



April 21, 2016

Marcia McDonough  
Connecticut Department of Social Services  
55 Farmington Avenue  
Hartford, CT 60105

RE: Request for Information – Non-Emergency Medical Transportation Program

Dear Ms. McDonough:

Medical Transportation Management, Inc. (MTM) is pleased to submit a response to the Connecticut Department of Social Services (the Department) Request for Information (RFI) for the Non-Emergency Medical Transportation (NEMT) Program. We have developed our response based on our experience and qualifications, as well as our understanding of Department’s needs and objectives. Our corporate information is provided below:

Contact Information	
<b>Proposer</b>	Medical Transportation Management, Inc. (MTM)
<b>Address</b>	16 Hawk Ridge Drive, Lake St. Louis, MO 63367
<b>Telephone</b>	636-561-5686
<b>Fax</b>	(636) 561-2962
<b>Contact Person</b>	Michele Lucas, Chief Marketing Officer Phone: (636) 695-5536 Email: <a href="mailto:mlucas@mtm-inc.net">mlucas@mtm-inc.net</a>

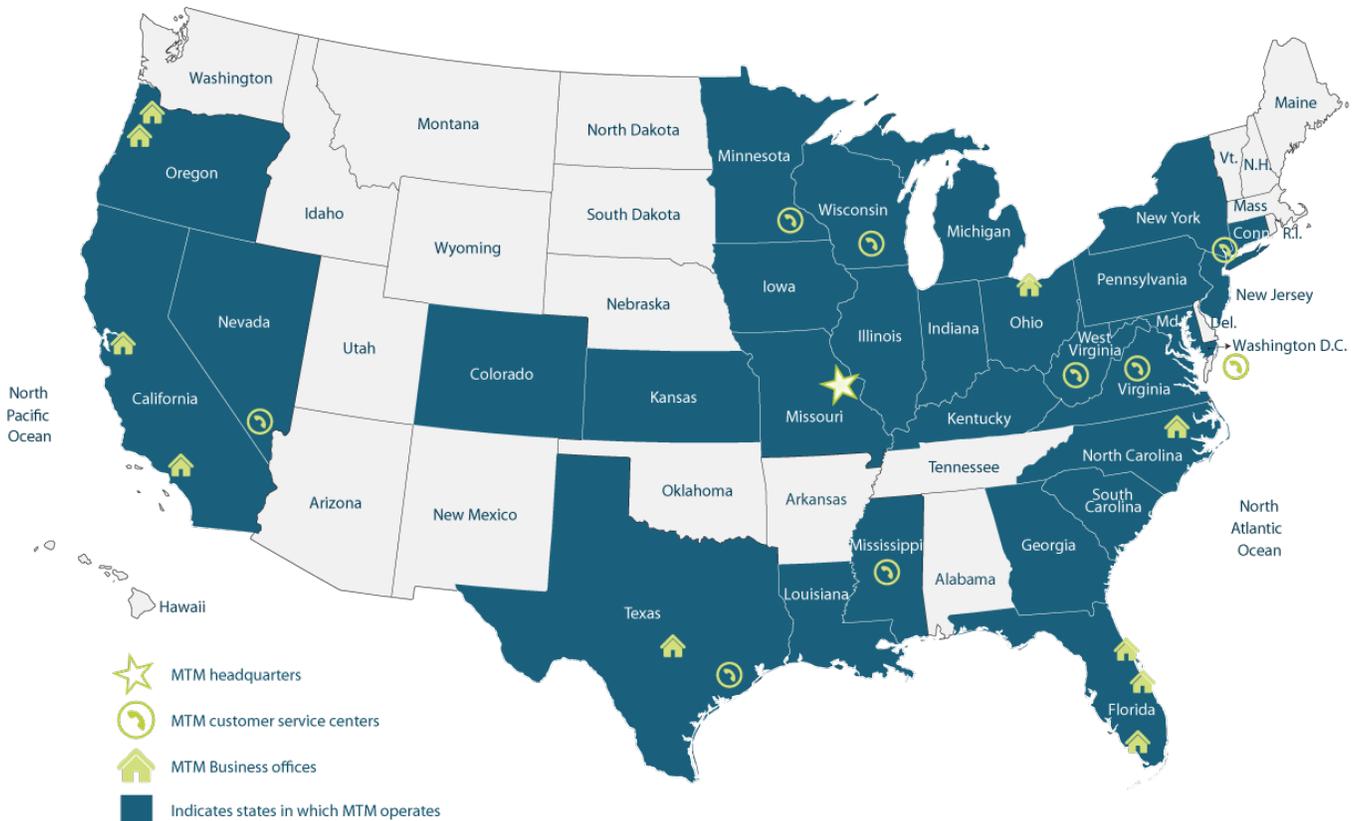
With 150 current contracts, revenues of over \$400 million, and facilities spanning across the country, Medical Transportation Management (MTM) has over 20 years of similar experience, which will allow us to provide the Department and its members with invaluable industry expertise throughout the life of this contract. What is truly different about our approach to non-emergency medical transportation (NEMT) program management is our flexibility. We remain dedicated to creating customized programs to meet each client’s unique needs. This flexibility in our model allows us to be successful with a variety of programs similar in size and scope to the Department’s, including our current management of programs in Florida; Wisconsin; the District of Columbia; Houston, Texas; Mississippi; West Virginia; and Minnesota; as well as our past management of state programs in Kansas, Missouri, and South Carolina.

MTM contracts with more than 1,250 transportation providers and currently employs nearly 1,300 individuals nationwide. We are a privately held S corporation founded in 1995. For all NEMT programs under our management, we manage transportation for more than 14 million trips to eight million members annually while fielding more than eight million calls through nine customer service centers. We will open our tenth and newest customer service center in Las Vegas this summer. The map in **Figure 1** shows our various locations throughout the United States.





While we may not be the biggest transportation management firm, we know we are the best. We can state this confidently based on feedback from our clients, some of whom have returned to us after a brief separation due to the higher quality services that we provide as compared to our competitors. Additional positive feedback comes from clients whose programs involve working concurrently with multiple brokers. At rates comparable to those of our competitors, we provide better service and more effective management to agencies operating statewide NEMT programs.



**Figure 1: U.S. Map.** This map shows MTM’s locations throughout the United States, denoting corporate headquarters, customer service centers, and satellite offices.

### Business and Objectives

We strive to bring a direct and honest approach when working with clients to create innovative solutions that effectively address today’s health and social concerns, particularly in accessing medical care, medical program management, and new product development. To achieve our vision of communities without barriers, we develop best practices for managing access to healthcare and social services for the disabled, underserved, and elderly, while providing cost efficiencies and increased program satisfaction.





