

MEMO

TO: HEALTHCARE FACILITIES
FROM: LYDIA HENNICK-SOUTH CAROLINA GENERAL MANAGER
SUBJECT: TRANSPORTATION TO/FROM NURSING HOME
DATE: NOVEMBER 29, 2017
CC: SOUTH CAROLINA DEPT OF HEALTH AND HUMAN SERVICES

In November, SC DHHS announced their intentions to carve out NEMT (Non-Emergency Medical Transportation) from the Transportation broker and place the responsibility of coordination and payment for NEMT on the Nursing Homes when a Member is a resident at their facility. There is no change to Medicaid covered services, only a transition of the responsible party to coordinate services and payment to the Transportation Provider. This applies to all Members being transported either to or from a Nursing Home.

- Change will take effect at 12:00 AM on January 1, 2018.
- NEMT for Members enrolled in a managed care plan (MCO) that require BLS or ALS transportation must be coordinated directly with the MCO. All other NEMT services for MCO Members are to be coordinated with the nursing home directly.
- NEMT for Members enrolled in regular Medicaid (fee-for-service) must be coordinated directly with the Member's nursing home.

Any questions regarding the change should be directed to SC DHHS, Courtney Sanders by phone at (803) 898-4614 or email at courtney.sanders@scdhhs.gov. Any service concerns or comments beginning January 1, 2018 should be directed to the Nursing Home directly.



SC DHHS
Broker Report Card



South Carolina Department of Health and Human Services
Broker Performance Report
LogistiCare
September 2017

