.



**2016 Associate of the Year:  
Lisa Palmore, Business Analyst (BA) II,  
J15 A/B MAC Technical Team**

Lisa was the glue that led to successful deployments of the J15 Edit Lifecycle Management System (ELMS) project. She acted as a BA, testing lead, and training coordinator; wrote work instructions; processed hundreds of test documents; and partnered with the developers to troubleshoot challenging technical issues. At times, the developers leaned on Lisa for the right answers. Lisa completed all of this while also serving as an active member of the Disaster Recovery team and assisting her Tech Team members with their daily duties. She is truly an asset to CGS and the ELMS project.



## J15: Provider Enrollment Leads the Way with Lean Process Improvements

In 2016, CGS was requested to leverage its Lean expertise in the area of Provider Enrollment. CGS led/partnered on multiple efforts to improve the enrollment program at the national level through our leadership of the A/B MAC Functional workgroup and Revalidation Lean workgroups, which included other contractors. These teams developed changes to the national revalidation effort, which streamlined the mailing process and removed waste from the revalidation process, and created the revalidation Lean project status reports implemented by CMS. Through this Lean effort, we also implemented provider enrollment reporting dashboards that operationalized leading indicator reports and automated Quality Assurance (QA) sampling. We also implemented a new QA workflow that led to an updated provider enrollment interactive application, which walks all providers through specific enrollment scenarios and provides direction for accurate and complete enrollment submissions. CGS continues to be a national leader in Provider Enrollment through efforts such as these.



**Pictured:** Karen Hughes, David Lazarus, Yolanda Mitchell, Markial Ribbins, Craig Domanik, Amanda Green, and Broderick Chunn

## J15: CGS Leans Chiropractic Error Rates

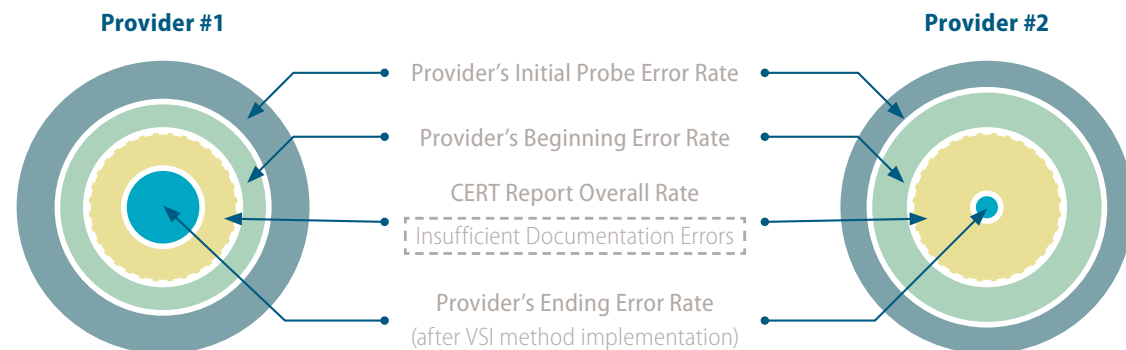
CGS partnered with Lean Enterprise Institute (LEI) to conduct a Lean project that focused on reducing the Comprehensive Error Rate Testing (CERT) errors for chiropractic services. The 2015 CERT report identified that chiropractic services had a 51.75% error rate, with 95.8% of the errors due to insufficient documentation. CGS selected two providers with 100% error rates on their initial probe reviews to participate in the Lean project.

CGS conducted a two-day onsite visit with each provider to review and streamline their processes utilizing the Value Stream Improvement (VSI) method. VSI is a visual means of depicting and improving the flow of a process, while identifying and eliminating non-value-added steps.

After implementing improvement recommendations, Provider #1's error rate decreased from 70.8% to 26.2%, and Provider's #2's error rate decreased from 78.7% to 9.3%. As a result of the improved error rates, CGS removed both providers from targeted review.

CGS will conduct similar Lean activities with providers in other specialties in an effort to continue to reduce the CERT error rate.

**Project Participants:** Jozette Cook-White, Thaya Morant, Dr. Earl Berman, & Amanda Rector



## VA Choice

In July 2015, CGS began receiving inbound calls from veterans under an agreement with PGBA, LLC, for the Veterans Administration (VA) Choice program. This program is an enhancement to veterans' benefits, allowing veterans to receive healthcare outside of the VA. In 2014, the Veterans Access and Choice Accountability Act (VACAA) expanded veterans' options for receiving healthcare in an effort to deliver timely access to high-quality care. The VA Choice program provides primary care, inpatient and outpatient specialty care, and mental healthcare for eligible veterans when the local U.S. Department of Veterans Affairs (VA) healthcare facility cannot provide the services due to lack of available specialists, long wait times for an appointment, or an extraordinary distance from the veteran's home to the provider's facility.

CGS's role is to answer inbound calls from both veterans and providers who are trying to verify eligibility to schedule an appointment outside of the VA. During 2016, we received or responded to more than 750,000 calls from veterans and providers. We currently have 75 highly trained CSRs working on the VA Choice contract.



**Pictured:** Matt Zarth  
& Kendra Frierson

## Compliance

The strength and effectiveness of our compliance program can be attributed to the knowledge and support of CGS staff and leadership. Our employees routinely participate in online and instructor-led educational initiatives that empower them to raise issues and concerns when necessary. Leadership emphasizes the importance of meeting our contractual requirements and metrics without compromising our standards or ethics, and employees understand that our "Integrity" core value enables CGS to continuously improve, innovate, and deliver high-quality services to our customers.

