

State of Rhode Island and Providence Plantations  
Department of Administration  
Division of Purchases

## RIVIP BIDDER CERTIFICATION COVER FORM

### SECTION 1 - BIDDER INFORMATION

*Bidder must be registered as a vendor on the RIVIP system at [www.purchasing.ri.gov](http://www.purchasing.ri.gov) to submit a bid proposal.*

**Solicitation Number:** 7591562  
**Solicitation Title:** RFP- Rhode Island Transportation Brokerage Services (349 pages)

**Bid Proposal Submission  
Deadline Date & Time:** 4/6/2018 10:00 AM

**RIVIP Vendor ID #:** 83287  
**Bidder Name:** MTM, Inc.  
**Address:** 16 Hawk Ridge Drive

LakeStLouis , MO 63367  
USA

**Telephone:** 636-561-5686

**Fax:**

**Contact Name:** Michele Lucas  
**Contact Title:** ChiefMarketingOfficer  
**Contact Email:** mlucas@mtm-inc.net

### SECTION 2 - DISCLOSURES

**Bidders must respond to every statement. Bid proposals submitted without a complete response may be deemed nonresponsive.**

*Indicate "Y" (Yes) or "N" (No) for Disclosures 1-4, and if "Yes," provide details below*

- N   1. State whether the Bidder, or any officer, director, manager, stockholder, member, partner, or other owner or principal of the Bidder or any parent, subsidiary, or affiliate has been subject to suspension or debarment by any federal, state, or municipal governmental authority, or the subject of criminal prosecution, or convicted of a criminal offense within the previous 5 years. If "Yes," provide details below.
- N   2. State whether the Bidder, or any officer, director, manager, stockholder, member, partner, or other owner or principal of the Bidder or any parent, subsidiary, or affiliate has had any contracts with a federal, state, or municipal governmental authority terminated for any reason within the previous 5 years. If "Yes," provide details below.
- N   3. State whether the Bidder, or any officer, director, manager, stockholder, member, partner, or other owner or principal of the Bidder or any parent, subsidiary, or affiliate has been fined more than \$5000 for violation(s) of any Rhode Island environmental law(s) by the Rhode Island Department of Environmental Management within the previous 5 years. If "Yes," provide details below.
- N   4. State whether any officer, director, manager, stockholder, member, partner, or other owner or principal of the Bidder is serving or has served within the past two calendar years as either an appointed or elected official of any state governmental authority or quasi-public corporation, including without limitation, any entity created as a legislative body or public or state agency by the general assembly or constitution of this state.

Disclosure details (continue on additional sheet if necessary):

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### SECTION 3 - OWNERSHIP DISCLOSURE

**Bidders must provide all relevant information. Bid proposals submitted without a complete response may be deemed nonresponsive.**

If the Bidder is publicly held, the Bidder may provide owner information about only those stockholders, members, partners, or other owners that hold at least 10% of the record or beneficial equity interests of the Bidder; otherwise, complete ownership disclosure is required.

List each officer, director, manager, stockholder, member, partner, or other owner or principle of the Bidder, and each intermediate parent company and the ultimate parent company of the Bidder. For each individual, provide his or her name, business address, principal occupation, position with the Bidder, and the percentage of ownership, if any, he or she holds in the Bidder, and each intermediate parent company and the ultimate parent company of the bidder.

MTM is a privately-owned S corporation.

Please see the attached page for a breakdown of MTM's ownership as well as the requested information for MTM's officers.

MTM does not have any parent companies.

### SECTION 4 - CERTIFICATIONS

**Bidders must respond to every statement. Bid proposals submitted without a complete response may be deemed nonresponsive.**

Indicate "Y" (Yes) or "N" (No), and if "No," provide details below.

**THE BIDDER CERTIFIES THAT:**

- Y 1. The Bidder will immediately disclose, in writing, to the State Purchasing Agent any potential conflict of interest which may occur during the term of any contract awarded pursuant to this solicitation.
- Y 2. The Bidder possesses all licenses and anyone who will perform any work will possess all licenses required by applicable federal, state, and local law necessary to perform the requirements of any contract awarded pursuant to this solicitation and will maintain all required licenses during the term of any contract awarded pursuant to this solicitation. In the event that any required license shall lapse or be restricted or suspended, the Bidder shall immediately notify the State Purchasing Agent in writing.
- Y 3. The Bidder will maintain all required insurance during the term of any contract pursuant to this solicitation. In the event that any required insurance shall lapse or be canceled, the Bidder will immediately notify the State Purchasing Agent in writing.
- Y 4. The Bidder understands that falsification of any information in this bid proposal or failure to notify the State Purchasing Agent of any changes in any disclosures or certifications in this Bidder Certification may be grounds for suspension, debarment, and/or prosecution for fraud.
- Y 5. The Bidder has not paid and will not pay any bonus, commission, fee, gratuity, or other remuneration to any employee or official of the State of Rhode Island or any subdivision of the State of Rhode Island or other governmental authority for the purpose of obtaining an award of a contract pursuant to this solicitation. The Bidder further certifies that no bonus, commission, fee, gratuity, or other remuneration has been or will be received from any third party or paid to any third party contingent on the award of a contract pursuant to this solicitation.

- Y 6. This bid proposal is not a collusive bid proposal. Neither the Bidder, nor any of its owners, stockholders, members, partners, principals, directors, managers, officers, employees, or agents has in any way colluded, conspired, or agreed, directly or indirectly, with any other bidder or person to submit a collusive bid proposal in response to the solicitation or to refrain from submitting a bid proposal in response to the solicitation, or has in any manner, directly or indirectly, sought by agreement or collusion or other communication with any other bidder or person to fix the price or prices in the bid proposal or the bid proposal of any other bidder, or to fix any overhead, profit, or cost component of the bid price in the bid proposal or the bid proposal of any other bidder, or to secure through any collusion, conspiracy, or unlawful agreement any advantage against the State of Rhode Island or any person with an interest in the contract awarded pursuant to this solicitation. The bid price in the bid proposal is fair and proper and is not tainted by any collusion, conspiracy, or unlawful agreement on the part of the Bidder, its owners, stockholders, members, partners, principals, directors, managers, officers, employees, or agents.
- Y 7. The Bidder: (i) is not identified on the General Treasurer's list created pursuant to R.I. Gen. Laws § 37-2.5-3 as a person or entity engaging in investment activities in Iran described in § 37-2.5-2(b); and (ii) is not engaging in any such investment activities in Iran.
- Y 8. The Bidder will comply with all of the laws that are incorporated into and/or applicable to any contract with the State of Rhode Island.
- Y 9. Bidder certifies that it is not currently engaged in and shall not during the duration of the contract (if awarded) engage in the boycott of any person, firm, or entity based in or doing business with any jurisdiction with whom the State of Rhode Island can enjoy open trade. Nor shall bidder participate in the boycott of any public agencies, entities, or instrumentalities of any jurisdiction with whom the State of Rhode Island can enjoy open trade. For the purposes of this certification "jurisdiction with whom the State of Rhode Island can enjoy open trade" means national governments who are members of the World Trade Organization.
- Y 10. Bidder has complied with and, if awarded a contract with the State of Rhode Island shall promptly comply with, the reporting requirements of the "Reporting of Political Contributions by State Vendors Act", R. I. Gen. Laws § 17-27-1, *et seq.*

Certification details (continue on additional sheet if necessary):

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**Submission by the Bidder of a bid proposal pursuant to this solicitation constitutes an offer to contract with the State of Rhode Island through the Division of Purchases on the terms and conditions contained in this solicitation and the bid proposal. The Bidder certifies that: (1) the Bidder has reviewed this solicitation and agrees to comply with its terms and conditions; (2) the bid proposal is based on this solicitation; and (3) the information submitted in the bid proposal (including this Bidder Certification Cover Form) is accurate and complete. The Bidder acknowledges that the terms and conditions of this solicitation and the bid proposal will be incorporated into any contract awarded to the Bidder pursuant to this solicitation and the bid proposal. The person signing below represents, under penalty of perjury, that he or she is fully informed regarding the preparation and contents of this bid proposal and has been duly authorized to execute and submit this bid proposal on behalf of the Bidder.**

**BIDDER**

**Date:** 5/11/18

Medical Transportation Management, Inc. (MTM)  
 Name of Bidder  
Alaina Maciá  
 Signature in ink  
 Alaina Maciá, President and CEO  
 Printed name and title of person signing on behalf of Bidder

RFP# 7591562

# Rhode Island Transportation Brokerage Services

Prepared for

**State of Rhode Island**

*Executive Office of Health & Human Services (EOHHS)*

Submitted by



May 18, 2018

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# 1. Staff Qualifications

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## 1. Staff Qualifications

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*a. Describe how the Broker will maintain sufficient levels of supervisory and support staff with sufficient training and work experience to perform all contract requirements on an ongoing basis, including a general manager and key staff. EOHHS shall have the right to require reassignment or removal of any staff found unacceptable to EOHHS.*

### **Key Personnel (3.8) (3.8.1) (3.8.1.2)**

Medical Transportation Management, Inc. (MTM) identified skilled staff to oversee the Rhode Island Non-Emergency Medical Transportation (NEMT) program. Information on our proposed key personnel is provided below, with additional details on each position provided in their resumes in **Appendix A**. Each of these identified persons has been highly vetted by MTM and has committed to serving the Rhode Island NEMT program, if awarded.

#### **General Manager (3.8.1.1)**

MTM proposes David Slavinsky as our General Manager for the Rhode Island NEMT program. David has over 20 years' experience in a managerial capacity, including 11 years managing operations and personnel in large contact center environments. He most recently served as Director of Operations for Nexxlinx, Inc. in Bangor, Maine. In this position, he supervised performance of a 500+ person contact center catering to seven different clients.

As General Manager, David will oversee all aspects of the NEMT program, with full authority to implement necessary modifications to service. He will be key in identifying and reinforcing requirements and will be accountable for all activities related to the program. David will be fully dedicated to the contract for the entire term. MTM's human resources team thoroughly vetted David during the solicitation period, conducting a phone screening, assessments, and interviews with our Regional Vice President Kim Clark. We are confident in David's ability to lead the Rhode Island NEMT program.

#### **Chief Information Officer**

MTM's Vice President of Information Technology Heather Pekar will serve as Chief Information Officer for the Rhode Island NEMT program. Heather has ten years of experience managing transit technology operations for large transportation firms. Through her extensive professional career, she has become an expert in a variety of intelligent transportation systems. Heather has developed and managed transit software plans and programs from the ground up, as well as designed systems to meet specific client needs. As Vice President of Information Technology, Heather provides oversight of MTM's IT functions, including the continued development of technical solutions and web-based tools to support our clients nationwide. She ensures our solutions and resources keep up with the growth of the NEMT industry.

In her role as Chief Information Officer, Heather will guide MTM's technological approach to serving Rhode Island recipients through the NEMT program. She will work closely with EOHHS, and our technology partner Reveal, to continually deliver solutions that keep the EOHHS program at the forefront of the NEMT industry. Heather will also oversee compliance with all IT related rules, regulations, and security standards throughout the term of the contract.

### **Call Center Operations Manager**

MTM proposes our Contact Center Manager Mark Shearman as Call Center Operations Manager for the Rhode Island NEMT program. Mark has over 19 years of contact center experience, focused on creating and managing work from home (WFH) teams. Prior to joining MTM, Mark held a number of virtual and on-site supervisory roles in contact center environments, including Customer Care Support Manager, Contact Center Director, and Call Center Manager. In his current role, Mark oversees MTM's WFH Customer Care Representatives (CCRs) throughout our organization. He supported our WFH CCR operation during our implementation in Idaho, and continues to develop MTM's WFH initiative across our book of business.

For the Rhode Island contract, Mark will oversee daily contact center operations, as well as the supervision of CCRs and support staff. He will monitor compliance with all established protocols and procedures, and client satisfaction, will be knowledgeable of all areas of this contract and MTM's requirements, and will analyze daily, weekly, and monthly statistics, making necessary changes in staffing and processes.

### **Utilization Review Manager**

MTM's Contact Center Supervisor Stacy Whittington will serve as Utilization Review Manager for the Rhode Island NEMT program. Stacy has over 24 years of experience in contact centers, including eight years of experience with MTM. Stacy joined MTM as a Trainer in 2010, and in 2013 became a Supervisor. In her current role, she is responsible for supervising, coaching, developing, and motivating the contact center team at MTM's corporate headquarters in Lake St. Louis, Missouri. Stacy monitors phone activity to ensure proper handling and adherence to policies and procedures, and reviews productivity metrics to proactively address issues.

A key component of Stacy's current role is ensuring CCRs approve and deny transportation requests as appropriate. This responsibility will remain consistent in her position as Utilization Review Manager, where she will oversee call script development and CCR training on covered and non-covered services under EOHHS' scope of work. Stacy will also work with MTM's IT department to make sure EOHHS' protocols and eligibility files are accurately integrated within our database for CCR use during the reservation process. Further, she will review recipients with high utilization and long distance trips to ensure appropriate use of NEMT services.

### **Quality Assurance Manager**

MTM proposes our Director of Quality and Compliance, Tammy Wright as Quality Assurance Manager for the Rhode Island NEMT program. Tammy has been with MTM since 2006, working her way through the ranks from Customer Service Representative to Director of Quality and Compliance. Through this experience, she has gained valuable knowledge on the NEMT industry, specifically the quality guidelines and day-to-day oversight activities governing our processes and procedures for arranging NEMT service. As the Director of Quality and Compliance, and Compliance Officer for MTM, Tammy oversees contract compliance, client audits, corrective action plans, policy and procedure development and renewal, complaints,

grievances, and appeals. She is also responsible for call evaluations, fraud, waste, and abuse reporting and investigations, credentialing and data analytics, liquidated damage process, and compliance concerns.

Many of Tammy's current responsibilities will remain the same in her capacity as Manager of Quality Assurance for our Rhode Island operations. Tammy will be responsible for developing, implementing, and maintaining MTM's Quality Assurance Program according to the requirements established by EOHHS, and all other activities related to quality of services provided by MTM.

### **Transportation Provider Relations Manager**

MTM's current Manager of Transportation Operations & Analytics, Kevin Sirota, will serve as Transportation Provider Relations Manager for the Rhode Island NEMT program. Kevin joined MTM in 2017, overseeing our Accessible Dispatch contract with the New York City Taxi and Limousine Commission (TLC), as well as guiding all network recruitment, retention, and management in the New York City region. He brings over eight years of experience to the role, having previously held positions such as General Manager and US Head of Drivers Acquisition for various transit companies in New York. In addition to his professional experience, Kevin holds a Bachelor's degree in Marketing, which he leverages to effectively communicate with, recruit, and retain networks of quality transportation providers.

As Transportation Provider Relations Manager, Kevin will lead MTM's efforts in recruiting, training, credentialing, and managing our transportation provider network throughout Rhode Island. He will supervise our on-site and corporate network staff to make sure vehicle inspections, driver background checks, and transportation provider performance meet EOHHS' and MTM's standards at all times.