Over the years, as MTM staff worked collaboratively with our clients to create customized solutions for transportation, our leadership team recognized opportunities to expand our service offerings. Leveraging our resources and experience, MTM began adapting our management model, offering new products to help clients align incentives, reduce costs, and increase customer satisfaction.

On behalf of our clients, MTM administers a wide variety of functions and activities, the most prominent being NEMT brokerage services. In addition to transportation management, MTM offers the following services to state and county governments, Medicaid and Medicare managed care organizations, third-party administrators, and medical providers:

- Care Coordination
- Home and Community Based Services
- Call Center Services
- Ambulance Claims Management
- Functional Assessments and Travel Training



By providing careful assessments, comprehensive care management, and responsible network development and oversight, MTM is able to improve member outcomes, remove barriers, and promote independence.

Attached, please find our response which includes responses to the RFI questions. We would be happy to present our solution in person or response to a formal Request for Proposal.



MTM is Department's best choice for managing its statewide NEMT program. We have a long history of transportation brokerage experience across the country; our strength lies in our ability to match cost-effective transportation modes to the needs of members. We also have the necessary utilization controls in place to reduce fraud and abuse, and we consistently deliver cost savings to our clients while maintaining high customer service standards. I look forward to engaging in further discussion about our proposal, and am excited to work with the Department in the future.

Sincerely,

A handwritten signature in blue ink that reads "Alaina Maciá".

Alaina Maciá  
President and CEO  
[amacia@mtm-inc.net](mailto:amacia@mtm-inc.net)  
636-695-5503



Information for

# **Non-Emergency Medical Transportation Program**

Prepared for  
**Connecticut Department of Social Services**

Submitted by:



April 21, 2016

## Executive Summary

The Connecticut Department of Social Services (Department) has the important responsibility of selecting a qualified vendor to ensure eligible Medicaid members receive quality, safe, timely, and economical transportation services to covered medical care. The vendor the Department chooses will serve as an extension of the Department by performing a variety of tasks critical to improving access to health and wellness resources and removing transportation barriers for members. This includes managing a network of transportation providers; receiving calls from members and their representatives; scheduling, verifying, and assigning non-emergency medical transportation (NEMT) services; tracking and reporting utilization; and monitoring the quality of the program.

MTM has over 21 years of NEMT brokerage experience operating programs of similar size and scope, offering the Department a proven approach to NEMT program management with our member- and quality-focused operational strategies and our belief in empowering our employees to drive positive change and challenge traditional thinking. Although MTM is one of the largest and most experienced transportation management firms in the nation, we remain a family-owned and operated organization with no intent to sell or go public. Under the direction of President and CEO Alaina Maciá, MTM has grown to serve more than 150 contracts in 26 states and the District of Columbia, continually developing best practices and driving the industry to higher standards of care.

Over the past few years, MTM demonstrated our ability to grow responsibly by more than quadrupling our workforce and offering new services to our clients while improving quality scores, as well as increasing employee retention and client satisfaction. We introduced new and improved incentive plans for all levels of staff including Customer Service Representatives (CSRs), entirely revamped our CSR and transportation provider training programs, released exciting technological innovations, and implemented large-scale NEMT programs in Texas, Wisconsin, Mississippi, and West Virginia with excellent results.



We are the fastest growing NEMT coordinator in the country, and continue to take market-share from our competitors. Most recently we were awarded the statewide NEMT contract in Nevada and are in the process of implementing this program, which we are transitioning from the Department's current broker, who was a long-term incumbent within the state. This growth is an important consideration for the Department, as our expansion in the NEMT market not only demonstrates our stability and reputation, it enables us to bring in additional resources, develop new technology, and recruit high-level staff without adding costs to the Department's NEMT program.

### Strategic Technology Deployment

MTM's proprietary Hive Technology Suite (Hive), the software that guides our management model, will be programmed with the Department-specific protocols and policies, and will automate our processes. Routing and scheduling software is fully integrated with the Hive and will work behind the scenes to route and assign trips for the Department's NEMT program. From recording program critical data, routing and multi-loading trips, verifying eligibility and mode assignment, determining proximity of public transportation, and ensuring validity and transparency of our operations, the Hive will ensure compliance and deliver cost efficiencies.

## **A Seamless Implementation and Transition for the Department and Members**

To accomplish smooth transitions, we staff local operating centers with highly qualified teams, conduct on-the-ground outreach to ensure stakeholders are educated on our policies, and provide training on our flexible web tools that facilitate seamless provider interactions. During the proposal process, our Network Development team will communicate with Connecticut transportation providers and public transit agencies and connect with medical facilities — preparations which will serve as a springboard for transition activities. Our implementation team will be on the ground in Connecticut immediately upon contract award to conduct additional outreach activities, prepare the local customer service center, and credential the transportation network. Following implementation, we will conduct ongoing in-service sessions, town hall meetings, and quarterly advisory committees, taking feedback to retool our processes and technology and deliver timely resolutions.

## **MTM Manages Members with Care**

MTM was the first in the industry to utilize a care management approach that provides a person-centric focus and enhanced coordination of services. MTM's Care Management departmental goal is to implement responsible solutions and reduce wasteful spending by providing extra attention to those situations that require more intense review, special care beyond a standard request, and interaction with healthcare professionals. The Care Management department offers high-touch management of the Department's recurring trips and their most frequent utilizers and costliest members.

## **Maintaining a Safe, Reliable Transportation Provider Network**

MTM builds networks of local subcontractors, recruiting small companies, volunteer organizations, and community agencies as needed to ensure a rounded out network with the right mix of vehicles to meet the needs of members while using the most appropriate, inexpensive mode of transportation for each trip. We value our relationships with the transportation providers we work with and strive to facilitate excellent communication and understanding with each from day one, a commitment that will be critical to the success of the Department's program given the changes that will be deployed for the new contract term. We employ streamlined processes and efficient technology that allow transportation providers to manage day-to-day activities with little to no issues and move toward paperless workflows. We carefully train and credential each transportation provider and then hold them accountable to contract requirements through thorough monitoring techniques, which are never adversarial in nature. Instead of punishing transportation providers, we work with them to achieve our shared goals.

## **The Department' Best Choice and a Committed Partner**

Medicaid, and the NEMT industry as a result, is evolving and the Department needs a partner positioned for success, one that will collaborate in a transparent manner and grow and adapt to meet its ever-changing needs. Not tied down by stagnant corporate policies and intervention or the need to meet aggressive quarterly financial quotas, MTM is a flexible and agile partner whose local, knowledgeable Connecticut team will be empowered and encouraged to act on the best interest of the Department program at all times. Additionally, MTM's experienced and involved executive leadership team will provide individualized attention to the Department.