As the landscape of CGS has changed from a brick-and-mortar, office-based organization to one that employs a large number of work-at-home staff, so too has our compliance program changed by modifying the content and delivery of compliance-related training. The compliance risks in a hybrid organization are different, and we continue to adapt our program to reflect our changing environment. While we evolve our program, however, the expectations of our staff and leadership will remain constant – to always do the right thing!





## INDEPENDENT AUDITORS' REPORT

Board of Directors  
CGS Administrators, LLC

### Report on the Financial Statements

We have audited the accompanying financial statements of CGS Administrators, LLC which are comprised of the balance sheets as of December 31, 2016 and 2015, and the related statements of operations, changes in member's equity, and cash flows for the years ended, and the related notes to the financial statements.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a reasonable basis for our audit opinion.

### Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of CGS Administrators, LLC at December 31, 2016 and 2015, and the results of its operations and its cash flows for the years ended in accordance with accounting principles generally accepted in the United States of America.

*Derrick, Stubbs & Smith, LLP*

February 24, 2017



# Financial Information

<b>ASSETS</b>			Years ended December 31	
<b>CURRENT ASSETS</b>	<b>2016</b>	<b>2015</b>		
Cash and cash equivalents	\$ 24,432	\$ 19,301		
Restricted cash	384	1,989		
Government contract receivables	20,787	21,728		
Other receivables	1,482	2,447		
Amounts due from affiliate	719	978		
Current deferred tax asset	572	452		
Prepaid expenses	122	69		
<b>Total Current Assets</b>	<b>48,498</b>	<b>46,964</b>		
<b>LONG-TERM ASSETS</b>	<b>2016</b>	<b>2015</b>		
Property and equipment, net of accumulated depreciation of \$12,630 and \$12,464 in 2016 and 2015, respectively	573	508		
<b>Total Long-Term Assets</b>	<b>573</b>	<b>508</b>		
<b>Total Assets</b>	<b>\$ 49,071</b>	<b>\$ 47,472</b>		

<b>LIABILITIES &amp; MEMBER'S EQUITY</b>			Years ended December 31	
<b>CURRENT LIABILITIES</b>	<b>2016</b>	<b>2015</b>		
Accrued expenses and accounts payable	\$ 10,491	\$ 10,412		
Restricted cash liability	384	1,989		
Payable to parent	6,163	5,685		
Amounts due to affiliate	349	489		
Current deferred tax liability	43	24		
<b>Total Current Liabilities</b>	<b>\$ 17,430</b>	<b>\$ 18,599</b>		
<b>NON-CURRENT LIABILITIES</b>	<b>2016</b>	<b>2015</b>		
Non-current deferred tax liability	\$ 84	\$ 31		
<b>Total Non-Current Liabilities</b>	<b>\$ 84</b>	<b>\$ 31</b>		
<b>MEMBER'S EQUITY</b>	<b>2016</b>	<b>2015</b>		
Additional paid-in capital	\$ 22,209	\$ 22,209		
Retained earnings	9,348	6,633		
<b>Total Member's Equity</b>	<b>31,557</b>	<b>28,842</b>		
<b>Total Liabilities and Member's Equity</b>	<b>\$ 49,071</b>	<b>\$ 47,472</b>		

**108+**  
Million Claims

**27+**  
Billion Dollars

**60+**  
Thousand  
Providers

**88+**  
Thousand  
DME Suppliers

## Board of Directors



**David Pankau**  
President &  
CEO, BlueCross  
BlueShield  
of South Carolina



**Bruce Hughes**  
President & COO,  
Celerian Group



**Steve Smith**  
President &  
COO, CGS  
Administrators, LLC



**Elizabeth Cusick**  
Independent  
Consultant, Former  
Deputy Director,  
Center for Medicare  
Management, CMS



**Tom Grissom**  
Senior Health  
Policy Specialist,  
Foley Hoag LLP,  
Former Director,  
Center for Medicare  
Management, CMS



**Jeff Littlefield**  
Vice President,  
Operations,  
PGBA, LLC



**Mike Mizeur**  
Executive  
Vice President,  
Treasury &  
CFO, BlueCross  
BlueShield of  
South Carolina



**Col. Robert  
Shields**  
Retired, Humana  
Military/Healthcare  
Services (TRICARE)



**Mike Skarupa**  
President & COO,  
PGBA, LLC



**Harvey  
Yampolsky**  
Retired Partner,  
Arent Fox, Former  
Chief Counsel to the  
Inspector General  
at the Department  
of Health and  
Human Services

## Executive Leadership Team



**Steve Smith**  
President & COO



**Jim Doane**  
VP, Business  
Development &  
Shared Services



**John Kimball**  
VP, Medicare  
Operations



**Melissa  
Kirchenbauer**  
AVP, Medicare  
Operations,  
Jurisdiction C  
DME MAC  
Program Manager



**Melissa Lamb**  
AVP, Medicare  
Operations,  
Jurisdiction 15  
A/B MAC Program  
Manager



**Mike Logan**  
VP, Chief Financial  
Officer



**Linda Martin**  
VP, Compliance  
Officer



**Robert Stansell**  
VP, Systems &  
Support



**Tracy Tatum**  
Director, Business  
Excellence



**Roc Via**  
AVP, Medicare  
Operations  
Jurisdiction B  
DME MAC  
Program Manager



We  
*IMPACT*  
*Lives!*