Transportation Metrics	Performance Goal	July 2017 Final	August 2017 Final	September 2017 Final	Average Last Three Months	Average SFY 2018	Average SFY 2017	Totals SFY 2018	Totals SFY 2017
Unduplicated Beneficiaries		26,265	28,604	26,638	27,169	27,169	27,159	42,634	75,849
Total trips provided by type of transportation		149,630	170,443	144,891	154,988	154,988	157,728	464,964	1,892,734
• Non-Emergency Ambulatory Sedan/Van Trips		104,376	119,969	101,590	108,645	108,645	113,180	325,935	1,358,154
• Wheelchair Trips		19,618	22,214	18,934	20,255	20,255	20,191	60,766	242,291
• Stretcher Trips		2,698	3,040	2,645	2,794	2,794	2,843	8,383	34,112
• Individual Transportation Gas Trip		22,202	24,281	20,934	22,472	22,472	20,667	67,417	248,007
• Non-Emergency Ambulance ALS		87	127	98	104	104	103	312	1,234
• Non-Emergency Ambulance BLS		103	120	73	99	99	124	296	1,492
• Public Transportation Bus Trip		546	692	617	618	618	620	1,855	7,444
Total Over Night Trips Arranged		108	83	78	90	90	91	269	1,086
Total Extra Passengers		18,386	21,253	16,439	18,693	18,693	19,993	56,078	239,914
• Provider No-Shows as Percentage of Total Trips	<=0.25%	0.26%	0.26%	0.26%	0.26%	0.26%	0.28%	--	--
• Number of Pickups On Time (A Leg)		57,281	65,451	54,864	59,199	59,199	61,478	177,596	806,881
• Number of Deliveries On Time (A Leg)		53,274	60,525	51,107	54,969	54,969	57,919	164,906	780,432
• Number of Pickups On Time (B Leg)		51,741	58,650	49,360	53,250	53,250	55,858	159,751	730,117
• Number of Trips Within Ride Time (All Trips)		127,471	146,052	123,990	132,504	132,504	126,463	397,513	1,756,018
• Percent of Pickups On Time (A Leg)	>= 90%	89.28%	88.84%	88.01%	88.71%	88.71%	88.99%	--	--
• Percent of Deliveries On Time (A Leg)	>= 95%	83.18%	82.32%	82.12%	82.54%	82.54%	83.98%	--	--
• Percent of Pickups On Time (B Leg)	>= 90%	86.05%	85.08%	84.70%	85.28%	85.28%	86.82%	--	--
• Percent of Trips Within Ride Time (All Trips)	>= 99%	99.59%	99.50%	99.53%	99.54%	99.54%	99.64%	--	--
Actual number of calls		87,464	101,512	90,771	93,249	93,249	89,380	279,747	1,072,563
• Average phone calls daily		4,373	4,414	4,539	4,442	4,442	4,205	--	--
• Average Answer Speed	< 1:00	0:00:36	0:00:59	0:00:50	0:00:48	0:00:48	0:00:57	--	--
• Average Talk Time		0:05:31	0:05:22	0:05:23	0:05:25	0:05:25	0:04:44	--	--
• Average Time On Hold	<= 3:00	0:01:45	0:01:42	0:01:42	0:01:43	0:01:43	0:01:45	--	--
• Average time on hold before abandonment	< 1:30	0:01:09	0:01:11	0:01:12	0:01:11	0:01:11	0:01:16	--	--
• Average number of calls abandoned daily		81	96	126	101	101	138	--	--
• Percentage of calls abandoned daily	< 5.0%	1.96%	2.17%	2.80%	2.31%	2.31%	3.26%	--	--
Total number of complaints by type - Valid		5,300	6,590	5,804	5,898	5,898	5,812	17,694	69,745
• Provider No-Show		330	383	322	345	345	387	1,035	4,645
• Timeliness		2,664	3,411	2,850	2,975	2,975	2,298	8,925	27,578
• Other Stakeholders		2,168	2,618	2,445	2,410	2,410	2,979	7,231	35,742
• Call Center Operations		33	38	64	45	45	23	135	271
• Driver Behavior		12	6	8	9	9	8	26	93
• Provider Service Quality		12	24	18	18	18	12	54	145
• Miscellaneous		56	82	73	70	70	88	211	1,054
• Rider Injury / Incident		25	28	24	26	26	19	77	227
• Valid Complaints as percentage of total trips		3.54%	3.87%	4.01%	3.80%	3.80%	3.68%	--	--
Total number of complaints by type - Invalid & Other		291	274	330	298	298	205	895	2,460
• Provider No-Show		31	23	57	37	37	27	111	318
• Timeliness		59	75	65	66	66	45	199	536
• Other Stakeholders		95	57	78	77	77	59	230	709
• Call Center Operations		10	13	20	14	14	10	43	117
• Driver Behavior		19	33	36	29	29	12	88	149
• Provider Service Quality		11	21	11	14	14	6	43	68
• Miscellaneous		58	48	47	51	51	36	153	437
• Rider Injury / Incident		8	4	16	9	9	11	28	126
• Invalid & Other Complaints as percentage of total trips		0.19%	0.16%	0.23%	0.19%	0.19%	0.13%	--	--
Total number of denials by type		5,344	5,470	4,957	5,257	5,257	5,171	15,771	62,052
• Non-Urgent / Under Days of Notice		1,515	1,381	1,367	1,421	1,421	1,450	4,263	17,399
• Non-Covered Service		625	740	507	624	624	495	1,872	5,945
• Ineligible For Transport		367	424	273	355	355	311	1,064	3,735
• Unable to Confirm Medical Appointment w/ Provider		246	247	241	245	245	185	734	2,220
• Does Not Meet Transportation Protocols		16	11	8	12	12	12	35	141
• Incomplete Information		2,033	2,126	1,998	2,052	2,052	2,105	6,157	25,257
• Needs Emergency Services		3	2	3	3	3	6	8	72
• Beneficiary Has Medicare Part B or Other Coverage		539	539	560	546	546	607	1,638	7,283
• Denials as percentage of total trips		3.57%	3.21%	3.42%	3.40%	3.40%	3.28%	--	--

Note: Metrics are preliminary until claims resolution process is complete.

-- Indicates that Fiscal Year Totals are inappropriate to calculate for a percentage or time measure.

Explanation of Complaint & Denial Categories

COMPLAINTS:

Provider No Show

Timeliness

- o Transportation Provider Early
- o Transportation Provider Late

Other Stakeholders

- o Facility Issues
- o Rider Issues
- o Rider No Show
- o Suspected Rider Fraud & Abuse

Call Center Operations

- o LogistiCare Issues
- o LogistiCare Employee Issues

Driver Behavior

- o Subcontractor Courtesy
- o Transportation Provider Employee

Provider Service Quality

- o Subcontractor Safety
- o Suspected TP Fraud & Abuse
- o Vehicle Issue

Miscellaneous

- o Re-Route
- o Transportation Provider

Rider Injury/Incident

- o Injuries
- o Incident Rider

DENIALS:

Non-Urgent/Under Days of Notice

- o Lacks 2-Day Notice
- o Lacks 3-Day Notice

Non Covered Service

- o Not Covered
- o Breast Reconstruction
- o Dental Care 21 and Over*
- o Free Services
- o Gastric Bypass Pre-Auth
- o Orthotic Device Pre Auth
- o Hospital to Hospital (Unless a higher level of hospital service)

Ineligible for Service

- o Not Eligible
- o Crisis or Disaster
- o Recipient Not In Service Area
- o No Primary Care Physician Referral

Unable to Verify Medical Appointment

Does Not Meet Transportation Protocol

- o Minor without Escort
- o Refused Public Transit
- o Uncooperative Behavior, e.g., Abusive, Violent, Safety Risk

Incomplete Information

Needs Emergency Services

- o Needs 9-1-1

Beneficiary Has Medicare Part B

* Approval pending additional verification. Annual Adult benefit is \$750.00

* Denials are calculated with Gross Data (Verified Paid and Non-Paid Trips)

Trip Summary

Jul-17					
Provider Type	Number of Trips	Provider Reroute Percentage	Complaint Free Percentage	On Time Performance (A Leg P/U)	On Time Performance (A Leg D/O)
Metric		<2%	>=99.81%	>=90%	>=95%
Ambulance	14,176	49.71%	98.77%	92.69%	84.76%
Commercial	125,144	15.69%	98.31%	89.60%	82.35%
Private	15,345	0.06%	99.99%	80.49%	95.53%
Transit	22,179	10.31%	99.07%	87.93%	84.35%
Volunteer	548	8.83%	98.66%	89.08%	80.22%
Aug-17					
Provider Type	Number of Trips	Provider Reroute Percentage	Complaint Free Percentage	On Time Performance (A Leg P/U)	On Time Performance (A Leg D/O)
Metric		<2%	>=99.81%	>=90%	>=95%
Ambulance	16,006	46.46%	99.35%	92.56%	84.53%
Commercial	141,178	22.77%	98.18%	89.21%	82.04%
Private	16,995	0.33%	99.99%	77.93%	94.16%
Transit	25,993	8.85%	98.68%	84.93%	82.09%
Volunteer	699	13.63%	99.08%	93.47%	84.83%
Sep-17					
Provider Type	Number of Trips	Provider Reroute Percentage	Complaint Free Percentage	On Time Performance (A Leg P/U)	On Time Performance (A Leg D/O)
Metric		<2%	>=99.81%	>=90%	>=95%
Ambulance	14,382	37.38%	98.09%	92.47%	84.59%
Commercial	125,307	53.86%	97.54%	88.42%	80.35%
Private	16,056	0.19%	100.00%	75.50%	95.04%
Transit	24,987	8.01%	98.99%	86.18%	81.92%
Volunteer	628	8.03%	99.41%	90.93%	86.13%
1st Quarter SFY 2017 - 2018					
Provider Type	Number of Trips	Provider Reroute Percentage	Complaint Free Percentage	On Time Performance (A Leg P/U)	On Time Performance (A Leg D/O)
Metric		<2%	>=99.81%	>=90%	>=95%
Ambulance	44,564	44.62%	98.75%	92.57%	84.63%
Commercial	391,629	30.51%	98.02%	89.09%	81.60%
Private	48,396	0.20%	99.99%	77.82%	94.91%
Transit	73,159	9.06%	98.92%	86.35%	82.79%
Volunteer	1,875	10.16%	99.05%	91.16%	83.73%