### **Complaints Manager**

MTM proposes our current Manager of Quality and Compliance Courtney Vanover as Complaints Manager for the Rhode Island NEMT program. Courtney has been a member of MTM's Quality and Compliance team since 2010, when she joined as Team Lead of Quality Management. Since then, she has earned a number of promotions leading to her current role as Manager of Quality and Compliance. In her current role, Courtney ensures timely submission of all client required reporting and performance measures as related to the quality of NEMT operations. She tracks reporting to make recommendations for MTM's leadership and/or clients based on complaints and service level trends.

In her role as Complaints Manager for the Rhode Island NEMT program, Courtney will oversee the intake, investigation, and timely resolution of all complaints. She will also verify the appropriate documentation and reporting of complaints in accordance with EOHHS' standards. Courtney will oversee the Recipient Advocate/Ombudsman, assisting and advocating on behalf of Rhode Island Medicaid recipients. Courtney will also be available to answer recipient questions about problems obtaining NEMT service or assist recipients in solving any problems that may arise.

## Education and Training Manager

MTM's current Director of Training Aaron Haefele will serve as Education and Training Manager for the Rhode Island NEMT program. Aaron has been a part of the MTM training team for nearly five years, and he has over 15 years of experience developing and conducting training. In his position as Director of Training, Aaron manages all training activities within MTM's ten contact centers. He also oversees training for our Network, Community Outreach, and Contract and Systems departments. Aaron leads the creation and delivery of training materials, making sure all materials meet quality standards established by state, local, and federal regulations, as well as best practices. In addition, he audits MTM's training programs through measurement and evaluation of their success.

As Education and Training Manager for the Rhode Island NEMT program, Aaron will supervise the creation of training materials and content, as well as the staff conducting training for all employees. He will work with EOHHS to make sure our curriculum meets the program's needs, as well as Rhode Island and EOHHS regulations.

## Contact Center Staffing Approach (3.10.2.4)

MTM has a specialized Workforce Management department responsible for all contact center logistics and ensuring our centers are staffed appropriately to manage incoming calls. The Workforce Management department is responsible for forecasting call volume and call patterns, measuring demand needs, developing staff models, scheduling staff, and real time monitoring of our call queues, service levels, and agent performance.

The Workforce Management department uses Teleopti software to streamline forecasting and scheduling. Teleopti is a workforce management software solution that uses advanced analysis algorithms to forecast volume and schedule needs based on current call volume patterns and seasonality. Forecasts are created annually, then consistently re-forecasted each day to create demand and schedule needs. Call handling time, call volume, occupancy, and shrinkage is monitored, forecasted, and analyzed in conjunction with call patterns to create schedule demand needs. Through Teleopti we are able to instantaneously analyze and project call patterns and call volume down to each 15 minute interval, meaning MTM can quickly adjust resources and scheduling to comply with our service level commitments.

Our Workforce Management team actively monitors all call queues and agents in real time. Real time monitoring keeps our contact center productive and efficient. Monitoring of call queues in real time helps identify call volume irregularities that may impact service levels. Scheduling and call routing changes are made real time to provide the quickest call response time possible. Further, MTM installs monitors in our contact centers to display live feeds of performance statistics such as average speed to answer, hold time, and talk time so all of our staff have up-to-the-minute performance data and can make adjustments as necessary. If EOHHS changes its program in a way that affects services provided under the contract, MTM's Workforce Management team will analyze staffing needs and modify required staffing, as needed.

## Work From Home CCRs

With EOOHS' approval, MTM will integrate Work From Home (WFH) CCRs into our staffing model for the Rhode Island NEMT program. We use this staffing model in a number of our contracts, including our Idaho statewide NEMT program, with great success. Incorporating WFH CCRs gives MTM a larger workforce pool across the entire state, improves attendance, and ensures recipients receive assistance from employees with knowledge and understanding of the state's transportation options and challenges. Further, MTM can leverage WFH CCRs during times of inclement weather, contact center closure, or other events that may impact the ability for employees to report to the local contact center.

We have strict standards, policies, and procedures for hiring and monitoring WFH CCRs, just as we do for our CCRs in our contact centers. WFH CCRs must provide a land line or cell phone with unlimited minutes; working headset that hooks up to their phone; a device to download Skype and our VPN verification application; a reliable internet connection; a Universal serial bus (USB) keyboard and USB mouse; and a monitor that supports DisplayPort Cables. MTM provides a thin client from which the CCR receives incoming calls from recipients.

To monitor Health Insurance Portability and Accountability Act (HIPAA) compliance and performance, MTM conducts random unannounced visits and audits via Skype, webcam, screen sharing, and/or home visits during the CCR's designated work hours, and monitors performance using the same methods and tools in our contact centers. MTM's Workforce Management team schedules and enforces work hours for WFH. If it is impossible or impractical to work from home on a particular day due to family circumstances, equipment malfunction or any other reason, the employee may report to work at our local contact center or be subject to the MTM Attendance Policy.

## Training

Educating and empowering employees is critical to improving both stakeholder and employee satisfaction, which is why MTM dedicates exceptional time and resources to the development and execution of our training program. Our dedication in this area has been recognized with various awards, including Top 125 Learning and Development Programs by Training Magazine for 2016, 2017, and 2018 which ranks employer-sponsored training and development programs for companies across the country. In 2016, 2017, and 2018 MTM received Gold Stevie Awards for Customer Service Training Team of the Year. We also earned a LearningElite Award from *Chief Learning Officer* magazine to acknowledge our exemplary corporate learning and workforce development strategies. MTM received a 2015 CSC Week Excellence Award in the Best Training & Development Program category, and was a runner-up in 2015 for Corporate Learning Week's Corporate University Best-in-Class Award for Talent Development Excellence.

MTM's training program strives to engage employees early on, clearly communicate job responsibilities, encourage teamwork, and increase recipient satisfaction rates. Employees participate in auditory, tactile, and experiential learning.

Our training facilitates job skill growth over a three to five week initial training period and includes the following topics:

- Background on transportation management, Medicaid, and medical terminology
- Cisco and Genesys telephony system
- Revel reservation, scheduling, and dispatching software
- Confidentiality, including HIPAA safeguards and compliance
- Culturally and Linguistically Appropriate Standards (CLAS)
- Voiance interpretive and teletype (TTY)/ telecommunications device for the deaf (TDD) services
- Customer service (soft-skills) and professionalism
- Active listening, documentation, and restating trip details before concluding the call
- Referring callers with an emergency to 911 or the appropriate first response unit
- Emergency response training, including handling suicide or bodily harm calls
- EOHHS specific contract requirements, protocols, and MTM policies and procedures

### CCR Training (3.10.2.5)

MTM provides four weeks of training for CCRs, as noted in **Figure 1**. We can integrate additional training at the request of EOOHS and will request EOHHS’ approval of any changes to the training program prior to implementation.

MTM CCR Training		
<b>Week One: New Hire Orientation and MTM Operations</b>		
New Hire Orientation immerses CCRs in the culture and history of MTM, and allows them to network with other departments to build relationships with existing employees. This week will also lead into MTM Operations training, covering the basics of customer service, understanding recipient populations, and the trip intake process.		
<b>Training Covered:</b>		
<ul style="list-style-type: none"> <li>• Welcome to MTM</li> <li>• Who we are, who we serve, what we do, how we do it</li> <li>• Work Perks</li> <li>• Security and Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Operations Overview</li> <li>• Call Flow</li> <li>• Customer Service</li> <li>• First Impressions</li> <li>• MTM Systems Overview</li> <li>• Trip Reason/Status Codes</li> </ul>	<ul style="list-style-type: none"> <li>• Abbreviations</li> <li>• Medical Terminology</li> <li>• Days’ Notice Process</li> <li>• Emergency Situations</li> <li>• Multi-Leg Trips</li> <li>• Return Trips</li> </ul>
<b>Week Two: MTM Operations</b>		
The second week of MTM Operations training covers our trip intake system, processes, and procedures in-depth.		
<b>Training Covered:</b>		
<ul style="list-style-type: none"> <li>• Gas Mileage Reimbursement (GMR)</li> <li>• Public Transportation</li> <li>• Level of Need</li> </ul>	<ul style="list-style-type: none"> <li>• Ambulance/Stretcher</li> <li>• Prior Authorizations</li> <li>• Customer Handling</li> </ul>	<ul style="list-style-type: none"> <li>• Final Assessment</li> <li>• MTM Q&amp;A</li> <li>• Desk Set-up</li> </ul>

MTM CCR Training	
<b>Week Three: Trip Intake (Nesting)</b>	
The third week of training provides CCRs their first interaction with recipients. They get a feel for the trip intake process, while guided by supervising staff.	
<b>Training Covered:</b>	
• Side-by-Side Coaching	• Protocol Cross Training
• Daily Huddles	
<b>Week Four: Trip Intake (Nesting)</b>	
The fourth week of training, second week of nesting, allows CCRs to master their job duties with the help and oversight of supervising staff.	
<b>Training Covered:</b>	
• Side-by-Side Coaching	• Protocol Cross Training
• Daily Huddles	

**Figure 1: MTM Training.** CCRs receive training on a broad range of topics over four weeks, prior to taking calls from recipients.

Before moving on from classroom training, CCRs must take an assessment to measure effective learning transfer; they must score a minimum of 90% on this assessment. After a CCR completes classroom training and passes the assessment, s/he moves to the next training phase: side-by-side training in a “nesting area” where s/he takes calls while closely monitored. CCRs receive specialized attention in the nesting area, including real-time assistance and direction for call intake. Training Coaches assist with general questions, navigating through Reveal, workflows, and communicating with recipients. Following side-by-side training, the CCR begins independently accepting calls from recipients.

MTM’s training will ensure our CCRs are capable of responding to telephone requests in a timely manner, as well as perform all tasks required by EOHHS, including:

- Represent MTM and EOHHS to the calling public
- Discuss the program’s main attributes courteously
- Provide prompt attention to the caller’s needs
- Respect the caller’s privacy during all communications and calls
- Maintain sensitivity to the diversity inherent in Rhode Island
- Maintain a professional demeanor at all times
- Assure the dissemination of accurate information to all callers
- Escalate calls from a dissatisfied recipient to a supervisor/manager if satisfaction cannot be accomplished
- Document complaints or issues reported to the contact center (i.e. late / missed pick up)
- Transfer emergency transportation requests to 911 or another local emergency service

*b. Describe how the Broker will be required to provide planned physical location of staff, requirements for start-up, implementation, and ongoing operations.*

### **Proposed Rhode Island Facility (3.9)**

MTM proposes locating our duly-licensed, non-residential central business office and contact center for the Rhode Island NEMT program at 90 Quaker Lane, Suite 3, Warwick, RI 02886. This location is reasonably accessible to the EOHHS office with immediate access to Route 2, Route 117, and I-95, and features 5,760 square feet of office space. Following contract award, MTM will equip this facility with high speed internet and the ability to send and receive facsimiles.

MTM's office will be open during normal business hours Monday through Friday with exception to legal state holidays. All external-facing documents produced in support of the Rhode Island NEMT program will reflect MTM's street address, as well as our local and toll-free phone numbers. General Manager David Slavinsky will be located at this facility, and MTM will provide EOHHS a separate administrative phone line so you may reach David directly without going through the contact center or other office staff.

### **Contact Center Operations (3.10.2) (3.10.2.1) (3.10.2.2) (3.10.2.3) (3.10.2.11)**

One of MTM's strengths as a NEMT broker comes from our background in customer service. As the true backbone of NEMT programs, quality customer service is extremely important. With ten contact centers across the country that operate under the highest standards, MTM is capable of managing contact center operations for NEMT services. We will perform to EOHHS' requirements, and, as necessary, develop a process to measure and correct any deficiencies in performance. Upon contract award, MTM will modify our operations procedures, manuals, forms, and reports as necessary to meet EOHHS' standards, which we will submit to EOHHS for approval at least 30 days prior to initial use.

From our established contact center, MTM will provide 24/7 toll-free access for recipients, transportation providers, facilities, and other NEMT stakeholders, as well as handle all other responsibilities outlined in Section 3.10.2.3 of the RFP. Our corporate headquarters and contact center in Lake St. Louis, Missouri will support our Rhode Island contact center, providing support during periods of heavy call volume, and acting as a backup in the event of an outage or weather emergency.

A benefit of our advanced telephony system is the ability to manage our ten contact centers as one global resource pool, using each center as a back-up in the event of failure or emergency. The system automatically reroutes calls through our IP backbone, making the switch from one location to another instantaneous. Our Workforce Management department continually monitors call flow and volume, and seamlessly diverts calls to a functioning center in the case of an emergency or power outage. Battery back-up at our contact centers allows CCRs to complete calls without disconnecting recipients. If necessary, MTM has manual procedures for taking requests if we experience an outage. EOHHS can review a copy of MTM's Business Continuity and Disaster Recovery Plan in **Appendix H**. We will submit a finalized plan to EOHHS for review and approval at least 30 calendar days prior to the start of operations.



### **Telephony System (3.10.2.6)**

MTM uses a VoIP solution from Cisco Systems and Genesys for our telephony platform, which includes interactive voice response (IVR), and multi-channel automated call distribution (ACD). MTM's highly-scalable telecommunication system can handle high call volumes. We have session initiation protocol (SIP) trunks in our primary and backup data centers with 1,600 SIP call paths in each datacenter for 3,200 total call paths. There is plenty of spare capacity on the SIP which allows us to add additional call paths on the SIP trunks if necessary. Our unified communications platform currently operates over 160 toll-free and local call-in phone numbers, each with a unique IVR and routing configuration, allowing multiple call-in phone numbers with different routing systems. Genesys allows MTM to record different messages for each queue, so callers on hold hear a recording specific to their call purpose. For example, recipients holding in routine scheduling queues may hear messages promoting gas mileage reimbursement (GMR). We can also broadcast temporary messages such as weather related issues.

### **ACD System (3.10.2.8) (3.10.2.9) (3.10.2.9.1) (3.10.2.9.2)**

Genesys' ACD system intelligently routes calls to CCRs based on the best match for the call, which is determined by calculating scores for both CCRs and call type. MTM can configure the formula within Genesys used to calculate scores based on elements determined by MTM and EOHHS, including items such as:

- CCR's skills
- Call skill requirement (i.e. language)
- Amount of time a call has been in an ACD queue
- Amount of time a CCR has been available
- Call priority level

Using this scoring, the ACD system operates under two main scenarios: (1) there are many CCRs available to take an interaction. In this situation, the system assigns the best CCR to take the call; and (2) there are many calls waiting and a CCR becomes available. In this case, the system selects the best call for that CCR to answer. MTM will work with EOHHS to develop a customized formula for determining CCR and call scores within Genesys to prioritize and route calls based on call reason for the call, including routine trips, urgent trips, and complaints.

MTM tracks and monitors contact center performance through Genesys' ACD system, which allows us to customize data collection, aggregation, and reporting options for continuous visibility into our contact center operations. We will track calls/contacts with basic identifying information and provide inquiry and online display of call/contact records by type, original call/contact date, caller name or ID, CCR name or ID, or any combination of data elements.