## General Questions

*1. Describe the Medicaid NEMT model under which you operate. Are your contracts risk-based or non-risk based? What are the advantages and/or disadvantages of each of these models, and of your model, from the members' perspective and from your perspective? In particular, are your services under the State Plan or a waiver? If under the State Plan, is NEMT an administrative and/or a medical service; if a waiver, which waiver and are all NEMT services under the waiver or is it a mixed model with some NEMT under the State Plan and some under the waiver?*

MTM currently manages the majority of our NEMT programs under a capitated model for reimbursement from states, counties, and managed care entities. We believe this is an optimal model that aligns incentives to drive down the unit cost per trip and unnecessary trip utilization while providing consistent pricing across the program. It also minimizes administrative work for both the Department and MTM. We believe the capitated model provides significant advantages over a Fee for Service (FFS) model, as an FFS model is more prone to fraud and abuse and provides an incentive to unnecessarily upgrade and increase service. Agencies can control inappropriate denials in a capitated program by writing a strong scope of work, auditing for compliance, and imposing liquidated damages when requirements are not met. MTM is a flexible partner; we currently work under capitated and FFS models and are willing to adapt to the model that is best for the Department. Further, from the member's perspective, we do not believe the pricing model has any effect on the overall member experience or member satisfaction levels.

### Stratified PMPM Rates

We strongly recommend that the Department develops separate per member per month (PMPM) capitated rates for each distinct population served by the program. Utilization and transportation mode mix can vary greatly between populations and managing to an average rate often leads to issues. A strong understanding of the usage within each distinct population provides the ability to better manage and enhance service for each subgroup.

### Waiver Populations

MTM currently provides transportation for both State plan and waiver populations for multiple contracts with state agencies and managed care organizations (MCOs) across the United States. We have made many modifications to our standard operating procedures to enhance transportation services for waiver populations, including providing specialized driver training, using trained attendants, installing cameras on vehicles, and leveraging dedicated drivers for select populations. We also have a large Care Management department that works closely with case managers to coordinate transportation and any special needs for individual members. Our approach to coordinate transportation for the two distinct populations has led to a high level of efficiency and satisfaction for our clients and their members.

Below are a few examples demonstrating the variety within our service populations:

- Contract with the Wisconsin Department of Health Services to provide NEMT services to Medicaid members throughout the state of Wisconsin – State plan
- Contracts with UnitedHealthcare, WellCare, and Centene to provide NEMT services in such markets as Illinois, Florida, Mississippi, and Missouri – managed care waiver including duals
- Contract with the District of Columbia Department of Health Care Finance to provide NEMT services for Medicaid members and Intellectually and Developmentally Delayed (IDD) members – State plan and waiver population
- Contract with the Minnesota Metro Counties Consortium to provide NEMT services to Medicaid members and refugees in the Twin Cities service area – State plan and waiver population

NEMT is typically considered an administrative service. We have operated under waiver programs where all NEMT services were under the waiver and under the mixed model. MTM understands that each state has unique requirements and populations, and while we have developed proven processes for NEMT delivery, we remain flexible in our approach.

*2. Do you pay the NEMT provider claims directly? What are advantages and/or disadvantages of this arrangement? Does your contract require paying providers using a fee schedule or a standard per mile level of reimbursement, or is another payment arrangement used? If so, what is this other arrangement? Who sets the rates for NEMT providers? How are NEMT claims submitted for federal financial participation?*

In every NEMT program we operate, except for one, we pay the transportation providers directly. The advantage to the Department for this approach is that the Department only has one vendor to pay and manage reducing your administrative burden and providing a single point of contact and accountability for all issues. The transportation providers also appreciate having one source to go to with any questions or issues involving the program. State agencies can experience billing issues when dealing with small transportation providers, as many use robust claims systems geared toward cost efficient electronic EDI transactions. Small transportation providers lack the sophistication to claim using these advanced billing tools and may need additional support on a regular basis.

We negotiate rates with our providers for the majority of programs we serve. Exceptions include paying ambulance providers in accordance with Medicaid rates and select states require us to pay transportation providers set rates associated with Public Utility Commission requirements. The rates we negotiate with our providers include a base rate plus a per mile rate. These rates are specified within each Transportation Provider Service Agreement and stored within our Hive operating system. The Hive operating system calculates mileage for each trip and determines the trip reimbursement rate based on the transportation provider's negotiated rate.

We submit encounter files, such as 837 files or can provide other proprietary formats, that our clients can submit for federal financial participation.

*3. Which Medicaid members are served? Are all Medicaid members eligible for NEMT or only certain members or services covered? If the latter, how is this determined?*

As detailed above in our response to [Question 1](#), we serve many different Medicaid populations and waiver groups. A majority of our Medicaid membership falls into Temporary Assistance for Needy Families (TANF); Supplemental Security Income (SSI); or Aged, Blind and Disabled (ABD) categories. Eligibility for NEMT services for each population group varies based on the requirements dictated by our clients. We work collaboratively with our clients to develop a detailed protocol document that specifies the benefit profile for each population subcategory. We program our Hive operating system so that during call intake, the Customer Service Representative (CSR) is not able to schedule transportation for a trip unless the member is eligible for NEMT, they do not have access to any other forms of transportation, and they are attending a covered Medicaid service.

*4. What types of providers are included in your transportation network?*

To ensure Connecticut members are transported safely and responsibly, MTM will rely on our proven network management techniques to recruit, credential, contract, and monitor quality—a true strength of MTM's. We only contract with the highest quality transportation providers, resulting in a sufficient network capable of

delivering the number of vehicles and types of transportation required to meet your members' NEMT needs and timeliness standards. We will recruit a network of subcontracted providers composed of the following modes of transportation:

- Public transportation - see additional information in our response to [Question 5](#)
- Basic vehicle (sedan)
- Enhanced vehicle (wheelchair accessible)
- Non-emergency ambulance/stretchers
- Volunteer resources - see additional information in our response to [Question 5](#)
- Other transportation, such as airplanes and commercial bus

*5. What efficiencies do you bring to your contracts? Do you utilize innovations to facilitate scheduling, deployment of drivers (e.g. GPS, etc.), use of alternative transportation services, or other innovations that you are willing to describe?*

MTM continually strives to drive costs from our model as we understand that the growing Medicaid and senior populations are placing significant strain on state budgets. Our goal is to deliver more trips while containing or reducing costs. We achieve this through continued efforts to automate processes; deliver self-service tools to all stakeholder groups, ensure all members are placed on the most appropriate and most cost-effective mode of transportation; integrate routing, scheduling, and dispatching software along with mobile trip management; and shift members to lower cost modes of transportation.