Complaints By Provider Type

Transportation Metrics	Jul 2017	Aug 2017	Sep 2017
Total Trips Provided - Ambulance	14,176	16,006	14,382
• Provider No-Show	22	31	39
• Timeliness	199	296	204
• Other Stakeholders	102	138	89
• Call Center Operations	5	3	2
• Driver Behavior	0	2	0
• Provider Service Quality	0	5	0
• Miscellaneous	5	9	4
• Rider Injury / Incident	7	1	4
Total Valid Complaints by Provider Type - Ambulance	340	485	342
Total Invalid Complaints by Provider Type - Ambulance	6	8	12
Valid Ambulance Complaints as % of Total Ambulance Trips	2.40%	3.03%	2.38%
Total Trips Provided - Commercial	125,144	141,178	125,307
• Provider No-Show	253	271	214
• Timeliness	2,059	2,607	2,068
• Other Stakeholders	1,506	1,863	1,843
• Call Center Operations	14	22	23
• Driver Behavior	10	4	6
• Provider Service Quality	11	17	13
• Miscellaneous	43	66	60
• Rider Injury / Incident	15	20	13
Total Valid Complaints by Provider Type - Commercial	3,911	4,870	4,240
Total Invalid Complaints by Provider Type - Commercial	160	130	159
Valid Commercial Complaints as % of Total Commercial Trips	3.13%	3.45%	3.38%
Total Trips Provided - Private	15,345	16,995	16,056
• Provider No-Show	0	2	0
• Timeliness	2	0	1
• Other Stakeholders	6	3	0
• Call Center Operations	0	0	1
• Driver Behavior	0	0	0
• Provider Service Quality	0	0	0
• Miscellaneous	0	0	0
• Rider Injury / Incident	0	0	0
Total Valid Complaints by Provider Type - Private	8	5	2
Total Invalid Complaints by Provider Type - Private	0	2	0
Valid Private Complaints as % of Total Private Trips	0.05%	0.03%	0.01%
Total Trips Provided - Transit	22,179	25,993	24,987
• Provider No-Show	25	49	30
• Timeliness	201	367	421
• Other Stakeholders	316	387	329
• Call Center Operations	4	1	1
• Driver Behavior	1	0	1
• Provider Service Quality	0	1	3
• Miscellaneous	4	2	3
• Rider Injury / Incident	2	3	5
Total Valid Complaints by Provider Type - Transit	553	810	793
Total Invalid Complaints by Provider Type - Transit	28	28	50
Valid Transit Complaints as % of Total Transit Trips	2.49%	3.12%	3.17%
Total Trips Provided - Volunteer	548	699	328
• Provider No-Show	2	3	1
• Timeliness	3	3	2
• Other Stakeholders	16	21	14
• Call Center Operations	0	3	1
• Driver Behavior	0	0	0
• Provider Service Quality	0	0	0
• Miscellaneous	0	0	0
• Rider Injury / Incident	0	1	0
Total Valid Complaints by Provider Type - Volunteer	21	31	18
Total Invalid Complaints by Provider Type - Volunteer	0	0	4
Valid Volunteer Complaints as % of Total Volunteer Trips	3.83%	4.43%	5.49%
All Providers			
Total trips provided	177,392	200,871	181,360
Total Valid complaints	4,833	6,201	5,395
Total Invalid complaints	194	168	225
Valid Complaints as percentage of total trips	0.11%	0.08%	0.12%

Average Last Three Months	Average SFY 2018	Totals SFY 2018
14,855	14,855	44,564
31	31	92
233	233	699
110	110	329
3	3	10
1	1	2
2	2	5
6	6	18
4	4	12
389	389	1,167
9	9	26
2.60%	2.60%	-
130,543	130,543	391,629
246	246	738
2,245	2,245	6,734
1,737	1,737	5,212
20	20	59
7	7	20
14	14	41
56	56	169
16	16	48
4,340	4,340	13,021
150	150	449
3.32%	3.32%	-
16,132	16,132	48,396
1	1	2
1	1	3
3	3	9
0	0	1
0	0	0
0	0	0
0	0	0
0	0	0
5	5	15
1	1	2
0.03%	0.03%	-
24,386	24,386	73,159
35	35	104
330	330	989
344	344	1,032
2	2	6
1	1	2
1	1	4
3	3	9
3	3	10
719	719	2,156
35	35	106
2.93%	2.93%	-
525	525	1,575
2	2	6
3	3	8
17	17	51
1	1	4
0	0	0
0	0	0
0	0	0
0	0	1
23	23	70
1	1	4
4.58%	4.58%	-
186,541	186,541	559,623
5,476	5,476	16,429
196	196	587
0.11%	0.11%	-

Prompt Payment Aging Report By Invoice Received Date

07/01/2017 to 09/30/2017

Some Broker Clients, All Transportation Providers

** May include invoices with future check dates ****Report Totals****Provider Payments****Days To Pay**

Days From Invoice Submission To AP	Average Days	Number Of Trips Billed	Percent	Trips Denied	Denied As Percent Of Billed
0-30 Days	19	461,135	99.97%	5,763	1.25%
31-60 Days	52	127	0.03%	0	0.00%
61-90 Days	0	0	0.00%	0	0.00%
> 90 Days	0	0	0.00%	0	0.00%
	19	461,262	100.00%	5,763	