The ACD platform provides routing, recording, and cradle-to-grave reporting on interactions across multiple channels including voice and web chat. Our ACD system collects information on an hourly, daily, weekly, and monthly basis for the contact center and for individual CCRs, including:

- Number of incoming calls
- Number of answered calls
- Average speed of answer
- Average talk time
- Number of calls placed on hold and length of hold time

- Percentage of calls answered in 30 seconds
- Number of abandoned calls and length of time until abandonment
- Number of outbound calls
- Number of available CCRs by time

EOHHS will receive regular updates on MTM’s contact center performance through reporting, which will include EOHHS-defined extract files that contain summary information on all calls/contacts received during a specified timeframe, and other reports as required.

#### **Multilingual Capabilities (3.10.2.4)**

MTM uses several methods to provide multi-lingual capabilities for at least eight continuous hours per day, Monday through Friday:

- **Hiring Bilingual Customer Care Representatives (CCRs):** Rather than relying solely on third-party interpretive services, MTM seeks to hire bilingual CCRs who speak foreign languages that are prevalent in the communities we serve. For Rhode Island, we will look to hire CCRs bilingual in Spanish and any other languages identified by EOHHS.
- **Using Voiance Interpretive Services:** To meet the needs of callers who speak languages not covered by our staff, we use Voiance interpretive services. MTM currently uses this service in a number of our contracts. Voiance uses certified interpreters who specialize in the medical industry to accommodate more than 200 languages. CCRs connect to interpreters without requiring the caller to place an additional call.
- **TTY and TDD Services for the Hearing and Speech Impaired:** In addition to meeting bilingual needs, we also have the capabilities to meet the needs of hearing or speech impaired recipients in need of teletype (TTY) and telecommunication devices for the deaf (TDD) services by using the Telecommunications Relay Service.
- **Culturally and Linguistically Appropriate Standards (CLAS) Govern Cultural Sensitivity:** We educate our staff on cultural competency. Every employee at MTM completes annual diversity training. The U.S. Department of Health and Human Services Office of Minority Health has set forth CLAS to improve access to healthcare services that address training, organizational assessments, and management accountability/oversight mechanisms to provide culturally and linguistically appropriate services. MTM adopted the CLAS standards that apply to NEMT management, and tailored them to the industry, effectively promoting sensitivity, and communication that respects cultural diversity.

#### **Hazardous Weather Plan (3.10.1.10)**

MTM considers recipient safety to be the primary concern during adverse conditions. During severe weather, MTM staff and transportation providers work together to prioritize service for recipients in need of dialysis and other critical medical care. For non-life-sustaining appointments, we will suspend services if necessary and upon approval by EOHHS, and promptly reach out to affected recipients to reschedule service. Simultaneously, we coordinate with NEMT providers to schedule immediate return rides for those recipients already at their appointment to return them home safely. As mentioned above, MTM can route calls to any of our contact centers or WFH CCRs in the event of hazardous weather, meaning communication for EOHHS’ recipients will never be interrupted.

In addition to our own plan, MTM will require all transportation providers within our Rhode Island network to maintain a documented hazardous weather plan consistent with our plan.

*c. Propose a staffing plan/model showing personnel categories and staffing equivalents for major categories of staff assigned to each activity. Responses must identify the persons proposed for the key positions by name; including resumes and a short narrative description summarizing relevant experience of all proposed key personnel. Resumes should include relevant project experience, description of the person’s role on the project, dates of participation, and three references with names, addresses, telephone numbers and e-mail addresses.*

**Proposed Staffing Plan (3.8)**

MTM will provide EOHHS an adequate commitment of resources at all times, including the full-time equivalent (FTE) employees shown in **Figure 2**; we will engage additional resources as needed to meet all contract requirements without service interruption to recipients. Our staff includes key personnel, who we identified in **1. Staff Qualifications, Key Personnel** on **page 1**; EOHHS can review the resumes and references of our proposed key personnel in **Appendix A**. In addition to these employees, MTM will leverage corporate administrative resources.

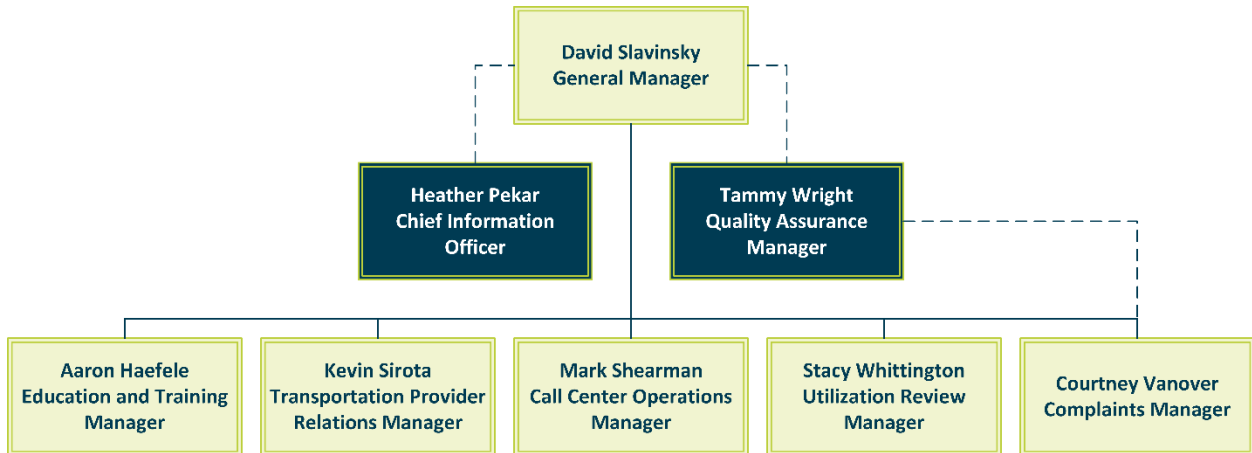
Proposed Staffing Plan	
Title	FTE
General Manager, <i>David Slavinsky</i>	1
Chief Information Officer, <i>Heather Pekar</i>	1
Call Center Operations Manager, <i>Mark Shearman</i>	1
Utilization Review Manager, <i>Stacy Whittington</i>	1
Quality Assurance Manager, <i>Tammy Wright</i>	0.5
Transportation Provider Relations Manager, <i>Kevin Sirota</i>	1
Complaints Manager, <i>Courtney Vanover</i>	0.5
Education and Training Manager, <i>Aaron Haefele</i>	1
Contact Center Supervisor	1
Customer Care Representative	23
Support Representative	6
Verification Specialist	0.5
Helpdesk Analyst	0.5
Provider Management Representative	1
Quality Investigation Specialist	1
Recipient Advocate/Ombudsman	1

**Figure 2: MTM Proposed Staffing Plan.** MTM will dedicate this staff to the operation of the Rhode Island NEMT program.

d. Provide an organization chart for all key personnel and provide an updated organization chart with contact information for all key personnel no longer than 10 days after hire.

### Organizational Chart

The organizational chart in **Figure 3** details the key personnel who will serve the Rhode Island NEMT program, and depicts the lines of authority for each position.



**Figure 3: Organizational Chart.** MTM will hire a sufficient number of personnel to provide the necessary NEMT operations under this contract.

Following contract award, MTM will provide an updated organizational chart with contact information for all key personnel no later than 10 days after hire.

## 2. Capability, Capacity, and Qualifications of the Offeror

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## 2. Capability, Capacity, and Qualifications of the Offeror

*a. Describe the Broker's Ability to Fulfill Recipient Requests, Trip Requests and Recovery*

### Fulfilling Recipient Requests (3.10) (3.10.1) (3.10.1.1) (3.10.1.6)

Technology is at the heart of MTM operations, enabling us to automate processes, monitor adherence to protocols, reduce user error, maximize the value of client funds, and instantly access information. We work hard to provide a balance between automation and the human touch our CCRs provide. MTM assures EOHHS our technology will support its service in the most efficient and cost effective manner possible, providing reliability, requiring low cost and maintenance, and ensuring ease of use.

In 2017, MTM acquired Reveal Management Services, Inc. (Reveal) routing, scheduling, and dispatching software, originally designed for the paratransit industry, and customized it for the brokerage model. Reveal has done business with the Rhode Island Public Transit Authority (RIPTA) for the past six years, routing trips for its Ride program, including Americans with Disabilities Act (ADA) and NEMT trips. Together, Reveal and MTM offer EOHHS a collaborative partnership built on an understanding of Rhode Island's unique geography, transportation options, and recipient populations as well as decades of NEMT management expertise. EOHHS and its recipients will benefit from MTM and Reveal's approach to fulfilling NEMT requests under this program, including our ability to improve on-time performance, enhance customer service, and provide a number of innovative, self-serve options for recipients to manage their NEMT benefit.

Reveal automates call intake and scheduling, provides secure information exchange of recipient eligibility files and protected health information (PHI) in accordance with state and federal laws, and virtually eliminates the possibility of authorizing services to a non-covered service or medical practitioner. **Figure 4** outlines the specific functions Reveal accommodates.

Reveal Capabilities	
Function	Description
<b>Provides Web Portals</b>	Provides web portals for transportation providers, recipients, and facilities providing a range of services
<b>Provides Mobile Applications</b>	Provides smartphone applications for drivers via Android and iOS that includes manifest information, navigation with live traffic updates, and signature capture capabilities. Recipients can also access an app for Android or iOS to view scheduled trips, check driver locations and estimated times of arrival, and cancel trips
<b>Accommodates Call Intake Processes</b>	Facilitates call intake, automatically loading recipient information when the CCR enters recipient's name or ID number
<b>Manages NEMT Requests</b>	Manages trip scheduling, including verifying eligibility; determining most appropriate mode; routing trips and grouping rides within timeliness standards; and ensuring the trip is to a covered service

Reveal Capabilities	
Function	Description
<b>Selects a Transportation Provider</b>	Select the most appropriate transportation provider using an algorithm based upon the trip details and cost, as well as the transportation provider's availability, quality ranking, and location
<b>Routes, Schedules, and Dispatches Trips to Transportation Providers</b>	Intuitively routes and dispatches trips to the transportation provider based on location, capacity, level of service, and cost. Projects late trips and creates actionable alerts. Automatically pushes trips to transportation providers, without the need to download manifests on a separate site
<b>Provides GPS Tracking, Imminent Arrival Alerts, and Time Stamping</b>	Medical facility staff, recipients, and EOHHS can view driver location, history, and real-time ETAs. Mobile technology captures GPS data and time stamps for each pick-up and drop-off. Can use GPS data to trigger an automated call or text to recipients when the vehicle nears the pick-up location
<b>Reimburses Recipients</b>	Verifies the recipient meets criteria for GMR, determines mileage, and calculates the amount for reimbursement
<b>Detects Fraud and Abuse</b>	Applies data mining algorithms to detect fraud and abuse
<b>Creates Reports and Supplies Dashboards</b>	Develops reports and provides dashboards for easy data viewing. Able to trend data for network adequacy, on time performance, etc. Captures and retains data, to develop required reporting packages, ad hoc data, and other files requested by EOHHS
<b>Transfers Encounter Information</b>	Captures, stores, and transfers information necessary for creating encounter files; electronically transmits information to EDI tool in accordance with regulations
<b>Stores Recipient and Trip Information</b>	Stores information linked to specific recipients and trips, including special needs, approved modes of transportation, denials, cancelled and rerouted trips, and other information; generates and posts daily recipient changes
<b>Receives and Stores Recipient Extract Files</b>	Interfaces with EOHHS to receive eligibility files via secure, encrypted data connection, submits eligibility verification requests, allows MTM representatives to manually enter eligibility data as needed, and reconciles manually entered data against recipient extract files
<b>Pays Transportation providers</b>	Reconciles trip data, authorizes reimbursement, and transmits information to Claims department for payment

**Figure 4: Reveal Capabilities.** Reveal automates several aspects of NEMT service.

Using Reveal, MTM will receive, authorize, schedule, dispatch, and manage all trip requests from Rhode Island Medicaid, ETP, and TANF recipients. We will fulfill all verified trip requests and ensure our network of transportation providers complete trips safely and on-time. Our network will provide trip coverage 24/7/365 for the Medicaid program.

As noted in the table, MTM will verify service delivery through Reveal's automatic vehicle location (AVL) and GPS tools which allow us to track transportation providers in real-time.

### **Facilitating Trip Recovery (3.10.1.8) (3.10.1.9)**

MTM is confident that our recruiting, contracting, and training techniques, detailed in **3. Work Plan, Building a Successful Transportation Provider Network** on **page 32**, will allow us to maintain a strong network of qualified transportation providers to complete all trips in a timely manner. Further, using Reveal for in-vehicle tracking, MTM's CCRs can view and monitor vehicle timeliness in real-time.

Reveal notifies CCRs whenever a driver is running behind so they can reassign trips to an available provider in the area if necessary. Reveal automatically recalculates the timeliness of routes by acquiring GPS data every 60 seconds, and uses Google map data to project the timeliness of all future trips on a route. This Google data also factors in current traffic and other road delays, projecting potentially late trips far more accurately than other software solutions. Reveal sends trips projected to be late to the dispatch queue, where the CCR can make movements as necessary.

During training, MTM's Network staff educates providers to notify MTM immediately in the event of a vehicle breakdown, accident, incident, or any other problem that might cause a trip delay. We will require provides to inform us of any event that will cause a delay of more than 10 minutes. Immediately after notification, a CCR contacts the recipient and/or the facilities or individual at the destination points, and documents the notification. While this notification takes place, a CCR uses Reveal's trip fit tool to identify the most appropriate and available qualified transportation provider in the area, using GPS/AVL integration to view current locations and projected pick-up times. Once the CCR identifies the provider with the highest trip fit score in Reveal, Reveal automatically dispatches the trip to the Reveal driver app. The scoring system not only considers the best route on which to place the trip in question, but also the potential impact on other trips in that driver's route; a trip will not be placed on a route if it causes delays to other trips already on the manifest.

If the provider does not accept the trip in the allotted time, Reveal notifies the CCR and moves to the second highest provider, and so on until the trip is accepted. Once the provider accepts the trip, the CCR calls all appropriate parties to notify them of trip changes. In the event the CCR cannot place the trip with a provider, s/he calls all appropriate parties to notify and re-schedule; MTM documents follow-up calls within Reveal and maintains call recordings in our Genesys phone system for review.

Even with these advanced tools that maximize the effectiveness of our transportation provider network and provide full visibility into real-time availability of drivers, to be certain we can transport eligible recipients at all times, MTM will take necessary steps to identify and reimburse out-of-network providers for trips as required. Prior to assigning any trips to an out-of-network provider, we will validate the provider meets the requirements of the contract and has completed adequate training to provide NEMT service.



## Option to Leverage On Demand Partners

As MTM continues to explore new opportunities for introducing innovation in the transportation industry and improving the service we provide to clients and recipients, we have partnerships with both Lyft and Uber. MTM can integrate this operating model into the contract as desired by EOHHS. EOHHS can also handpick specific situations where MTM should use Lyft or Uber to transport recipients.

