

**ALICIA SMITH  
& ASSOCIATES, LLC**  
HEALTH & HUMAN SERVICES CONSULTING

February 4, 2010

Dr. Ian McCaslin  
MO HealthNet Director  
MO HealthNet Division  
P.O. Box 6500  
Jefferson City, MO 65102

Dear Dr. McCaslin:

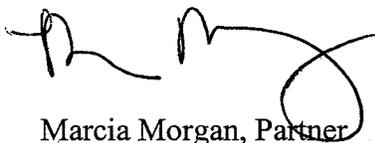
We would like to thank you for sharing with us the comments that you received from the Missouri Association of Health Plans on our report titled, "*A Comparative Analysis of Managed Care and Fee-for-Service in Missouri*". We would also like to thank the Association for their input and review, both during the preparation of the report and subsequent to its publication.

As you well know, we were asked to prepare a report that, to the extent possible, compared the fee-for-service delivery system to the managed care delivery system based on common data. We were specifically asked not to draw conclusions but, as the Association has pointed out, did find a number of areas in which a managed care delivery system excels.

We appreciate the fact that all parties in the discussion raise good and important questions. Those questions can only enhance a healthy dialogue between the state, the managed care plans, and other stakeholders about the common goal of improved access and quality for the health care provided to the Medicaid population in your state.

We appreciate the opportunities that you have extended to us to assist you and your staff in the past and we look forward to working with you again in the future.

Sincerely,



Marcia Morgan, Partner



David Parrella, Consultant

cc: Alicia Smith, Esq., Partner  
Daniel Paquin, Chairperson, Missouri Association of Health Plans