Provider Billing**Days To Invoice**

Days From Date Of Service To Invoice Submission	Average Days	Number Of Trips Billed	Percent	Number Of Transportation Providers
0-30 Days	10	412,784	89.49%	170
31-60 Days	40	34,071	7.39%	102
61-90 Days	74	7,207	1.56%	36
91-120 Days	102	3,761	0.82%	23
121-150 Days	134	1,301	0.28%	9
> 150 Days	229	2,138	0.46%	10
	15	461,262	100.00%	

LogistiCare Quarterly Provider Retention

Quarter SFY	Total Active Provider Sites at Beginning of Quarter (a)	# of New Sites Added (b)	# of Terminated Sites		# of Active Provider Sites at End of Quarter (e)	% Provider Sites Terminated ((c+d)/a)	% Provider Sites Added (b/a)
			Broker Initiated (c)	Provider Initiated (d)			
Quarter 3, 2015	154	12	5	1	160	3.90%	7.79%
Quarter 4, 2015	160	6	6	3	157	5.63%	3.75%
Quarter 1, 2016	157	9	3	3	160	3.82%	5.73%
Quarter 2, 2016	160	5	5	1	159	3.75%	3.13%
Quarter 3, 2016	159	1	4	5	151	5.66%	0.63%
Quarter 4, 2016	151	6	1	0	156	0.66%	3.97%
Quarter 1, 2017	156	12	3	3	162	3.85%	7.69%
Quarter 2, 2017	162	0	5	1	156	3.70%	0.00%
Quarter 3, 2017	156	3	6	6	147	7.69%	1.92%
Quarter 4, 2017	147	4	3	1	147	2.72%	2.72%
Quarter 1, 2018	147	3	4	0	146	2.72%	2.04%
TOTAL	n/a	51	38	23	n/a	n/a	n/a

* Number of active sites at the end of a given quarter is the total active sites for the beginning of the next quarter.

Note: Only full contracts are represented.

NEMT Incidents and Injuries by Provider Contribution
July through September, 2017

Injury Severity	Provider Contributed Yes	Provider Contributed No	Total	Percent of Total Valid Complaints for the Quarter 17,694	Percent of Total Paid Trips for the Quarter 464,964
Injury - 1 (most severe)	0	0	0	0.0000	0.0000
Injury - 2	13	3	16	0.0904	0.0034
Injury - 3 (least severe)	9	0	9	0.0509	0.0019
Total Injuries	22	3	25	0.1413	0.0054

Incident Severity	Provider Contributed Yes	Provider Contributed No	Total	Percent of Total Valid Complaints for the Quarter 17,694	Percent of Total Paid Trips for the Quarter 464,964
Incident - 1 (most severe)	0	22	22	0.1243	0.0047
Incident - 2	11	11	22	0.1243	0.0047
Incident - 3 (least severe)	33	24	57	0.3221	0.0123
Total Incidents	44	57	101	0.5708	0.0217

Injury Severity Criteria:

- 1= Severe: Traumatic injury or loss of life.
- 2= Moderately Severe: Hospital visit without stay; Ambulance called to scene and transported to ER; Went to ER within 72 hours.
- 3= Non-severe: Bumps or bruises; First Aid; Member notified Broker within 72 hours of injury.

Incident Severity Criteria:

- 1= Medical Episode not caused by injury.
- 2= Accident without bodily injury; Law enforcement involvement (behavioral or physical).
- 3= Non-severe incident reported to broker past 72 hours; Member/Escort contributed to behavioral/physical incident;
Non-severe incident effecting member.

Note: In Quarter Three of Fiscal Year 2017, the Broker and DHHS three member panel determined 0 incidents/injuries to have insufficient information or lack of communication from the member, member's family, or authorized representative. The aforementioned incidents/injuries are not included in the total count for the specific Quarter.

Note: Incident and Injury complaints can be from paid and non-paid claims.