When used to augment comprehensive existing networks like MTM's, on-demand resources like these are a natural evolution of the NEMT industry to fill gaps and potentially lower overall costs. MTM partners with Lyft and Uber to enhance on-demand service—particularly in response to short notice and on-demand trips, such as hospital discharges and will calls.

This not only promotes adherence to timeliness and performance standards, it provides cost savings, as Lyft/Uber's standard rates are typically below the market rates we would pay transportation providers for short notice and on-demand trips. This allows MTM to provide recipients with high quality, on-demand service while achieving cost savings in your NEMT benefit. MTM staff schedule Lyft and Uber trips using the necessary platforms, and Lyft/Uber bills MTM directly; this means recipients do not need to create an account or have a credit card on file. MTM's Network staff perform audits on Lyft and Uber driver files to confirm accuracy.

### *b. Describe ability/experience with Verifying Recipient Eligibility*

#### **Verifying Recipient Eligibility (3.10.1.2)**

Upon calling the dedicated toll-free line, an interactive welcome message approved by EOHHS, will greet recipients. When a CCR becomes available, our ACD system will transfer the recipient's call to a trained, professional CCR, who will answer with a friendly, customized greeting approved by EOHHS:

*"Good morning/afternoon/evening. Thank you for calling the Rhode Island NEMT Program. This is [CCR name] with MTM. How may I help you?"*

The CCR then asks for the recipient's name and Program ID number. If the recipient is already in our system, and/or calls from a phone number used to arrange transportation in the past, Reveal's fields auto-populate with the recipient's personal information as soon as a CCR answers the call, including:

- Name
- Date of Birth
- Address
- ID Number
- Program eligibility dates
- Approved mode of transportation
- Any special instructions
- Permanent and temporary special needs

Upon field auto-population, the CCR verifies information highlighted by Reveal, such as complete address and phone number, and updates the information as necessary.

Reveal will automatically check the recipient's information against data in the EOHHS-provided eligibility file to verify s/he is eligible for the Medicaid, ETP, or TANF programs. MTM will verify eligibility for Medicaid and TANF recipients for each trip, regardless of who initiates the request. We understand we will be solely responsible for payment for any trips scheduled for ineligible individuals.

Reveal always checks eligibility against the recipient's home address; for the Rhode Island program, MTM will accept alternative or temporary addresses on an exception basis. If the recipient reports a change in address, the CCR will record the updated address in the recipient's file and MTM will report the change to EOHHS. If the CCR cannot verify the recipient's eligibility, the CCR denies transportation.

### **Verifying Recipient Need (3.10.3.2.2)**

After confirming eligibility, the CCR interviews the recipient to ensure s/he does not have access to alternative free modes of transportation, as Medicaid is the payer of last resort. During the intake process, the CCR determines whether the recipient has other available means of transportation by asking EOHHS-approved questions such as:

- "How did you get to your last appointment?"
- "Do you have a car?"
- "Can a relative or friend take you?"
- "How do you get to the grocery store?"

If the CSR identifies a recipient as having alternative transportation resources available, they note such in Reveal, which automatically flags this information, and the CCR denies the transportation request.

### **Verifying Covered Service (3.10.3.2)**

After the CCR confirms eligibility and need, s/he verifies the NEMT service is to an enrolled, in-network, Medicaid-covered service/approved location and/or received prior authorization as necessary. For each trip, the CCR enters the trip reason. Reveal automatically checks the service against EOHHS' established covered services, which MTM will preload into Reveal during implementation. Reveal alerts the CCR if the trip reason entered is a non-covered service. Further, CCRs receive detailed training on covered services, instructing them to deny transportation to non-covered services. If a recipient attempts to request a ride for a non-covered service, the CCR denies the trip.

*c. Describe the Broker's ability to reimburse transportation providers*

### **Reimbursing Transportation Providers (3.10.1.4) (3.10.6) (3.10.6.1)**

We understand how imperative it is to reimburse transportation providers in a timely, accurate, efficient manner; most of the time, this is completed via Automatic Clearing House (ACH) electronic check. At the same time, we know it is equally important to EOHHS to pay only for services actually rendered. MTM works diligently to ensure funds are used for the intended purpose and our processes comply with state and federal tax reporting laws.

MTM routinely hears from transportation providers that our reimbursement practices are the timeliest in the industry; across our book of business we pay 51.52% of clean claims within 10 days, 61.31% within 15 days, and 99.79% within 30 days of submission. Providers prefer working with MTM because they receive fair and prompt payment; MTM commits to paying all clean FFS claims within 30 days of receipt. Based upon our 22 years of experience reimbursing providers, we developed the following claims payment process.

### Claims Submission

By migrating our platform to Reveal, MTM automated the adjudication process to avoid claim errors. Transportation providers can submit claims on the Transportation Provider Portal, which pulls pertinent trip information necessary for the claim directly from Reveal, including:

- Trip Number
- Pick-up and Drop-off times
- Signature Type (recipient, facility, or representative)
- Driver and Vehicle Used
- Electronic Signature

Reveal automatically validates:

- The trip claimed was actually assigned to the transportation provider
- The driver had current certifications on file and was in an 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 claimed trip is in a “Scheduled” status, and was not canceled, reassigned, or documented as a no-show

If the software denies the claim, MTM notifies the provider of the denial and the reason(s) for the denial. If the provider does not agree with a denial, they may request an appeal. We strive to resolve all disputes within two weeks. Because providers submit claims directly from the Transportation Provider Portal, appeals are limited. Our claims staff addresses the appeal and works with the provider to resolve the issue. The provider must follow a structured process identifying the grounds for the appeal and supply supporting evidence, if applicable. If the provider does not make an appeal by the deadline, MTM closes the trip claim, and the provider can no longer appeal. If the provider is not satisfied with the result of the initial appeal, they may escalate to a second level appeal. An Appeals Board reviews all second level appeals. As in the initial appeal, the provider must follow a structured online process, clearly identifying the reason for the appeal.

The provider cannot request a second level appeal until one of the criteria listed below applies:

- MTM failed to respond to the first appeal
- The provider has evidence that the adjudication decision is wrong and the initial appeal did not address the issue appropriately
- The provider is satisfied with the end result of the appeal, but dissatisfied with the sequence of events

For the Rhode Island NEMT program, MTM will pay 95% of clean claims in 30 calendar days and 99% in 60 calendar days. Further, we will adjudicate non-clean claims in 24 calendar days from the date of correction and will adjudicate all claims in 12 months of receipt.

### **Claims Adjudication (3.10.6.2)**

To further review claim submissions for errors prior to payment, Reveal adjudicates 100% of claims as transportation providers submit them. Reveal's automated adjudication reviews various aspects of the claim to ensure it does not have any errors or other outlier qualities, such as high utilization by the same recipient, high trip cost, high trip mileage, high travel time, trips assigned to transportation providers with outdated credentials/contracts, etc. MTM noted these tendencies and programmed filters into Reveal to catch trips demonstrating outliers.

Reveal adjudicates all submitted claims through the numerous property filters, flagging them as appropriate, and placing them in a queue for review by our Network, Operations, and/or Claims departments. These departments conduct a review and/or verification of the trip as appropriate based on its status. If the department finds a scheduled trip or trip awaiting payment to be fraudulent, MTM denies the claim. If we find a paid claim was fraudulent, Reveal flags the recipient or transportation provider as 'high risk;' the next time a high risk recipient calls to schedule a trip, Reveal notifies the CCR during the reservation to perform pre-trip verification to verify the recipient has an appointment with their medical provider prior to setting the trip. Reveal automatically pulls claims submitted by transportation providers flagged as high risk for post-trip verification by our Network and Claims departments. Following their review of the flagged trips, the departments also each generate a report identifying new filters to implement within Reveal for any trends and/or anomalies missed.

### **Trip Verification (3.10.3.2) (3.10.3.2.1) (3.10.3.2.3)**

In addition to conducting the comprehensive adjudication analysis above, MTM will perform pre-trip verification on at least 10% of trips prior to transportation and 10% of trips after transportation in compliance with EOHHS' requirements. We perform pre-trip verification for trips by calling medical providers and facilities prior to the trip to verify the recipient has an appointment for a covered service at the date and time for which the trip is set.

We conduct post-trip verification by verifying transportation providers' AVL/GPS data submitted in claims and by calling the medical provider to verify the recipient attended their appointment. Post-trip validation will include problem areas such as after-hours transportation and standing orders. If we find inconsistencies during verification, we forward trip details immediately to the Fraud Review Team who follow-up on the specific trip in question the same, or next business day. The thoroughness of our process is simply unmatched in the industry and demonstrates our commitment to being excellent stewards of our clients' funds.

In addition, MTM proposes aligning trips against medical claims for the most accurate verification of services. We can send a monthly list of recipient trips to EOHHS and its managed care plans to verify against the medical claims for that month, ensuring the trips claimed were for actual services received.

### Retroactive Eligibility Claims (3.10.1.5)

Following contract award, MTM will work with EOHHS and our transportation provider network to establish a process for reimbursing stretcher, ALS, and BLS trips rendered to recipients whose Medicaid eligibility is retroactively approved. Our process will include retroactive reimbursement for services up to 90 days from the date of service.

*d. Describe how the Broker will Report Accidents, Injuries, and Incidents*

### Reporting Accidents, Injuries, and Incidents (3.10.1.7)

We train transportation providers to notify MTM immediately of a breakdown, accident, or any other instance that may cause a delay in their route. Upon such notification, our staff follows the processes detailed in **2. Capability, Capacity, and Qualifications of the Offeror, Fulfilling Recipient Requests, Facilitating Trip Recovery** on **page 15**. MTM will report all accidents, injuries, and incidents that occur in conjunction with a scheduled trip if a recipient is present in the vehicle to EOHHS according to EOHHS' timeframes outlined in Section 3.10.1.7 of the RFP. In addition, MTM will train our employees and transportation providers to report any suspected cases of child, elder, or dependent adult abuse to their supervisor and/or the proper reporting agency: Department of Children, Youth and Families; Department of Elderly Affairs (DEA); Department of Behavioral Healthcare, Developmental Disabilities and Hospitals.

*e. Describe how the Broker will monitor performance and consumer satisfaction*

### Monitoring Performance and Consumer Satisfaction (3.10.1.12)

Obtaining feedback and recommendations from surveys will allow MTM to measure satisfaction and improve the program, without solely relying on complaint resolution as a measure of improvement. To avoid any bias, MTM uses an independent third party organization to survey a statistically sound sample audience of stakeholders.

### Recipient Surveys

MTM will assess recipient satisfaction through a quarterly survey, conducted via phone. During the recipient survey, a representative from a nationally recognized organization will ask the recipient a variety of questions regarding the reservation process, driver and CCR courtesy and assistance, and the condition of the vehicle. **Figure 5** shows questions we ask throughout our book of business, as well as our 2018 Quarter One satisfaction rates.

Recipient Satisfaction Survey	
Questions Regarding Phone Service	Questions Regarding Transportation
<ul style="list-style-type: none"><li>• Was your call answered promptly?</li><li>• Did the person who answered your call treat you with dignity and respect?</li><li>• Was the person you talked to helpful?</li><li>• Did the person you talked to offer you help with more than just your ride?</li></ul>	<ul style="list-style-type: none"><li>• Did the driver treat you with dignity and respect?</li><li>• Did you get to your appointment on time?</li><li>• Did the driver tell you his/her name and why s/he was there?</li><li>• For your ride back home, did the driver pick you up within one hour?</li></ul>

<ul style="list-style-type: none"> <li>When you called, did you get the kind of service you wanted?</li> </ul>	<ul style="list-style-type: none"> <li>Was the vehicle clean?</li> </ul>
<b>2018 Q1 Phone Satisfaction: 97.04%</b>	<b>2018 Q1 Provider Satisfaction: 94.44%</b>

**Figure 5: Recipient Satisfaction Survey.** By asking recipients the above questions, MTM can stay in tune with overall satisfaction.

MTM will submit the raw survey data to EOHHS along with a summarized report on survey results on a quarterly basis. Prior to using our standard satisfaction survey, we will submit the format, sampling strategies, and questions to EOHHS no less than 30 days in advance of use for approval and modification, and will incorporate questions as directed.

### Using Survey Responses

Following the survey, an MTM representative inputs all gathered survey data into Microsoft Power Business Intelligence (BI) tool for reporting and tracking. MTM’s Quality and Compliance Committee (QCC) trends survey results for each contract under our management in their meetings. In the rare circumstance that a survey shows an unsatisfactory result, the QCC institutes an appropriate Performance Improvement Plan (PIP) to resolve the issue. In addition, we use survey results to develop Quality Improvement Programs (QIPs), and to determine target areas for Lean-Six Sigma value stream workshops and rapid improvement projects. By conducting satisfaction surveys, MTM can make accurate, timely changes to the program.

### Advisory Committees

In addition to conducting surveys, MTM will establish local Advisory Committees and Subcommittees specific to EOHHS’ NEMT stakeholders, including recipients, medical providers, transportation providers, and the community at large to gain invaluable input and feedback on NEMT, its services, network adequacy, and actions required to improve and enhance the program. MTM encourages EOHHS to attend the quarterly meetings of each Advisory Committee. These Advisory Committees will begin prior to the operations start date and continue throughout the life of the contract, with EOHHS’ approval.

*f. Describer how the Broker will integrate Websites, Mobile Applications & Other Innovations*

### **Integrating Websites, Mobile Applications, and Other Innovations (3.10.1.13)**

#### **Rhode Island Website**

Stakeholders will have access to information regarding how to request services, complaint and appeal procedures, riders’ rights and responsibilities, and contact information via a Rhode Island-specific website, which MTM will create upon contract award. This user-friendly website will enable stakeholders to learn about their program, and receive updates about changes.

MTM creates websites for almost every NEMT program we operate; EOHHS can view an example by visiting our Nevada website at [www.mtm-inc.net/nevada](http://www.mtm-inc.net/nevada). Our experienced, capable Marketing team will build the Rhode Island NEMT website in accordance with all EOHHS requirements, and in compliance with HIPAA regulations. Prior to implementation, we will send EOHHS a password protected link to a private view of the website for approval.

MTM's Marketing department will make updates and modifications to the website as requested by EOHHS. All information can be updated quickly and easily within WordPress within one to three business days on average, depending on the complexity and scope of the request. With WordPress, there is no need for maintenance periods; the website will simply update with the new content once it is changed without any downtime. The website will be accessible and functional 24/7/365.

### **Recipient Website Portal and Mobile Application**

EOHHS' recipients will have access to Reveal's online trip management system and passenger-facing mobile application. A number of Rhode Island residents already use the Reveal app for their RIPTA Ride program, and know how to navigate through the user-friendly options. Through the portal and app, they will be able to manage their trips, check the status of their rides, and cancel scheduled trips. The app is simple to load on any Android or iOS smartphone for recipients' convenience. Both the web-based portal and mobile app is HIPAA-compliant and accessible at no charge to recipients 24/7/365.