MTM offers web portals to our major stakeholder groups to streamline processes and provide additional transparency. Unique to the industry, four independent web portals deliver access to a complete range of NEMT services and data. Each portal provides an intuitive interface independently designed to meet the specific needs of the four major stakeholders: the Department, transportation providers, local medical providers, and members. Using the portal, transportation providers can upload all necessary credentials, obtain trip information, and claim payment; members can schedule trips online; the Department can gain access to complaint information and review transportation provider credentialing files; and local medical facilities can schedule trips for its members. Additional information on our Hive operating system; routing, scheduling, and dispatch integration; and mobile trip management can be found in the [Technology Section](#).

As described in the [Utilization Management Section](#), we use our proven Level of Need (LON) process to ensure that members are placed on the transportation mode best matched to their physical and cognitive abilities. As transportation costs make up 70 – 80% of NEMT program costs, we must continually focus on driving overall transportation costs down by successfully negotiating with transportation providers and shifting members to lower cost modes of transportation when appropriate. The following text outlines our success in placing members on public transit and utilizing volunteer drivers to promote efficiencies within our NEMT programs.

### **Public Transit**

Recently, MTM created a dedicated Bus Department whose goal is to shift eligible members to public transit systems whenever possible. They also are responsible for ensuring that bus passes and tickets are distributed to members in a timely manner. On a monthly basis, MTM distributes approximately \$150,000 worth of bus passes and tokens to members across the nation using efficient processes that facilitate ease of use for members and protect our clients from fraud and abuse. Processes may include mailing the passes to members, or working with local medical facilities to distribute the passes. In some areas, we utilize the transit agency's reloadable fare cards to shorten processing times and limit costly mailings. In the District of Columbia, we load nearly

\$30,000 to member SmarTrip fare cards each month and monitor the use of the card through the serial number. In our experience, the speed and ease in which members can access public transportation fare directly impacts their satisfaction with and likelihood of utilizing the service.

### **Travel Training Encourages Fixed Route Utilization**

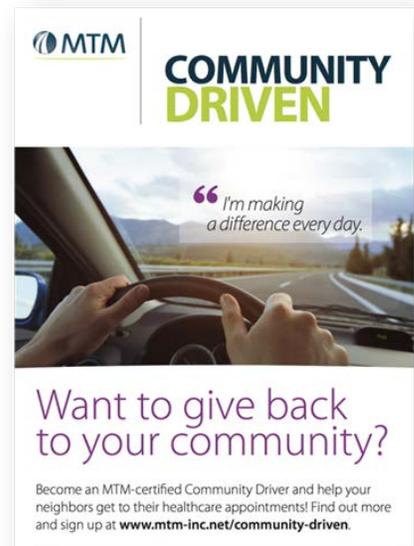
Another way MTM expands public transit usage is through functional assessments and travel training activities. We have implemented these activities in similar markets, and will do so in this program upon approval from the Department. This process involves inviting members to participate in in-person functional assessments to more accurately determine their ability to utilize public transit.

The process is well documented and the assessments are non-biased. If the individual is found to be able to use public transportation, we transition them to this mode, with or without travel training. One-on-one or group travel training allows members to become more comfortable with public transit and gives them confidence in their ability to independently access this mode. By performing assessments and travel training within our state NEMT contract, in 2015 we successfully downgraded 7% of those assessed to public transportation resulting in annual savings of over \$1.0 million.

### **Volunteer Driver Network**

MTM understands the importance of maintaining a network that provides high quality services at the lowest possible cost. In many cases, volunteer drivers are a responsible and cost-effective solution, especially in high volume regions or in rural areas where transportation resources are limited. MTM has successfully integrated volunteer driving programs into a number of our state and regional NEMT contracts. We have established methods to recruit and retain volunteers; within the first 90 days of operation in Mississippi, we developed a network of more than 65 credentialed volunteers.

MTM's clients in various locations have experienced extensive cost savings with our volunteer driver model. In particular, our volunteer implementation for statewide NEMT services in Wisconsin has allowed passengers in even the most remote areas of the state to experience reliable, timely transportation. In addition, volunteers, often seniors themselves, have the opportunity to give back to their community. On a monthly basis, our Wisconsin volunteers complete approximately 1,500 one-way trips. Transitioning these trips from contracted transportation providers to volunteers not only allows MTM to ensure members have access to routine healthcare—it also saves valuable program funding. On average, volunteers offer a \$65.99 savings per one-way trip. This results in a monthly cost savings of nearly \$100,000 and an annual savings of \$1.2 million.



### *6. Are there NEMT services that you carve out or provide separately from the broker?*

MTM is a broker, but for some of our programs we provide transportation for non-medical purposes. Our clients prior authorize the types and amount of transportation and we program our Hive operating system with these parameters.

## Utilization Management (UM)

MTM's Connecticut Program Director will collaborate with the Department and other operational departments within MTM to monitor utilization throughout the life of the contract. Our focus will be cost containment or reduction, but not at the expense of high quality service or negative health outcomes. We have several standard processes that help us manage utilization while protecting our clients against fraud, waste, and abuse, which are further described in the following paragraphs.

### Level of Need (LON) Process

Our Level of Need (LON) process ensures that each member is placed on the least costly, most appropriate mode of transportation available to meet their needs. Our process for reviewing and documenting the medical necessity of requested modes of transportation or levels of service was designed in collaboration with clinical staff and our business analysts to ensure the most thorough method possible. To begin, the Customer Service Representative (CSR) will obtain the member's medical provider name, telephone number, email, and fax number, then fax or email the LON form to the provider directly from the Hive operating system. Using the form, the provider will indicate if the member has a valid cognitive or physical reason for not being able to utilize public transit. The provider will also indicate if the need is permanent or temporary, and if temporary, for what time period it applies. The completed LON is returned to Care Management and a Care Management Coordinator will evaluate the provided information. MTM works closely with the medical community to ensure their understanding of our LON procedures and the importance of their swift response to provide complete resolution in a timely manner. To ensure members do not experience delays in accessing healthcare, the CSR will temporarily certify members at their requested mode for two weeks while the LON process is completed. At all times, our foremost concern is member safety.

### High-Cost Trip Report

Our Network Management department generates a weekly report identifying high-cost trips that fall outside of set parameters for mileage rate or total trip cost. We review these cases for cost-saving opportunities. In addition to verifying members have appropriate authorizations on file and are using the lowest cost, most appropriate mode of transportation, Network staff looks at additional cost savings opportunities such as offering gas reimbursement, multi-loading trips, referring the member to a closer medical provider, or switching the member to a different transportation provider in the area.