Report of Meetings

Monthly Agency / Broker Meetings (DHHS, LGTC)

SFY 2017/2018	October '16	November	December	January '17	February	March	April	May	June	July	August	September
	x	x	x	x	x	x	x	x	x	x	x	x

Quarterly Transportation Advisory Council Meetings (TAC)

SFY 2017/2018	December	March '17	June	September	December
	x	X	x	x	Scheduled

Quarterly Inter-Agency Meetings (DHHS, SCDOT, OAG, DHEC, ORS, LGTC)

SFY 2017/2018	December	March	June	September	December
	x	Rescheduled	x	x	Scheduled

Quarterly Advisory Regional Meetings (DHHS, LGTC, HealthCare Providers, Transportation Providers, Members)

SFY 2017/2018	March	June	August	December	SFY 2017/2018	March	June	August	December
Region 1	x	x	x	Scheduled	Region 3	x	x	x	Scheduled
SFY 2017/2018	March	June	August	December	SFY 2017/2018	March	June	August	December
Region 2	x	x	x	x	Region 3.1	x	x	x	x

Program Review Site Visits (Unannounced Field Operations "Blitz" LGTC-DHHS)

SFY 2017/2018	October '16	November	December	January '17	February	March	April	May	June	July	August	September
Area Visited (1)	Columbia~	Hampton	Greenville	Aiken		Myrtle Beach	Sumter	Manning	Spartanburg	Columbia^	Myrtle Beach^	Rock Hill
Area Visited (2)		Colleton									Georgetown	
Area Visited (3)											Easley^~	

*DHEC participated

^ORS participated

~DHHS participated

HealthCare Community Individual Outreach (LGTC)

SFY 2017/2018	October '16	November	December	January '17	February	March	April	May	June	July	August	September
Dialysis	4	5	6	23	12	24	17	28	39	54	19	25
Mental Health	2	0	3	4	5	4	6	2	11	11	4	5
Other	36	30	10	24	21	17	18	17	8	21	36	27

12/5/2017

Courtney Sanders

From: Agency Broadcast
Sent: Thursday, November 09, 2017 12:40 PM
Subject: Gov. Henry McMaster Names Joshua Baker Interim Director

Governor Henry McMaster today announced Joshua Baker as the next director of the South Carolina Department of Health and Human Services (SCDHHS).

"I am excited by the opportunity to serve as the Interim Director and feel so fortunate I am stepping into a position supported by a dedicated staff that focuses on the well-being of South Carolinians every day," said Joshua Baker, Interim Director of SCDHHS. "We all owe a big thanks to Director Singleton for her steady leadership during this transition and I look forward to continuing to work with her in the months and years to come."

"I am proud to have served in the role as Acting Director for our agency and I have loved every minute of working with all of you in this role," said Deirdra T. Singleton. "You continue to inspire me with your devotion to the people we serve and I look forward to continuing to work with all of you to help the members of our community live a better, healthier life."

Earlier this spring, the governor created a search committee of state healthcare leaders that assisted him throughout the selection process following the departure of former agency director Christian Soura.

Joshua most recently served as Director of Operations in the agency. He came to the agency in Aug. 2016 from the Office of Governor Nikki R. Haley, where he served most recently as the Deputy Chief of Staff for Budget and Policy.

Deirdra Singleton, who served as Acting Director for SCDHHS, will remain with the agency as a deputy director. Bryan Amick will continue to serve as the Deputy Director of Health Programs.

Please welcome Joshua Baker in his new role.

Courtney Sanders

From: Agency Broadcast
Sent: Friday, November 17, 2017 4:21 PM
Subject: Agency Staff Changes

As Interim Director Joshua Baker takes the helm at the South Carolina Department of Health and Human Services, there are several organizational moves occurring to help the agency transition under this new leadership.

Deirdra Singleton is now the Deputy Director for Administration and Chief Compliance Officer. In her new role, Deirdra will manage Facilities, Human Resources, Procurement and the Office of General Counsel, including Program Integrity.

Bryan Amick is officially Deputy Director for Health Programs. Bryan has been serving as the interim in this role since April of this year.

Erin Boyce has been named Acting Deputy Director for Finance and Chief Financial Officer. Kathy Bass is transferring to the Replacement MMIS initiative as a subject matter expert in Medicaid finance.

Nancy Sharpe has been named Acting Director of Medicaid Operations. Joe Cooper will assume Nancy's strategic responsibilities on the Replacement MMIS initiative.

All of these changes are effective immediately. Congratulations to each of these leaders in their new roles and in their continued commitment to the agency and the South Carolinians we serve.