Each user will need to register a login and password and verify their identity as prompted. The user will then have the opportunity to set preferences, such as the method of notification they prefer for trip confirmations (i.e. phone call, email, or text message). These tools give users the option of completing transportation arrangements conveniently online at any time of the day, in lieu of calling MTM. The portal will also give recipients the option to initiate an online web chat with one of MTM's CCRs to assist with their transportation needs in lieu of calling.

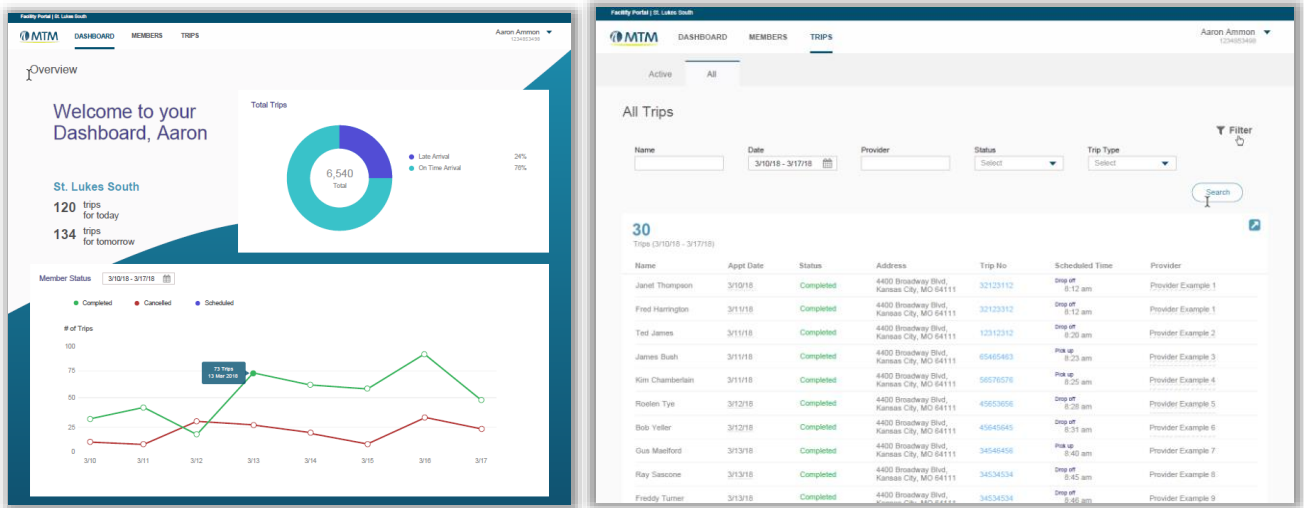
In addition to setting trips, recipients can also review upcoming trips and cancel trips online. If they participate in the gas reimbursement program, they can enter their request for gas reimbursement through this system. After the trip has been submitted by the user and scheduled by MTM, the user will receive confirmation of trip details in the manner requested during account creation.

### **Facility Portal**

In addition to being able to schedule trips by calling MTM, medical providers and facilities will be able to schedule transportation via a facility portal that links directly to Reveal to deliver access to a complete range of services and data to program stakeholders. In accordance with HIPAA regulations, medical providers are only able to view trips for their patients. This portal gives users the option of completing their transportation arrangements conveniently online at any time of the day, in lieu of calling MTM.

To use the portal, facilities visit <https://smp.mtm-inc.net/> to register. Each user receives a unique login ID. Each user registers a login and password and verifies their identity as prompted. MTM logs and monitors access using both server and appliance logs by default. After the user submits a trip request, MTM schedules the request and sends confirmation of trip details.

The user then receives confirmation of trip details. In addition to setting trips, providers/facilities can also review upcoming trips and cancel trips online, as shown in **Figure 6**.



**Figure 6: Facility Portal Screenshot.** Facilities can schedule trips and view trip information for recipients through MTM’s facility portal.

### Transportation Provider App

Reveal’s application is an easy to deploy demand response tool that monitors vehicle location through GPS and schedule adherence in real time. MTM will provide the Reveal’s driver app for every transportation provider serving the Rhode Island NEMT program within our network. Many providers already have an internet-connected device, which they can use to access the app at no cost by downloading it from the Apple or Android app store. We will work closely with transportation providers to train them on usage of Reveal during implementation. MTM’s Network team will provide technology support and training for transportation providers during implementation and throughout the contract.

For transportation providers in remote parts of the state where internet connection is limited, the software will cache all trip information until internet service is available, at which time it will send the information to the system as normal. In addition to having access to Reveal via mobile devices, transportation providers will be able to access Reveal’s scheduling and dispatching portal on a desktop to allow their schedulers and dispatcher to work trips assigned by MTM and view vehicle and driver performance in real-time. This access will benefit recipients, providers, and EOHHS alike, as it will enhance program performance and allow multiple parties to monitor trip activity for every day of service.

### Other Innovations

#### EOHHS Portal

MTM will give EOHHS access to a customized portal through Reveal with dashboards showing all complaints, resolutions, trip assignments, and status of all trips, as well as the ability to create customized reports.



The easy-to-navigate dashboard will resemble the facility portal screenshot shown above. In addition, EOHHS will have access to Reveal's intuitive dashboards and regular reports from MTM, as detailed in [4. Approach Proposed, Generating Reports for EOHHS](#) on [page 48](#).

### **Chat Functionality**

In addition to prompt, knowledgeable assistance via phone, MTM offers recipients the ability to live chat with a CCR. Live web chat offers exciting benefits to recipients and clients, including:

- Ability to schedule trips in a more timely manner on each recipient's individual schedule
- Reduced call volume, which increases efficiency and reduces overall operating costs
- Reduced call times, hold times, etc., increasing recipient satisfaction

Web chat is seamlessly integrated into MTM's interactive Member Portal. From this site, recipients have the option to chat with a CCR. When a recipient clicks the chat button, a window launches, prompting the recipient to type in identifying information to begin the chat as shown in the screenshot to the right. From here, the chat request is routed to an available CCR, who immediately responds to help the recipient schedule their trip, change scheduled transportation arrangements, or answer questions. Because the chat feature is a component of MTM's phone system, we can track and report on web chats just as we can on phone calls. We can pull, monitor, and reviewed chat interactions similarly to recorded calls. As with all MTM's technology offerings, the chat feature is HIPAA compliant, and vetted by our internal Information Security team.

### **IVR Cancel/Confirm**

If a recipient wishes to cancel or confirm a scheduled trip, they can call MTM and do so without speaking to a CCR. Our IVR system guides recipients through the process, providing a streamlined process for both the recipient and MTM's contact center team. The IVR prompts the caller to enter key HIPAA information for the recipient. The IVR uses this information to identify the unique recipient in Reveal, and determine if the recipient has a scheduled trip. If the recipient does not have a trip scheduled for the current day, the IVR routes the caller to a Reason for Call menu, from which they will enter the date of the trip for which they are calling. If the recipient has a same day trip scheduled, the IVR gives the caller the option to cancel or confirm the trip, and/or listen to the details of their trip, including trip date, time, and assigned transportation provider. The IVR system will automatically route calls to CCR under the following conditions:

- Date of birth, phone number, or postal code entered does not match a unique recipient in our system
- The cancellation is for a same day trip or life sustaining trip

To better serve recipients whose primary language is not English, the IVR will bypass the self service options and connect the recipient with a CCR when a foreign language is selected. At any time in the IVR Cancel/Confirm process, the recipient or representative may select a prompt to speak with a CCR.

# 3. Work Plan

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### 3. Work Plan

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*a. Describe how the Broker will develop policies and procedures for authorizing, scheduling, managing, and making payment for all transportation services.*

#### **Authorizing, Scheduling, Managing, and Paying for Transportation**

As detailed in **2. Capability, Capacity, and Qualifications of the Offeror, Fulfilling Recipient Requests** on **page 13**, MTM uses Reveal to intuitively authorize, schedule, and manage transportation from reservation to reimbursement.

#### **Authorizing Transportation (3.10.3) (3.10.3.1) (3.10.3.5) (3.10.5.15)**

MTM assigns the lowest cost, most appropriate mode of transportation based on the recipient's medical and cognitive abilities. For the Rhode Island NEMT program, we will also enforce mode restrictions for ETP and TANF eligible recipients as required by EOHHS.

For new callers, the CCR inquires if the recipient has any special needs affecting transportation services, such as the use of a mobility device, cane, or walker; Reveal retains information about permanent and temporary special. If temporary, the CCR can confirm whether the recipient's needs have changed since their last trip. The CCR also certifies if a recipient requires door-to-door or curb-to-curb service.

If a recipient requests a mode above public transit or GMR, we initiate our Level of Need (LON) assessment process. Through the LON process, MTM assesses the recipient's capabilities to place him/her on the least costly, most appropriate mode of transportation available to meet his/her needs. This never includes emergency ambulance services; CCRs instruct any recipient requesting emergency service to call 911.

To begin the LON process, the CCR indicates the need for an LON in Reveal and collects contact information for the recipient's medical provider. A Support Representative runs an LON report each day, and emails or faxes MTM's LON form to the recipient's medical provider. Using the form, the medical provider indicates the recipient's transportation challenges, evaluates his/her cognitive and physical abilities, and signs the form as attestation. The provider also notes if the need is permanent or temporary, and if temporary, for what period it applies. Once the medical provider returns the completed LON to MTM, a Support Representative evaluates the provided information and scans the document into Reveal, which stores the information in the recipient's file. Reveal helps CCRs quickly assign the most appropriate mode, by tracking all NEMT requests and immediately referring to previous determinations for each recipient during subsequent calls.

To further detail this process, our LON assessment takes the following considerations when assigning the least costly, most appropriate mode of transportation:

- **Public Transportation:** Public transportation is the first mode of choice where available; public transportation will be the only authorized mode for TANF recipients. Using Reveal, CCRs determine if the recipient's pick-up and drop-off location are within ½ mile from a fixed route stop.

We only assign public transportation to recipients who live within ½ mile of the stop or to recipients who request this mode, unless we arrange for transportation to and from the stop. Through its relationship with RIPTA over the past six years, Reveal has extensive mapping of the public transit stops and zones throughout the state, meaning MTM will be able to effectively assign public transportation to EOHHS' recipients. Other factors considered include inclement weather conditions and compatible schedule times. If the recipient's medical provider indicates the recipient can walk to the fixed route stop and successfully navigate the system, the Support Representative approves the recipient to use public transportation. CCRs inform recipients when public transportation is the most appropriate mode, and name the stop(s) nearest the recipient's origin and destination locations.

- **GMR:** If a recipient has access to a working personal vehicle, wishes to drive him or herself, or arranges transportation with a relative or friend using a personal vehicle, the Support Representative approves GMR. CCRs use Reveal to predetermine direct mileage for a trip by entering the origination and destination addresses. This enables the CCR to provide the exact anticipated reimbursement amount during the call. CCRs can also share the dollar amount of reimbursement available to recipients initially requesting sedan or another higher mode of transportation, in an effort to entice recipients to use this lower cost mode. Reveal integrates with Google Maps to provide the most accurate mileage possible. Recipients must complete and return trip logs prior to receiving GMR via debit cards. MTM will not authorize GMR for ETP recipients.
- **Special Needs Requiring Higher Modes:** If a medical provider submits an LON form indicating the need for a higher mode of transportation due to a qualifying medical reason, the Support Representative authorizes the most appropriate mode based on the recipient's physical and cognitive abilities. MTM applies the following LON rules in making such determinations:
  - A recipient who is ambulatory or can transfer out of their mobility device without assistance and has no cognitive disabilities receives shared van/sedan/taxi transportation with curb-to-curb service
  - A recipient who is ambulatory or can transfer out of their mobility device with assistance and has severe cognitive disabilities receives shared van/sedan/taxi transportation with door-to-door service
  - A recipient who is in a mobility device, has no cognitive disabilities, and does not require assistance, but cannot transfer into a vehicle is assigned curb-to-curb wheelchair transportation
  - A recipient who is in a mobility device, is not able to transfer, and has cognitive limitations receives door-to-door wheelchair transportation
  - A non-ambulatory recipient who must remain in supine position but does not require basic life support or medical services receives stretcher transportation
  - A non-ambulatory recipient who requires basic or advanced life support or medical services receives BLS/ALS ambulance transportation
  - Exceptional transportation requests for commercial air, bus, or train, as well as meals and lodging, are handled by the Support Representative

MTM works closely with the medical community to communicate our LON procedures and the importance of their swift response. While the LON process is completed, CCRs temporarily certify recipients at their requested mode for two weeks. In addition to the above modes, MTM also leverages family, friends, and volunteers; commercial taxis; nonprofit agencies; and paratransit services as appropriate for recipients' transportation needs.

### **Denying Transportation (3.10.3.3)**

While MTM's trip reservation process always relies on objective, consistent methods for approving NEMT requests, we have procedures in place to accommodate denials. MTM notifies a recipient any time we make an adverse determination regarding a requested trip, whether denied, approved for a lesser amount than requested, or approved for an alternate service. We also provide notification whenever we reduce, suspend, or terminate services for a recipient.

To notify recipients of such situations as soon as possible, MTM programmed Reveal to alert CCRs during the request if any criterion warrants a denial. The CCR notifies the recipient of the denial during the call, and logs a denial reason code, which initiates a denial notice within Reveal. Each night, MTM's Reporting team runs a report for denials and generates denial notices with the required notice information, including the offer to appeal the denial of the service or mode/service level reduction by way of a Fair Hearing with EOHHS. EOHHS can see a sample of MTM's denial letter in **Appendix D**. We mail the notice to the recipient and maintain a copy within our files. MTM will submit a monthly report to EOHHS on all denials and reductions, including the number of requests for state Fair Hearings.

### ***Processing Requests for Disenrollment (3.10.1.3)***

In accordance with EOHHS' policies, MTM will accept requests from transportation providers to refuse transportation services to a recipient who demonstrates a pattern of continued noncompliance with transportation guidelines (e.g. no-shows or disruptive behavior). Providers must submit detailed documentation of the recipient's noncompliance which specifies the reason(s) for which MTM may request refusal to provide transportation services to a recipient. MTM will review all submissions for proof that the recipient's continued enrollment seriously impairs the provider's ability to furnish transportation services to the particular recipient. We will then submit a written recommendation to EOHHS regarding a recipient's continued access to transportation services. We will require the provider to continue transporting the recipient until notified by EOHHS on the 834 file that the recipient has been removed.

### **Scheduling Transportation**

When scheduling a recipient's trip, the CCR can select from a menu of frequently used addresses retained in each recipient's file based on previous trips. This allows CCRs to effectively schedule transportation without requiring recipients, representatives, or medical practitioners to repeat addresses of facilities during each request, and helps eliminate errors due to misheard information and/or incorrect address data. If a recipient is eligible for gas reimbursement, a script appears for CCRs to promote this service. Reveal automatically populates the script with the correct mileage and reimbursement rate.