### Utilizing the Hive Operating System to Detect and Prevent Fraud and Abuse

Since MTM custom built our Hive operating system for administering transportation programs, we designed it to identify potential fraud early and raise a fraud alert. The system confirms the member's eligibility and then only allows scheduling to covered services and with approved modes. The system also has an automated reconciliation process that matches the electronic claims files sent by the provider with trips scheduled within the system. This generates exception reports for review by a Claims Auditor. In the event that MTM identifies a member as demonstrating suspicious activity, the member is placed on our fraud watch list. The next time they call to schedule a trip, the system will alert the CSR to verify that a scheduled appointment exists prior to arranging transportation, and to review other information for potential fraud.

As evidence of our ability to monitor for and reduce instances of fraud, waste, and abuse, MTM was selected for the 2013-2014 Medicaid Health Plans of America (MHPA) Best Practices Compendium and was featured at the national conference in October 2013. The Best Practices submission highlighted MTM's Quality Improvement Plan (QIP) for fraud, waste, and abuse reduction in 2012, as well as continued improvements in 2013 and beyond.

## **Verification and Reimbursement**

MTM will only reimburse transportation providers and members for services that were actually rendered. To immediately identify NEMT abuse, MTM created a verification process that built upon our fraud reduction measures already in place. This process has resulted in approximately 25% savings in overall program costs across our book of business and includes attendance verification, signature verification, and trip reconciliation practices.

Our claims processes are driven by the Hive operating system and streamlined through our transportation provider portal. After MTM dispatches the trip request to the transportation provider and the trip has been completed, the claims process can begin. The transportation provider can then submit a claim for the trip online, after which a Signature Verification Specialist will audit for member signatures. For each trip completed by the transportation provider, an accurate trip log must be kept and uploaded for the claim to be processed. The transportation provider can upload trips via a batch file or through single trip entry. When a file is uploaded, the system automatically validates that:

- The trip claimed was actually assigned to the transportation provider.
- The driver had current certifications on file and was in approved status on the date of the trip.
- The vehicle is registered and was in an approved status on the date of the trip.
- The trip claimed is in a scheduled status, and has not been canceled, reassigned, or documented as a no-show.

The system also prevents the occurrence of double billing, billing round trip instead of one-way, billing for non-Medicaid covered services, and billing for individuals other than covered members. Our online system streamlines and expedites the manual billing process through transparency, minimal administrative burden, and ease of use. Results are available online for review and include clear information to explain any rejections, as well as the steps to correct them.

## **Appointment Verification**

MTM also conducts appointment and signature verification as part of our normal business processes and will modify our procedures to meet the requirements of the contract. The appointment validation procedure will include protocols for obtaining verification that the appointment exists, processes for flagging trips as a result of busy signals or no answer, and denying trips in which pre-transportation validation verifies that an appointment does not exist. In the event that inconsistencies are found during any of our comprehensive verification processes, trip details are forwarded immediately to our fraud review team, which will ensure that the follow-up is made and that the Department is notified.

## Quality Management (QM)

In all areas of our business, MTM’s goal is to exceed average performance standards and continue to build on our reputation as the industry leader in quality NEMT management. To ensure we meet this goal, make continuous quality improvements, monitor performance metrics, and continue to provide the highest quality transportation services, we designed our comprehensive Quality Management Program. Our Quality Management Plan, available upon request, will be modified upon contract award to meet all RFP requirements, once approved by the Department; MTM will incorporate the program into all staff training.

MTM has several methods for ensuring our operations are of the highest quality, including strict policies for authorizing NEMT services; verifying that trips actually occurred prior to payment; reducing fraud and abuse; resolving complaints and appeals; ensuring timely service; monitoring and reviewing calls to our CSC; and credentialing transportation providers to ensure vehicles and drivers comply with established standards. Aside from these procedures, our Quality Management Program uses performance metrics and thresholds to evaluate compliance with MTM’s standards and client protocols. MTM collects data from our various operations departments—Quality Management, Network Management, Customer Service, Care Management, and Client Services—and compares the data to established goals and thresholds. Then, our Quality Management Committee (QMC) receives and trends each threshold, or predetermined level of performance.

Based on the results of these indicators, we are able to develop performance improvement plans (PIPs) as necessary. These can be ongoing programs to monitor and improve overall service, or they can be specific corrective actions for individual occurrences stemming from complaints or audits. All company-wide PIPs are developed by our Quality Management Committee (QMC) and tracked on a corporate basis. In either case, we develop specific tracking and reporting plans, and will report all PIP results to the Department.

### Collecting, Reporting, and Resolving Complaints

To ensure all stakeholders have a path of recourse, MTM has an equitable, fair process for resolving complaints and appeals. Members and transportation providers are notified of their right to submit a complaint and appeal in all communication regarding denials or other adverse actions. A Connecticut-dedicated Resolution Specialist will handle all complaints and appeals, monitoring for trends and building relationships with program stakeholders. S/he will update documentation and conduct research as needed to ensure an appropriate response time. We ensure our response process offers assistance to stakeholders, including:

- Members
- Department
- Social workers/case managers
- Transportation providers
- Medical providers and facilities

In the event a stakeholder perceives the service they received did not meet their expectations, our complaint and appeal process complies with all requirements of the contract; this process is summarized below. Our process encompasses receipt, research, communication, and education to achieve satisfactory resolution. The following complaint resolution process has been carefully crafted throughout our 20 years of brokerage experience.

### *Intake and Resolution*

If a member, medical provider, transportation provider, the Department, or other source wishes to express dissatisfaction with the service they receive from MTM or a transportation provider, they may express their concern verbally or in writing; we will encourage written submission to provide additional accuracy. We will provide a dedicated “We Care” phone number to allow stakeholders to communicate directly with our Quality Department for prompt resolution of any issue. Introductory materials developed by our Marketing Department will give specific directions to stakeholders on this process. Additionally, all denial and/or service reduction letters contain easy to understand directions for communicating concerns with MTM. As with all letters and documents distributed by MTM, translation and interpreter services and assistance are offered. In addition, we

accept complaints via our website, [www.mtm-inc.net](http://www.mtm-inc.net). Through this feature, stakeholders may also submit compliments about MTM’s service. This online entry allows stakeholders sufficient space to express their comments and/or concerns. All comments collected via the website will be forwarded to the Connecticut Resolution Specialist.