## Routing Trips with Reveal

Reveal allows us to offer advanced routing and multi-loading options and mobile trip management with GPS integration for transportation providers to send real-time information to MTM from the field using the Reveal app. Reveal schedules trips around templates of standing order templates, or trips assigned to providers on established routes, and adds demand-response, or single-reservation trips as they best fit into the schedule. The software then batches schedules several times to optimize efficiency, productivity, and performance in accordance with EOHHS' standards. Reveal uses these metrics to balance between meeting contract requirements and recipient needs.

MTM and Reveal have a keen understanding of Rhode Island's geographic challenges as they pertain to providing timely transportation for recipients, including the many bridges and one-way entrances/exits to the state's many islands. Since RIPTA has used Reveal for transportation across Rhode Island for the past six years, EOHHS can be confident in the accuracy of Reveal's mapping and routing abilities, which will ensure timely transportation for its recipients. In addition to geographic understanding, MTM offers EOHHS and its recipients the unique benefit of our relationship with RIPTA through Reveal. Because Reveal already handles all scheduling for RIPTA and its programs, MTM will be able to effectively assign group trips to RIPTA, which is a proven, reliable transportation provider.

## Assigning Trips to Transportation Providers (3.10.3.4)

After we set up the trip and determine the appropriate mode of transportation, Reveal identifies the most appropriate and lowest cost transportation provider for the trip. MTM strives to build and maintain relationships between providers and recipients, and will place recipients with their requested transportation provider to the extent possible based on availability, level of service, and mode. We understand this builds trust between the recipient and provider, but also between the recipient and MTM/EOHHS. Further, establishing a routine leads to better on-time performance from providers, and better customer satisfaction for recipients. This is especially important for recipients receiving behavioral health services. We strive to coordinate trips in the most cost-effective manner and route and multi-load trips as efficiently as possible. We assign trips not easily multi-loaded or routed to transportation providers able to provide individual point-to-point transportation. Reveal applies service parameters to assign trips to providers who can deliver service within EOHHS' standards.

Reveal's Scheduling Workflow takes the rules for trip placement and factors in information such as a transportation provider's historical on-time performance and/or complaint history. Reveal optimizes trips until the trip is less than 48 hours in advance, at which time they are "locked" so the transportation provider and recipient can be notified of the final arrangements. After creating manifests, Reveal allows for drag-and-drop alterations to the schedule as needed for late cancellations, no-shows, or breakdowns, which either MTM or the provider through the Transportation Provider Portal can perform as necessary. Reveal also provides full visibility into the timeliness and overall performance of the network through live views of actual trips in progress that allows MTM and the provider to proactively address service delays or other issues without missing trips.

Reveal's scheduling protocols also verify the trip is assigned to lowest-cost, most appropriate transportation provider, scoring each eligible vendor based on the following factors:

- Modes applicable
  - If the appropriate mode of transportation is not available due to special circumstances, Reveal authorizes a one-time assignment to next highest mode
- Trip Cost
- Number of vehicles in fleet
- Service areas for pick-up and drop-off
- Capacity levels set per vehicle amounts and performance
- Hours set based on service hours of vehicles / hours based on performance
  - Performance-based hours: If a transportation provider has a particular time of day where trips are often turned back or no-showed, we customize parameters to lower capacity for those hours / days or eliminate their time available until they rectify the performance issues
- Quality Score
  - Based on transportation providers' history of complaints, accidents, incidents, and on-time performance

Reveal's scoring system never assigns trips to a provider who has exceeded capacity for the day, or who does not service a particular area. Weighing scores for factors such as time on board, cost of the trip, and geographic proximity, Reveal is able to create achievable and program-compliant manifests that maximize efficiency of the providers' fleets.

### **Dispatching Trips to Transportation Providers**

After it routes trips, Reveal generates trip manifests for each transportation provider, containing specific information. MTM distributes manifests seamlessly through Reveal to the Transportation Provider Portal, where providers can adjust the routes to accommodate their specific needs, and download manifests directly to the Reveal driver app. This ensures GPS data is accurate for claims, and gives providers flexibility to run their operations according to their preferences; the portal will automatically update the driver app with any changes. If we dispatch a trip to a provider less than 48 hours in advance, as in the case of an urgent trip, MTM contacts the provider by phone to confirm they are able to accommodate the trip, and/or sends the trip directly to a driver on the Reveal app for acceptance. The provider can confirm acceptance on the Reveal app to add the trip to their manifest, and MTM and the provider's office receive notification that the provider accepted the trip. If the provider does not accept the trip on the Reveal app within a defined period, it automatically goes back into the dispatch queue for confirmation and/or reassignment.

Reveal's mobile application for drivers is an easy to deploy demand response tool that monitors vehicle location through GPS and schedule adherence in real time. For transportation providers in remote parts of the state where internet connection is limited, the software will cache all trip information until internet service is available, at which time it will send the information to the system as normal.

MTM will provide Reveal's driver app for every transportation provider serving the Rhode Island NEMT program within our network. Many providers already have an internet-connected device, from which they can access the app at no cost by downloading it from the Apple or Android app store. We will work closely with providers to train them on usage of Reveal during implementation. MTM's Network team will provide technology support and training for providers during implementation and throughout the term of the contract. Reveal's software will benefit recipients, providers, and EOHHS alike, as it will enhance program performance and allow multiple parties to monitor trip activity for every day of service. If providers have their own, comparable solution with full GPS tracking, Reveal can attain necessary information through an API.

### **Real-time Visibility into Transportation Provider Performance**

An important aspect of providing the best service for recipients is meaningful, actionable trending of key data. As MTM adjusts settings to modify the trip placement rules, Reveal trends data to compare key day-to-day metrics showing the impact of changes. Reveal's dashboards can trend data for the entire service or by transportation provider. These dashboards enable users to drill all the way down to trip level, where they can see how a driver completed an individual trip, including speed of travel and captured GPS locations displayed on a map.

### **Notifying Recipients of Arrangements**

Because we strive for first-call resolution, recipients learn the details of their transportation arrangements during their initial NEMT request whenever possible. At the conclusion of the phone call, the CCR restates all trip details, including pick-up time window, and pick-up and destination addresses, by following the script provided by Reveal. Each recipient receives a pick-up window to allow flexibility for routing and scheduling of trips; the recipient does not learn the name of the transportation provider performing their trip until the confirmation call.

### **Confirming Trips**

MTM uses a courtesy call system to remind recipients of their trips 24 hours before the transport is scheduled. The call confirms the details of the trip, including the name of the assigned transportation provider. All reminder calls also give the option to opt out of receiving reminder calls if the recipient answers. With MTM's proposed Reveal software, recipients will also have the ability to view trip details using the Reveal app on their smartphone, receive text reminders for upcoming trips, and cancel trips as necessary.

In addition to automated reminder calls, on occasion, a CCR may contact a recipient directly as a follow-up to the initial trip request. In cases such as trips pending authorization or an LON assessment, if a trip cannot be scheduled during the initial call for services, a CCR calls the recipient after his/her trip is scheduled to confirm details. With EOHHS' approval, reminder emails and SMS text messages (based on the recipient's preference) can be placed the day prior to the trip. This technology not only improves service for recipients, but will contribute to increased productivity rates as the reminder call will reduce no shows and encourage recipients to be ready as soon as the vehicle arrives.



## Urgent Trips

As stated above, MTM will require recipients and/or representatives requesting routine NEMT service to call with at least 48 hours' advanced notice. For urgent NEMT requests, CCRs refer to MTM's urgency guidelines:

1. The CCR verifies urgency of the appointment with the medical provider by phone and accepts the medical provider's verbal authorization
2. If the medical provider verifies the appointment as urgent, the CCR documents the verification and approval in Reveal and proceeds with scheduling
3. The CCR verbally notifies the recipient of his/her arrangements
4. If the trip request is determined to be non-urgent, the CCR educates the recipient of the advanced notice policy

If a trip is deemed urgent, MTM provides transportation within three hours of request, including those received last minute, after-hours, or on weekends or holidays.

## Handling Will Call Trips and Hospital Discharges

For will call trips where recipients do not have an exact time that they will need a return pick-up, we enter the trip leg into Reveal as a "Will Call." When the recipient calls for their return pick-up, the CCR simply right-clicks on the trip and marks the trip as "Will Call is Ready." Reveal then sends a notification to the dispatch queue. The CCR clicks on the notification message and Reveal automatically "trip fits" the trip, selecting the closest, most appropriate transportation provider based on the scoring system.

When dispatch places will-call or same-day trips on a manifest, Reveal automatically sends the driver a message via the Reveal app, notifying them of the added trip. If the driver does not acknowledge the new trip(s) within a set amount of time, the CCR receives a notification that the driver has not acknowledged the trip, at which time they can contact the driver, or assign the trip to an alternate route. Reveal verifies the driver arrives at the pick-up location no more than 45 minutes after the trip is marked as ready. Reveal logs any will-call trips showing greater than 45 minutes from the status change to the driver selecting "Arrived" on his/her app for reporting purposes.

MTM uses a similar process for hospital discharges; the recipient or representative calls and we dispatch a transportation provider to complete the pick-up within three hours. As appropriate and approved by EOHHS and the hospital(s), MTM may use Lyft or other alternative means of transportation to accommodate hospital discharges in a timely manner. MTM works closely with hospitals to arrange transportation prior to discharging patients. This way, a provider is promptly available for pick-up whenever the hospital discharges the recipient.

*b. Describe how the Broker will subcontract for the actual transportation services with transportation providers*

### **Subcontracting Transportation Services**

To transport recipients safely and responsibly, MTM will rely on our proven network management techniques to recruit, credential, contract, and monitor quality transportation providers—a true strength of MTM's. During the solicitation process, we reached out to providers throughout Rhode Island and obtained signed Letters of Intent (LOIs) to subcontract from 26 transportation providers, provided in **Appendix B**. We will continue to recruit and build out our network using our proven process detailed in the following section, *Building a Successful Transportation Provider Network*.

MTM will also bring the strong relationship between Reveal and RIPTA to the NEMT program, should EOHHS select us as its contractor. We will leverage the six year partnership between Reveal and RIPTA to effectively leverage public transportation and ADA programs for EOHHS and its recipients. In addition to a qualified network, MTM proposes using Lyft and Uber, with EOHHS' permission, to handle overflow and urgent trips as necessary. EOHHS can find more information on our plan to use Lyft and Uber in *2. Capability, Capacity, and Qualifications of the Offeror, Fulfilling Recipient Requests, Facilitating Trip Recovery, Option to Leverage On Demand Partners* on **page 16**.

*c. Describe how the Broker will develop a successful transportation provider network.*

### **Building a Successful Transportation Provider Network (3.10.4) (3.10.4.1)**

To ensure we contract responsible, safe transportation providers, MTM uses the following three-phase contracting process that encompasses recruiting, contracting/credentialing, and training. Through this process, we will contract sufficient transportation providers throughout Rhode Island, including routinely scheduled trips, standing orders, and urgent trips.

#### **Phase 1: Recruiting**

MTM has already begun our recruiting efforts in Rhode Island through town halls and various outreach activities to gain the interest of existing and new transportation providers, and have attained 26 Letters of Intent (LOI), representing over 370 ambulatory, 170 wheelchair, 20 stretcher, 80 ambulance, and five bariatric vehicles across the state of Rhode Island; EOHHS can review the LOIs in **Appendix B**.

We are committed to incorporating incumbent transportation providers, along with other private providers, volunteers, and non-profit agencies, into our network. We have found using existing transportation providers facilitates a smooth transition and allows continuity of care. If the provider knows the history of the program, the geographic area, and the existing recipients, implementation runs smoothly and satisfaction remains high. Therefore, MTM will recruit as many existing transportation providers as possible during implementation without interfering with current NEMT operations. During our recent statewide implementation in Nevada, we recruited, credentialed, and trained approximately 45 transportation providers representing over 175 vehicles and 200 drivers in just 90 days.

Using our mathematical network algorithm, our Network department identifies where we need to develop our network based on enrollment density for each zip code or region. It also considers anticipated enrollment; expected utilization of specific populations throughout the state; and the geographic location of transportation providers and recipients.

To recruit transportation providers, MTM's Network staff hosts town halls across the service area, publishes information on MTM's website, and disseminates informational material directly to providers. If a transportation provider is interested in joining MTM's network, our Provider Management Representative explains the necessary contractual documents, general requirements, technical approach, and other pertinent personnel, vehicle, and insurance information. The Representative also works closely with transportation providers during recruitment to negotiate fair and sustainable rates. MTM pays fair rates so providers can invest in their companies and retain qualified staff.

### **Phase 2: Contracting and Credentialing (3.10.4.2) (3.10.5.5) (3.10.5.10)**

Once the transportation provider expresses interest in joining the network, MTM credentials the provider and all drivers. MTM's Network staff work with transportation providers to acquire all appropriate credentialing information. With our credentialing platform, transportation providers can enter their credentialing information online.

As part of the credentialing phase, the Provider Management Representative meets with each transportation provider to conduct an inspection of the providers' facilities and vehicles; we will ensure all contracted providers have a physical address in Rhode Island, are registered with the Rhode Island Secretary of State, and maintain sufficient liability insurance as required by state law and regulations. The Representative determines if the provider has the necessary technology, hardware, and software capabilities to provide and maintain accurate and timely records, as required by MTM. The Representative conducts scheduled and random inspections throughout the contract to verify compliance and conduct re-training as needed.

To streamline credentialing, MTM uses batch search options through state and national databases, such as System for Award Management (SAM) and Office of Inspector General (OIG), and the Federal List of Excluded Individuals/ Entities (LEIE) database to verify the eligibility of transportation providers to join our network. We will not consider any transportation provider for our network that has failed to renew their license or certification registration; had their professional license or certification revoked; been excluded from participation in a federal healthcare program; been terminated by the state; been convicted of fraud or abuse; or is excluded from participating in procurements involving federal funds.

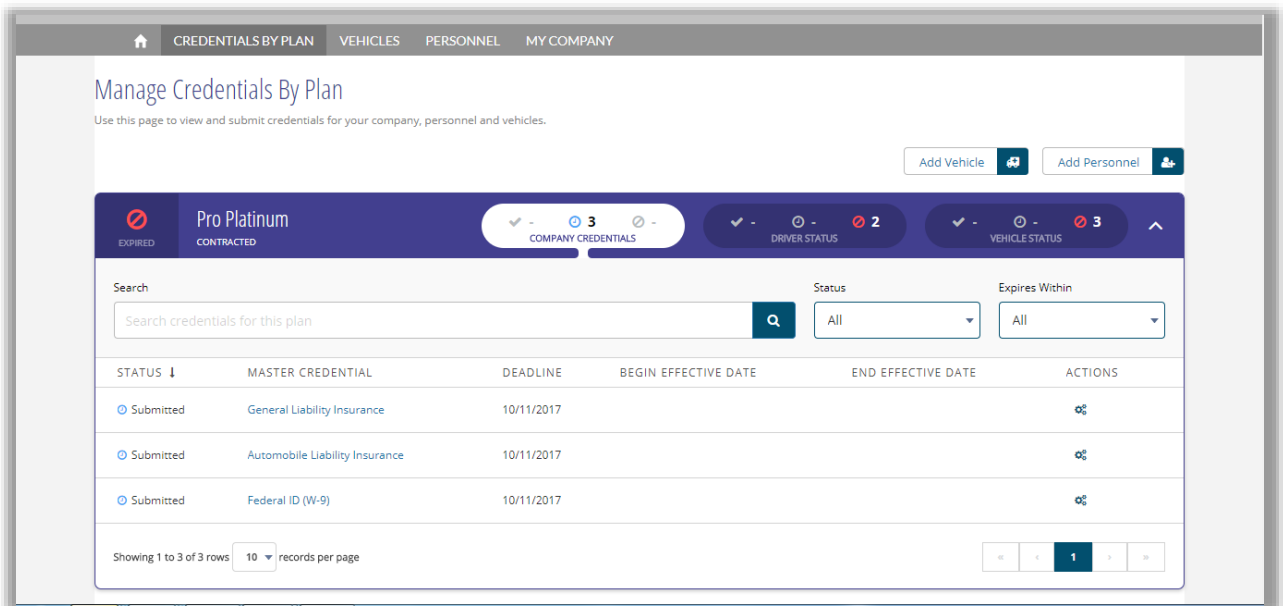
Approved transportation providers will receive a copy of our Transportation Provider Service Agreement (TPSA) and Transportation Provider Handbook. MTM will modify the TPSA, a current copy of which is provided in **Appendix E**, upon contract award to detail our new processes and meet all RFP requirements, and submit it to EOHHS for review prior to distribution.

We will not allow providers to deliver NEMT service before we complete credentialing and receive a signed TPSA. Upon agreement with our expectations, rates, and requirements, the transportation provider will move to the next level of the contracting process, training.

### Credentialing Platform (3.10.5.4)

All transportation providers within MTM’s networks have access to our convenient credentialing platform, which facilitates quick and convenient credentialing. We built our credentialing portal for secure data storage and maximum flexibility. Providers upload credentialing data and digital images of required information and documentation for their drivers, vehicles, and company. The platform supports industry standard file and image formats including, but not limited to, Microsoft Word, Microsoft Excel, Adobe PDF, JPEG, and GIF. The platform supplies all submitted credentials in a work queue, allowing MTM staff to review and approve them in a timely fashion. As soon as we approve the credential, transportation providers can view the results online. If MTM does not approve a credential, the platform sends the provider detailed information and instruction on the next steps online to assist the provider in completing the process.

To avoid non-compliance, the platform notifies transportation providers of any credential set to expire. The platform sends multiple notices of increasing severity as the expiration date approaches. Each time the provider logs into the platform, they receive notification of actions with due dates. **Figure 7** illustrates how providers view the platform.



**Figure 7: Company Credentials.** Transportation providers must submit required documents for their company, such as proof of insurance.

### Phase 3: Training (3.10.5.8)

Once the transportation provider completes the contracting and credentialing phase, Network staff conducts a training and orientation meeting. In this meeting, Network personnel explain all aspects of working with MTM. Following this meeting, the provider works with MTM's Network department to arrange for all drivers to receive training on wheelchair securement and lift operation, passenger assistance techniques, and general customer service.

We provide training via a variety of venues, including online WebEx training, in-person discussions, and our manuals. In addition, we work collaboratively with training resources such as the American Red Cross and online programs to facilitate training for drivers. Once a driver completes all required training, and the Representative verifies training documents, MTM assigns trips to the driver.

*d. Describe how the Broker will ensure all drivers and vehicles providing transportation services meet the minimum requirements listed in the Provider and Vehicle Requirements section of this RFP.*

### Verifying Driver and Vehicle Compliance (3.10.3.6) (3.10.5) (3.10.5.1) (3.10.5.2) Enforcing Driver Compliance (3.10.5.6) (3.10.5.7)

Our Network department enforces safe transportation for recipients by conducting initial credentialing and annual re-credentialing. We take great care to properly credential our network of transportation providers and their drivers prior to allowing them into service. Throughout the term of the contract, MTM deactivates any driver found to be out of compliance within Reveal so s/he does not receive any trips.

As described in **3. Work Plan, Building a Successful Transportation Provider Network, Phase 2: Contracting and Credentialing** on **page 33**, we require each transportation provider to upload specific data and information for each driver serving the NEMT program to our credentialing platform, such as copies of driver's licenses, proof of driver training completion, certifications, etc. MTM's staff review and validate each credential.

As part of our credentialing process, MTM uses a third party, national vendor to pull Motor Vehicle Records (MVRs) for all drivers. This vendor connects to all state department of motor vehicles (DMVs), and pulls initial and monthly records to certify drivers' compliance with requirements throughout the life of the contract. Our policies and procedures as well as our Transportation Provider Handbook fully detail MTM's credentialing process. We also require background checks for all drivers initially and on an annual basis thereafter, or more frequently if desired by EOHHS.

For the Rhode Island NEMT program, we will ensure transportation providers, drivers, and vehicles meet the requirements in 3.10.5 Transportation Provider and Vehicle Requirements of the RFP. In addition to meeting these requirements, all drivers must complete the required training, as detailed in **3. Work Plan, Building a Successful Transportation Provider Network, Phase 3: Training** on **page 35**.

### **Recredentialing (3.10.5.7)**

After completing initial credentialing activities, transportation providers must also undergo annual recredentialing. On an annual basis, the credentialing platform notifies providers when they must update specific elements prior to expiration. If a provider allows any credentialing data to expire, Reveal automatically stops assigning trips to that provider until MTM's Network staff receive and approve the necessary information. Using this online technology helps us monitor the compliance of each vehicle and driver within our network.

### **Enforcing Vehicle Compliance (3.10.5.11) (3.10.5.12)**

MTM enforces compliance with contractual standards for vehicles by conducting initial and recurring inspections, as well as random on-street observations and field monitoring throughout the contract term.

### **Initial and Recurring Inspections (3.10.5.3)**

The Provider Management Representative will meet with each transportation provider to conduct an inspection of the provider's facilities and vehicles to verify they have safe, qualified vehicles that comply with or exceed the manufacturer's, state and federal regulations including safety and mechanical standards. We will supply all providers with a copy of the Americans with Disabilities Act (ADA) vehicle requirements and inspect for compliance. Vehicle requirements enforced by MTM include each of those established by EOHHS and included in the RFP.

The Representative works closely with the transportation provider to make certain they understand all contract requirements such as documentation, registration, insurance requirements, driver conduct, and training. They determine if the provider has the necessary technology, hardware, and software capabilities to provide and maintain accurate and timely records, as required by MTM. The Representative conducts scheduled and random on-site inspections to verify compliance with driver and vehicle requirements and conduct retraining as needed. If the Representative finds a vehicle or provider to be noncompliant with Department of Transportation vehicle licensing requirements, safety standards, ADA regulations, or RFP requirements, s/he will immediately remove it from service until the issue can be adequately resolved and/or appropriate retraining is completed. MTM documents deficiencies and actions taken in each vehicle's permanent records.

### **Random On-Street Observations and Field Monitoring (3.10.5.14)**

By viewing the trip close by, or posing as a passenger inside a vehicle, our Provider Management Representative observes driver behavior, driving records, recipient interaction, and trip timeliness. Representative will also use these methods to ensure providers and drivers comply with the passenger safety requirements outlined in Section 3.10.5.10 of the RFP. From these observations, the Representative generates a report for our Quality and Compliance department, and the transportation provider. In addition to on-street observations and field monitoring, MTM monitors provider real-time and historic performance through Reveal, verifying speed and path of travel, and the timeliness of each pick-up and drop-off.

When necessary, we require transportation providers to take corrective action; the Representative follows up with providers on corrective action to verify timely compliance. In addition to providing a high level of transportation provider oversight, this monitoring also increases medical facility satisfaction. Following monitoring, the Representative may introduce him/herself to the medical facility and provide a summary of his/her observations. By doing so, we reinforce MTM's care-centered approach and show our understanding of the importance of transportation as a part of the greater medical delivery system.

### **Vehicle Inspection**

Our Network staff inspect each vehicle prior to the operations start date to validate whether the vehicle is compliant with MTM requirements; all communication equipment is working properly; and it meets or exceeds all MTM, state, federal, and manufacturer standards. These standards include a passing inspection from the Rhode Island DOT. If we deem a vehicle unsatisfactory to the requirements, we block the vehicle from entering service until the provider rectifies deficiencies.

Upon passing our inspection, each vehicle receives an MTM inspection sticker. During on-street observations, our Representative checks each vehicle transporting recipients to make sure it appropriately adorns the sticker alongside their state inspection sticker(s). If the Representative discovers a provider is using a non-MTM approved vehicle to transport recipients, we immediately take corrective action.

The Provider Management Representative will complete inspections and/or verify a state inspection on an annual basis to verify vehicles used by transportation providers meet necessary requirements, and that safety and passenger comfort features are in good working order. MTM updates certification stickers on each vehicle following the vehicle's annual inspection. Through these inspections, our staff validate the vehicle is compliant with all MTM and EOHHS requirements; verify all communication equipment is working properly; and determine that it meets or exceeds all EOHHS, MTM, state, federal, and manufacturer standards.

For family, friends, or volunteers transporting recipients, MTM will obtain documented attestation that the vehicle(s) used meet safety and comfort needs of recipients, including appropriate state inspection sticker(s) and registration, and child safety seats when appropriate.

If we deem a vehicle out of compliance with this RFP, resultant contract requirements, or any state or federal regulations, we remove it from service immediately until the provider verifies correction of deficiencies. Any deficiencies and actions taken become part of the vehicle's permanent records. We maintain records of all inspections electronically within our credentialing platform and will make them available to EOHHS upon request.

### **Handling Transportation Provider Non-Compliance (3.10.5.9) (3.10.5.13)**

As part of our Quality and Compliance Program, our Network department maintains detailed deficiency documentation. If an inspection or investigation reveals non-compliance, Network staff coordinates education with the transportation provider. If the incident is serious or unresolved, Network places the provider on a performance improvement plan (PIP) and immediately removes the provider/driver from service. The Provider Management Representative follows up with the provider's PIP in intervals of 30, 60, and 90 days to make sure they achieve compliance. Once the Representative verifies and documents the provider/driver has corrected deficiencies, MTM will reinstate them to service. Any deficiencies and actions taken will be documented and become a part of the vehicle's and the driver's permanent records.

If the issue is severe, we suspend the transportation provider/driver, or, as a last resort, remove them from the network. MTM will remove any provider/driver at EOHHS direction when EOHHS determines it to be in the best interest of the state.

*e. Describe how the Broker will provide ongoing education throughout the life of the contract by the Broker for medical providers, TPs, and recipients.*

### **Educating Rhode Island Stakeholders (3.10.7) (3.10.7.1) (3.10.1.11)**

Imperative to the success of any NEMT program is an effective Community Outreach Program, dedicated to educating recipients and other stakeholders on NEMT availability and regulations. Understanding this, MTM will develop a comprehensive Community Outreach Program (Communications Plan) for this contract describing how we will communicate with recipients, transportation providers, healthcare and facility providers, and EOHHS. The plan will sufficiently detail MTM's approach to business communication with all stakeholders, and will include recipients' rights and responsibilities, how the recipients will be informed of changes in transportation arrangements, a process for recipient noncompliance, and specific escalation procedures for conflict resolution between each stakeholder group and MTM. Each item or step listed in the plan will include a description of the processes and protocols. Our Community Outreach Program will highlight our goal to operate the NEMT program as transparently as possible.

We find having knowledgeable users reduces frustration, questions, and complaints, and assures confidence in MTM's management. The methods involved in our Community Outreach Program include disseminating brochures, internet postings, contacting stakeholders via telephone, hosting web-based seminars, and conducting town hall and face-to-face meetings, depending on the audience. We conduct training sessions in person with medical providers, social workers, and transportation providers, and facilitate WebEx sessions on a regular basis to communicate process enhancements and new web-based technology roll-outs. We find, given the busy work schedules of our partners, this is more convenient than traveling to a meeting.

MTM has always been a company that works from the ground up, building relationships with stakeholders and local resources to design a program that makes sense for the service area.



When we enter a region, we first learn about the community and the current efforts to meet the needs stakeholders, including:

- Eligible recipients
- Medical facilities
- Long term care facilities
- Advocacy groups
- Human service agencies
- Transportation providers
- Public transportation
- Behavioral health centers
- Federally Qualified Health Centers (FQHCs)
- The community at large

During implementation and throughout the life of this contract, a Community Outreach Coordinator will conduct various outreach efforts to educate and inform stakeholders on the shift in NEMT service operation and proactively improve operations.

*f. Describe how the Broker will develop transportation service marketing materials,*

### **Developing Marketing Materials**

Upon a recipient's first interaction with MTM, we will provide an informational notice in a method approved by EOHHS. We can develop online resources, brochures, informational packets, instructional materials, and other written materials for dissemination to NEMT stakeholders. MTM's notice will explain recipients' rights and responsibilities for use of NEMT services, and the specific instruction to the recipient regarding our policies and procedures. It will also detail how recipients may use the complaint and appeals process. In addition to disseminating materials directly to recipients, transportation providers, and medical providers, we can distribute them to and other venues with EOHHS' approval.

Our experienced Marketing department develops all written materials in an easy-to-understand format. We will include taglines in prevalent non-English languages, as well as large print, explaining the availability of written translations or verbal interpretation to understand the information provided and the toll-free telephone number of the entity providing choice counseling services as required by § 438.71(a). Additionally, MTM will make all written materials available to recipients in alternate formats as requested for special needs. MTM will update written materials and provide notification to recipients upon any material change(s) to the program. We submit all materials to EOHHS for approval at least 30 days prior to use.

In addition to written materials, stakeholders will have access to information regarding MTM's processes, via a Rhode Island-specific website, which MTM will create upon contract award. This user-friendly website will enable recipients and other stakeholders to learn about their program, as well as receive updates about changes as they occur. In our experience implementing and managing NEMT programs, we have found recipients and other stakeholders prefer accessing information online rather than receiving hardcopies by mail, due to the fact that information is readily accessible, always up to date, and searchable. Not only is this process more effective in disseminating information, it is more cost effective. Providing necessary information online is a strategy used in almost all of our current NEMT programs with much success. We welcome EOHHS to visit our Nevada-specific website at [www.mtm-inc.net/nevada](http://www.mtm-inc.net/nevada), which provides much of the same information MTM will include in the Rhode Island website.

*g. Describe the Broker's standard complaint process and approach to handling complaints, whether verbal or written, from recipients, TPs, healthcare providers and other facilities, EOHHS, other interested parties or the Broker itself. Include written procedures and processes that will be used by the Broker to receive and respond to all complaints about transportation services and the use of technology to aid in determining the validity of complaints.*

### **Processing and Resolving Complaints (3.10.8)**

MTM has a fair process for receipt, research, communication, and education to resolve complaints from all stakeholders, including:

- Recipients
- Transportation providers
- Medical providers and facilities
- Social workers/case managers
- EOHHS

MTM has carefully crafted the following complaint resolution process throughout our 22 years of brokerage experience. Prior to implementation, MTM will receive the EOHHS' approval of our complaint procedures and processes and instructions for stakeholders.