The Connecticut-dedicated Resolution Specialist will document all circumstances surrounding a complaint; date- stamp the item; assign the complaint a tracking number and a high, medium, or low priority; and inform the complainant that the complaint was received. After completing these steps, they will begin the resolution process. The Resolution Specialist will work with all involved parties to reach a satisfactory and prompt resolution, documenting all details surrounding the issue. Initial receipt and all supporting information will be kept within an electronic record in the Hive operating system. After corrective action has been taken and all involved parties are satisfied with the result, the complaint will be closed.

Our goal for 2016 is to achieve a company-wide complaint target of 1/1,000 trips, and we are achieving this milestone within many of our statewide and regional NEMT programs. We believe that anything over 3/1,000 trips is a high complaint rate and may signal instability or fundamental operating issues within a program. **Figure 1** depicts the number of complaints MTM received for 2014 and 2015 in relation to the number of trip legs provided. As shown in the table below, while the trip volume we are accommodating has increased significantly year over year, our number of complaints and complaint percentage has decreased. This is a result of a company-wide effort to reduce complaints by collaborating internally to address challenging areas.

2015 Complaints			
<b>Substantiated Complaints</b>	35,586	<b>Total Requested Trip Legs</b>	18,118,110
<b>Complaint Percentage</b>	0.20%	<b>Complaint -Free Trip Percentage</b>	99.76%
2014 Complaints			
<b>Substantiated Complaints</b>	36,050	<b>Total Requested Trip Legs</b>	13,594,772
<b>Complaint Percentage</b>	0.27%	<b>Complaint- Free Trip Percentage</b>	99.68%

**Figure 1: Complaint Percentages.** MTM strives to continually reduce complaints in all of our contracts through proactive means.

### Quality Assurance Includes Protecting Against Fraud, Waste, and Abuse

MTM believes in the importance of anticipating, rather than reacting to fraud and misconduct and places high importance on maintaining a corporate culture of fraud and abuse detection and prevention. Contributing to significantly reducing fraud and abuse, MTM checks eligibility for every single trip prior to scheduling; utilizes custom built software designed to identify potential fraud early and raise a fraud alert; determines the mileage and all trip details during scheduling; and assigns the lowest cost, most appropriate mode of transportation. We take all accusations and suspicions of fraud and abuse seriously, and investigate each occurrence thoroughly. By reducing fraud and abuse of the system, MTM can effectively lower overall transportation costs for the Department. Rooting out NEMT misuse is a huge contributing factor to the average 10 to 25% reductions in cost we have historically provided to our clients. If we discover fraud on the part of a member, transportation provider, or medical provider, we will report the case to the Department’s appropriate contact within 24 hours. This process is handled by our Quality Management department, which staffs Internal Auditors focused specifically on detecting and responding to fraud, waste, and abuse cases as part of our fraud review team. A Compliance Auditor will communicate all details to the Department.

## Data Analysis and Reporting

Important to the success of every contract MTM operates is the ability to collect and analyze program data and effectively share and use the data to implement program enhancements. During implementation we develop and communicate a project status reporting schedule that adheres to all RFP and client requirements. Below we have outlined our standard approach to project status reporting meetings including frequency and what information is covered in each meeting. Typically, these meetings are led by the Program Director. Our CEO, COO, and CMO will attend quarterly and annual project status reporting meetings based on the needs of the client. Our executive leadership team is vested and intimately involved in the success of each of our contracts. Clients appreciate our high touch management approach and it is a factor that sets us apart from our competition.

### Monthly Updates

As required by our clients, our Program Director will meet with staff to discuss and analyze the monthly reporting package. These reports provide an accurate and current status report and will be submitted to the client based on RFP requirements, but we also provide each client with the option to meet face-to-face or via WebEx to discuss the monthly reporting package. A sample reporting package is available upon request. Many clients appreciate the time our Program Directors take to interpret the results of the monthly reporting.

### Quarterly Plan Performance Review

On a quarterly basis we trend our monthly reporting data to assess performance and explore opportunities for improvement. This meeting is conducted face-to-face at a location and time that are convenient to our clients. Typical content includes quarterly program overview detailing utilization, trip reason codes, and days' notice, average miles per trip, vehicle type, most utilized transportation providers, complaints, and call statistics.

### Annual Strategic Planning Session

Outside of detailed monthly reports and Quarterly Plan Performance Reviews, we also provide clients with reports and feedback during an Annual Strategic Planning Session. As noted above, this session is led by the Program Director and we welcome the client to invite members of their team as appropriate. During the session, MTM provides a statistical summary of services, including all program activity, MTM's accomplishments, challenges, and any recommendations to improve the program. From this annual project status update, clients gain detailed knowledge on program successes and achievements.

### ACD Reporting

Our telephony package has the capacity to handle high call volumes, provide extensive monitoring, and develop intricate reporting. Our ACD system also has the ability to collect the information shown in **Figure 2** on an hourly, daily, weekly, and monthly basis for the CSC as a whole and for individual CSRs.

ACD Data Collection, Aggregation, and Reporting Capabilities
The number of incoming calls
The number of calls abandoned during the wait in queue for interactions with CSRs
The number of calls that reach CSRs
The identity of the CSR taking the call
The average and maximum talk time
The unduplicated number of calls placed on hold at any point after the initial call response
The average and maximum time spent in queue between the IVR and interaction with CSRs
The average and maximum hold time for calls that are placed on hold during a call

## ACD Data Collection, Aggregation, and Reporting Capabilities

- The number of calls abandoned while on hold
- The daily percentage of all types of abandoned calls

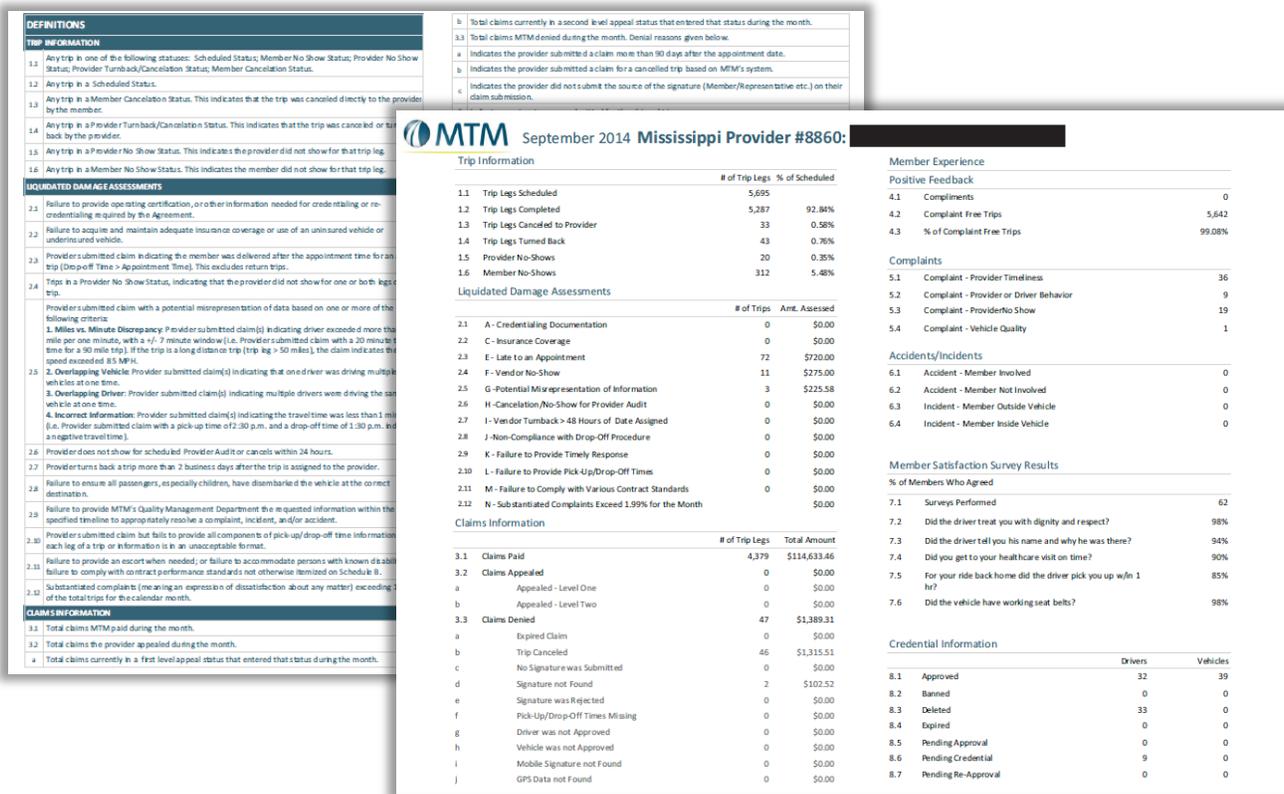
**Figure 2: ACD System Reporting Capabilities.**

### Access to Raw, Ad Hoc Data and Reports

In addition to developing detailed reports, MTM will give the Department direct access to raw data via an independent web portal. Using this portal, the Department can pull data by member ID number, member name, transportation provider, date, and other identifiers for a 24-month plus time period. This data will be delivered within 24 hours of the request via formats that include Microsoft Word, Microsoft Excel, and Adobe PDF.

### Monthly Transportation Provider Performance Monitoring

Because we believe it is important for our transportation providers to obtain regular feedback on their performance, we keep providers in the loop about their service level by generating and sending report cards to the provider monthly via email from our Quality Department. Data points reported include those not available for pick up, complaints, trip turnbacks, survey results, claim status, and credentialing information. A sample report is shown in **Figure 3**.



**Figure 3: Transportation Provider Performance Report.** MTM keeps transportation providers updated on their performance to foster improvement.

## Technology

### State-of-the-Art Technology

To bring about the effective management of large-scale contracts with complicated NEMT requirements, MTM developed our custom Hive operating system. Built specifically for MTM’s successful NEMT management model and combined with commercially available software, this system is an integrated suite of the most comprehensive, reliable software available in the industry. With this suite, MTM is able to seamlessly blend unique NEMT requirements with standard technological software to create a best-in-class system that automates virtually every aspect of transportation management. In short, it allows MTM to successfully manage the day-to-day operations of NEMT programs for the delivery of cost-efficient, appropriate services.

Our more than 20 years of experience managing NEMT services informed the system’s programming, and continues to dictate changes made to the software. We designed the tools to be completely customizable to each client’s protocols and contract requirements. Our systems not only automate the call intake and scheduling processes and provide secure information exchange of member eligibility files, they virtually eliminate the possibility of authorizing services to a non-covered service or medical provider. Specifically, our Hive operating system accommodates the services and functions outlined in **Figure 4**.

MTM System Capabilities		
Provides Web Portals	Detects Fraud and Abuse	Manages the LON Assessment
Identifies Public Transportation	Accommodates Call Intake Processes	Selects a Transportation Provider
Captures NEMT Data	Reimburses Members	Manages NEMT Requests
Creates Reports	Develops Encounter Files	Stores Trip Information
Facilitates Member Communication	Stores Member Information	Interfaces with the Department
Receives and Stores Member Extract Files	Notifies Providers of Assigned Trips	Pays Transportation Providers

**Figure 4: MTM System Functionality.** MTM’s software supports a variety of program functions relevant to the Department’s NEMT services.

### Mobile Trip Management

MTM has deeply integrated routing, scheduling, and dispatching (RSD) software into our Hive operating system, which will allow us to offer more routing and multi-loading options, and we are introducing Mobile Trip Management with GPS integration for transportation providers to send real-time information to MTM from the field. As with all Medicaid programs under our management, our priority is to balance data collection against cost. We work closely with our transportation provider network to utilize technology where the efficiency gains, service enhancements, and costs savings outweigh the cost to implement and maintain the technology. Rather than requiring providers to implement a one-size-fits-all solution, our Mobile Trip Management approach is in tune with transportation providers’ needs and capabilities, and is completely flexible, offering several options that maximize existing and low-cost technologies:

- **Integration with Existing Systems.** For transportation providers that already use RSD software with tablets or mobile data terminals (MDTs) in their vehicles, MTM offers integration through web services. This allows us to collect real-time pick-up, drop-off, and location data and import it directly into the Hive. Most transportation providers have some form of mobile technology already in their vehicles. By tying into these existing tools, we are able to take full advantage of the newest technologies without creating any additional costs for the transportation providers. Additionally, this eliminates the need for

drivers to log trips in two separate systems. We have already begun several test projects with software providers and are actively piloting this service in select service areas. The software providers we have reached out to so far have been extremely supportive; their customers (the transportation providers) want this functionality, and it also allows them to market their technology as supporting MTM connectivity.

- **Agreements and Alliances with RSD Providers.** MTM has a national agreement with Trapeze, the leading provider of paratransit Demand Response Scheduling and Dispatch Systems. Trapeze's DriverMate application for tablets and smartphones is an easy-to-deploy demand response tool that monitors vehicle location through GPS and schedule adherence in real time. For mid-sized transportation providers that are looking for an RSD software solution to deploy across their operation, not limited to their MTM clients, we are able to pass on discounted pricing. MTM is also working closely with Mobile Knowledge, the largest worldwide provider of integrated taxi technology systems, to adapt their current dispatching program and passenger-facing applications for NEMT populations. We are working to fully integrate Trapeze and Mobile Knowledge routing and scheduling technologies with our operating system, which will allow us to seamlessly receive trip requests from eligible passengers through mobile applications and dispatch those trips to credentialed transportation providers.
- **Provide Trip Management (PTM) Mobile Application.** Our custom-developed PTM mobile application allows drivers to utilize GPS-supported mobile technology through their Android or Apple-based phone or tablet. Through this system, each provider has instant access to their trips, including alerts regarding new trips in real time as they are assigned. Directly from their phone, transportation providers can accept a trip, or choose to view them at a later time. Additionally, they can obtain electronic signatures from the member directly on their device, making it easy for transportation providers to submit their claims and signature documentation. By having this technology in place, MTM reduces administrative time and effort for transportation providers and our staff. We provide this application free of charge to all of our transportation providers; the only thing they need is a handheld device such as a tablet or smartphone.

We believe all stakeholder groups will benefit from participation in the mobile trip management initiative. Members will have real-time access to vehicle locations and estimated time of arrival, as well as several self-serve options. Medical facilities will also benefit from real-time information on vehicle locations as we can give facilities access to portals that will show the location of the vehicle or the estimated time of arrival for those transportation providers transporting members to their facility. Transportation providers will benefit from automated trip downloads, reduction in manual processes and phone calls, and simplified claims submissions.

## **Additional Content**

Although often overlooked in the RFP process, we believe a vendor's employee culture has a strong influence on the performance of a contract. MTM is committed to employee empowerment and engagement, and this commitment leads to enhanced satisfaction levels for all stakeholders including the Department, members, medical facilities, advocacy groups, and transportation providers. The following text provides an overview of the programs we have put into place to foster a positive and engaged culture. We strongly recommend incorporating oral interviews into the RFP process, which will allow the Department will get a feel for the capability, experience, and culture of a vendor.

### **Compensation and Benefits**

In order to recruit and retain quality individuals who will remain part of the program long term, MTM dedicates a lot of time and effort to establishing attractive wages, specific to the local economy. Our People and Culture department regularly works with outside contractors within the areas we wish to recruit to conduct salary studies, so we can offer fair, consistent rates. We also research living wage rates in the area as well as any ordinances. MTM will do this for the Department to ensure we establish and maintain a sustainable pay and benefit schedule above the local living wage and a competitive rate for all positions.

MTM offers a benefits package that features a multi-tiered program of coverage options, enabling more employees to obtain appropriate coverage and greater flexibility in their choices. We continually hear that our benefit package provides far more comprehensive coverage at a much lower cost to our employees than our competitors. These innovations aid in employee recruitment, satisfaction, and retention.

### **Employee Culture and Retention**

Among the attributes leading to our successful operation of programs similar to Connecticut's NEMT program is our traditionally low turnover rate and the retention of long-term, successful employees from incumbents. Although the call center industry's standard turnover rate is approximately 25%, MTM has been able to achieve a much lower attrition rate because of our practices and commitment to our teams. Our unadjusted attrition rate for 2015 was 8.42%. Excluding internal employee transfers, lay-offs, contracted staff, and employees who did not make it past the 90 day probationary period, our attrition drops to a very low 4.32%. In our experience, turnover is highest during implementation and training, but slows after service begins; therefore, we overstaff during transition to prepare for natural attrition.

Our focus on the retention of long-term, successful employees stems from our mindset of setting up each employee for success. Outside of training and development, MTM strives to retain qualified personnel through a culture of excellent employee relations. We take several steps to minimize turnover and encourage careers with our employees, including offering competitive wages for the locations in which we operate as based on the local cost of living. We also provide support to our employees through a comprehensive wellness program that promotes healthy living, stress management, and a proper work-life balance. Additionally, MTM offers a benefits package that features a multi-tiered program of health coverage options, as well as three weeks of paid time off every year.

As evidence of our commitment to employee satisfaction, MTM was a finalist in the St. Louis Business Journal's 2014 and 2015 Best Places to Work. Based solely on feedback obtained through an employee survey, the designation recognized MTM for offering a dynamic work environment to satisfied employees. MTM's corporate culture promotes healthy living, excellent work-home life balance, and strategic career advancement opportunities in a rewarding work environment.

## Wellness Program

As MTM's employee base continues to increase nationwide, we strive to be the best employer possible by offering a wide array of benefits to keep staff satisfied, encourage positive interactions in the workplace, and inspire employees to adopt healthier lifestyles and increase control over their personal health. In deploying our wellness activities, we strive to build purpose, as well as social, financial, community, and physical well-being. In particular, our Wellness Program aims to lower healthcare costs, increase productivity, decrease absenteeism, boost employee morale, lower turnover, build a better company reputation, and improve social/community responsibility and awareness. In fact, MTM was recognized by the St. Louis Business Journal for being one of the 2015 Healthiest Employers.



**In early 2015, MTM was designated a Gold Level recipient of the American Heart Association's Fit-Friendly Worksite Recognition program.**

Activities offered through MTM's Wellness Program are diverse, ranging from free flu shots, to annual health risk assessments and biometric screenings, to weight loss initiatives, to smoking cessation assistance—including free tools like Nicorette gum and weekly support groups. Quantitatively, our smoking cessation program has been a rising success. Since beginning the program in April 2014 when our campuses went tobacco-free, the initiative has helped nearly 100 employees quit smoking. This program combines weekly support groups, ongoing education, and nicotine replacement therapies to more than triple our employee's chances to quit smoking and stay tobacco-free. Not only does this program help MTM in our tobacco-free campus initiatives, but it also makes our employee base healthier and reduces healthcare costs. Non-smoking employees also receive a 10% discount on their health insurance premium.

## Incentive Program

MTM recently launched a new employee incentive and recognition program called Drive Rewards to recognize the contributions made by our staff. Through this program, we strive to create an environment where exceptional performance is continually fostered and rewarded. Drive Rewards operates on a points-based



system. Employees receive a points deposit into their Drive Rewards account which they can access any time through the Drive Rewards portal. Points in the account are then redeemed for a wide variety of high quality items.

Employees can earn points by meeting incentive compensation goals, participating in wellness activities, receiving impromptu discretionary recognition for excellent performance from a coworker or manager, and/or achieving a service anniversary milestone. Employees at all levels of the organization can earn up to \$500 per month for excellent performance.

However, working at MTM becomes more than just a paycheck for our staff; with our focus on a positive culture, our staff come to truly care about the services we provide. We want our employees to leave the office every day feeling like they have made a difference in our members' lives. This mindset is engrained in everything we do, with staff always remembering the importance of sensitivity and respect to meet members' needs and remove community barriers.