#### **Recipient Complaint Resolution and Appeal Process (3.10.8.1)**

If a recipient, medical provider, transportation provider, EOHHS, or other source wishes to express dissatisfaction with service, they may express their concern verbally or in writing. MTM provides a dedicated "We Care" phone line to allow stakeholders to communicate directly with our Quality and Compliance department for prompt resolution of any issue. 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, or leave comments regarding MTM's service. The Recipient Advocate/Ombudsman receives complaints collected via the website.

The Recipient Advocate/Ombudsman documents complaints received in writing, with all circumstances surrounding a complaint; date stamps the item; assigns the complaint a unique tracking number and a high, medium, or low priority. The Recipient Advocate/Ombudsman will verbally respond to all involved parties within 24 hours of receipt and send a written response within 72 hours.

After completing these steps, s/he begins the resolution process, which includes a first level investigation to determine the root cause and appropriate corrective action. If necessary, a Team Lead Satisfaction Specialist conducts a second level review. Handle the complaint. The Recipient Advocate/Ombudsman works with all involved parties to reach a satisfactory and prompt resolution, documenting all details surrounding the complaint. After the identified parties take corrective action with satisfactory results, the Recipient Advocate/Ombudsman closes the complaint. For the Rhode Island NEMT program, MTM will resolve and close complaints within five business days. Complaints Manager Courtney Vanover will oversee our complaint investigation and resolution process, and advocate for recipients as necessary. MTM retains copies of initial receipt and all supporting information, including responses, and corrective action plans within an electronic record in Reveal; we will make these documents available to EOHHS upon request.

MTM will submit complaint reports to EOHHS according to EOHHS'-specified timeframe noted in Section 3.10.8.1 Complaint and Appeal Management Process in the RFP along with a monthly report. MTM maintains a log of all complaints and analyzes them on a monthly basis. Our Quality and Compliance Committee (QCC) also views complaint reports to identify patterns or trends in filed complaints, and to create Quality Improvement Plans (QIP) for the contract, or for the entire company.

### **Enhancing Complaint Resolution with Reveal**

Reveal enhances our ability to investigate and resolve complaints. If a recipient has a complaint about a specific trip, we can access the trip in Reveal, view a map of the trip, confirm actual pick-up and drop-off times, view the route the transportation provider used, and confirm details such as speed traveled. If the recipient claims that the provider was a no-show for the trip, we confirm whether or not the provider was at the correct location, correct entrance, and the time they arrived and departed. We will also be able determine if the transportation provider made an un-authorized stop along the way. MTM can tie trip details from Reveal to the complaint for documentation, training, and corrective action purposes.

### **Complaint Prevention**

Although we have a process for complaint resolution, MTM proactively reduces complaints by monitoring repeat transportation provider and recipient behaviors, before these behaviors result in complaints. Our Quality and Compliance department creates a biweekly report with the following information:

- No-Show, Return Trip- recipient not at arranged pick-up
- No-Show, Direct Cancellation- recipient cancels directly with driver at pick-up
- No-Show- recipient not there at time of pick-up
- No-Show- recipient there but not ready at time of pick-up
- Cancellation- recipient canceled directly with transportation provider prior to trip
- Cancellation- no transportation provider available
- No-Show- transportation provider does not show up
- Turnback- transportation provider turns a trip back

Depending on the behavior, MTM takes action to educate the necessary individual(s) to promote satisfaction and prevent future complaints. Behaviors are trended monthly, and results are provided to Executives and Directors. Through this exercise, MTM can also detect and prevent fraud, waste, and abuse.

*h. Describe how the Broker will develop a plan to demonstrate its readiness to begin operations under a contract with EOHHS as outlined in section 4.5.12 Implementation of this RFP.*

### **Transitioning the Contract (3.10.12)**

To demonstrate our readiness to implement this program, MTM developed a tentative Implementation Plan detailing the work we will perform prior to the operations start date, provided in **Appendix C**. This plan details the activities, milestones, responsible parties, and timeframes necessary to implement this program and meets all RFP requirements. We developed our initial plan based on our experience with and understanding of:

- The scope of work and key expectations
- Accurate planning of timelines and milestones
- Clear definition and understanding of deliverables and required resources
- Identification of and plans to address potential challenges
- How to overcome unforeseen challenges

As detailed throughout this response and in our proposed Implementation Plan, MTM has all the necessary components to effectively implement this program and will provide a smooth transition that guarantees contract compliance, stakeholder inclusion, and EOHHS' satisfaction.

Prior to implementation launch, MTM will be thoroughly familiar with all of EOHHS' NEMT requirements. During the initial RFP response process, we reviewed the program requirements and compared these against our standard operating model and our ability to provide the requested services. This review process gives the entire MTM team an understanding, well in advance of any contract award and implementation, the Scope of Work and what is required—financially, technologically, and operationally—to implement and manage the program.

### **Implementation Work Plan**

Once EOHHS awards the contract, our Implementation Team will conduct an internal kick-off meeting and launch the implementation process. Director of Business Implementation Valerie Barr, will lead MTM's Implementation Team with oversight from General Manager David Slavinsky and CEO Alaina Maciá. Alaina will oversee the entire implementation period, as well as the 90 days post go-live date, to ensure the program is operating to the satisfaction of EOHHS. She has the ultimate authority to make programmatic changes for the program's success. MTM will provide a demonstrable level of executive team commitment, beyond what any other contractor can offer EOHHS.

The team will discuss potential challenges and issues, and assign teams to address these in independent meetings. Each team will have a leader responsible for developing a solution and an associated plan, which they report to Director of Business Implementation Valerie Barr. Valerie will then incorporate these plans into the overall implementation plan. Following contract award, we will also hold a commencement meeting with EOHHS to discuss the implementation plan and readiness review in detail.

## **Staffing**

To meet the needs of EOHHS, its recipients, and the NEMT contract in its entirety, MTM will provide a sufficient presence in Rhode Island, backed by our solid foundation of corporate support, to perform all tasks specified as broker responsibilities in the RFP. These employees will address the needs of each recipient, as well as other stakeholders, while assuring MTM provides services in the most economical manner possible. Our staff will receive appropriate training, be fully qualified, and have adequate work experience and expertise. We will train CCRs so they are ready to take calls a minimum of two weeks prior to the transportation commencement date.

MTM recognizes the transition to going live for services will create increased call volume due to general inquiries and issues. We have found overstaffing by 15% by cross-training employees for multiple functions for the first 60-90 days enhances the customer service experience significantly, and therefore we will use this strategy in Rhode Island.

## **Training**

We will support the local team by assigning corporate trainers, as well as experienced CCRs and Support Representatives from other MTM contact centers to provide support and assist with training for at least two weeks. We will also train CCRs at our Pulaski, Virginia contact center on EOHHS protocol so we may divert calls to these locations if needed to manage peaks in call volume. EOHHS can find more information on MTM's award-winning training program in [1. Staff Qualifications, Training](#) on [page 5](#). Training development includes a requirements gathering meeting where our implementation, training, and local management teams get together to discuss necessary training points and topics for the Rhode Island NEMT program. Once the materials and curriculum are developed and approved, training generally lasts three to four weeks for new hires, varying by position.

## **Establishing a Transportation Provider Network**

Prior to the start of the contract, MTM will have a comprehensive network in place able to provide adequate service coverage to meet the needs of eligible recipients. This network will be comprised of high quality, credentialed, and trained transportation providers. MTM understands transportation providers are the backbone of a successful NEMT program; we seek the best providers in a given area and uphold strict credentialing criteria for those who join our network. Once our Network team generates a list of potential transportation providers, they begin the credentialing and rate negotiation process. This approach is similar to the process we facilitated during the implementation of our Mississippi contract; during implementation, we contracted and credentialed more than 45 providers. These entities are now providing high quality NEMT to transportation providers throughout the service area.

## **Community Outreach Activities (3.10.1.11)**

During transition, a Community Outreach Coordinator will implement our Community Outreach Program. This includes educating recipients, medical providers, and key stakeholder groups.

Having well educated stakeholders improves satisfaction with the program and minimizes transition issues and complaints. MTM educates recipients by sending informative brochures to them through the mail. To educate medical providers and transportation providers, we mail introductory letters and invite them to contact us for in-service meetings and town hall meetings. We also identify dialysis facilities and other special needs groups in the state. Additionally, outreach extends past the go-live date and will occur routinely throughout the life of the contract to promote satisfaction with the program. Having a thorough Community Outreach Program is critical to the successful operations of NEMT services, and MTM is experienced in outreach techniques that help recipients better navigate the system.

### ***Materials Development and Production***

During transition, a Community Outreach Coordinator will implement our Community Outreach Program. This includes educating recipients, medical providers, and key stakeholder groups. Having well educated stakeholders improves satisfaction with the program and minimizes transition issues and complaints. In addition to providing a website, we will educate medical and transportation providers through in-service meetings and town hall meetings.

### **Operational Readiness (3.10.13)**

As described in **1. Staff Qualifications, Proposed Rhode Island Facility** on **page 8**, MTM proposes locating our contact center at 90 Quaker Lane, Suite 3, Warwick, RI 02886. Prior to the start of service, MTM will provide all necessary equipment and staff to begin serving EOHHS and its recipients. An advantage MTM offers EOHHS over other contractors is our ability to implement telephone service upon demand. Our Genesys telephony system, which we use across our book of business in our ten contact centers, has no obstacles to startup. The software requires no installation, testing, or leasing timeframes. MTM has an established contract with Genesys to implement new licenses as necessary, removing the time it would take another contractor to purchase or lease software. Once the contact center is ready for move-in, our IT team will install all workstations and equipment, including the telephone hardware within three to four days. During this time, they will test the hardware to make sure it seamlessly connects with Genesys software and all equipment is operating properly.

A critical step in the implementation process is entering all trips into our system, dispatching trips to transportation providers, and ensuring those providers can handle the volume of trips assigned. We will collect recurring trip information directly from medical providers including recipient name and address, pick-up and drop-off times, locations, and mode of transportation. Whenever possible, MTM will assign the same transportation providers the trip to provide the highest level of continuity of service for recipients.

MTM will participate in a readiness review with EOHHS 30 days before the operations start date, and will begin taking reservations approximately 10 business days before transportation services are to begin.

### **Turnover Plan (3.10.14)**

In the event of contract expiration, non-renewal, termination, or cancellation, MTM will provide assistance for a smooth, timely transition to EOHHS or its new contractor in full compliance with RFP Section 3.10.14. No later than 90 calendar days after the beginning of the second year of the initial contract term, MTM will submit a Turnover Plan covering the possible turnover of the records and information maintained to either EOHHS or a successor to EOHHS for approval. The Turnover Plan will detail our proposed schedule, activities, and resource requirements associated with turnover tasks. It will also include copies of all relevant data and reference tables, documentation, or other pertinent information necessary to assume operational activities. Following turnover of operations, MTM will provide EOHHS with a Turnover Results report documenting the completion and results of each step. Further, MTM will maintain all files for 10 years after the date of final payment under the contract and seven years after the resolution of all litigation, claims, financial management reviews or audits pertaining to the contract.

# 4. Approach Proposed

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## 4. Approach Proposed

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*a. Describe the Broker's overall approach to providing a quality service delivery, including proposed plans for generating all of the required reports as well as development of any ad hoc reports required by EOHHS.*

### **Providing Quality Service Delivery (3.10.9) (3.10.9.1) (3.10.9.2) (3.10.9.3) (3.10.15)**

Upon contract award, MTM will modify our Quality Assurance Program contract award to outline all performance measures required by EOHHS and outlined in the RFP. We will provide our Quality Assurance Program for EOHHS' review and approval at least 30 days prior to the start of service and annually thereafter. A copy of our current Quality Assurance Program is provided in **Appendix G**. General Manager David Slavinsky will work with EOHHS to customize performance measurements within our Quality Assurance Program to match those identified in Section 3.10.15 of the RFP, to ensure the NEMT program continually meets recipients' needs. MTM's Quality and Compliance Department will review the program will be reviewed on an annual basis to verify effectiveness and address any program changes.

As described throughout our proposal, MTM has several methods for ensuring our operations are of the highest quality, including strict policies for authorizing NEMT services; verifying trips actually occurred; reducing fraud and abuse; resolving complaints and appeals; monitoring and reviewing calls; and monitoring transportation provider timeliness and performance through GPS data. MTM collects data from our various operations departments—Quality and Compliance, Network, Contact Center, and Client Services—and compares the data to established goals and thresholds. Then, our Quality and Compliance Committee (QCC) receives and trends each threshold, or predetermined level of performance.

In addition to our own reviewing processes, we welcome EOHHS to conduct its own audits and ride-alongs at any time. Based on these activities, we will collaborate with EOHHS to make any recommended program improvements.

### **Complying with EOHHS Broker Requirements and Prohibitions (3.5) (3.6)**

At all times throughout the life of the contract, MTM will comply with EOHHS' requirements as outlined in Section 3.5 of the RFP. Further, we understand we are subject to the requirements and related prohibitions outlined in Section 3.6 of the RFP. Our Corporate Compliance and Ethics (CCE) team within our Quality and Compliance department, which abides by the recommendations of the Society of Corporate Compliance and Ethics (SCCE), will oversee MTM's operations to ensure full compliance to state and federal regulations and identification of fraud, waste, and abuse, while driving an ethical culture within the MTM family. MTM's comprehensive compliance program is based on the U.S. Federal Sentencing Guidelines for an effective Quality and Compliance Department.

The CCE ensures focused and routine auditing, monitoring, and review of regulatory requirements, our applicable policy and procedures, and adherence to those internal controls. It also provides educational and informational tools to clients.

In addition, the department has developed a focused Compliance and Ethics Training program, as well as a comprehensive Risk Assessment Plan to prevent, deter, and detect fraud, waste, and abuse. To deter fraud, waste, and abuse, and/or any other act of noncompliance, MTM's CCE team offers:

- Policies and procedures to prevent, detect, and deter misconduct, including an expanded Code of Conduct
- An anonymous hotline for MTM employees and subcontractors to report instances of fraud, waste, abuse, or other unethical activity
- Education, training, and outreach to all MTM employees including the board of directors and subcontractors on the topics of compliance, Code of Conduct, fraud, waste, and abuse, and the compliance hotline
- A designated Compliance Officer and an Audit and Review Committee
- A risk assessment process and an auditing and monitoring system that effectively drive internal audits, reviews, and investigations
- Appropriate disciplinary actions for engaging in misconduct

### Call Monitoring

MTM recently implemented a new call monitoring tool to monitor 100% of all calls. Recipient calls to MTM constantly flow through this new software for analysis, giving our Quality and Compliance team timely analysis of data such as:

- A transcription of the call with metadata
  - Collects CCR info, IVR details, and caller info
- Acoustic measurements and language patterning
  - Analyzes agitation, word tempo, and silence
- Case-specific tagging, scoring, and tracking
  - Tags and flags proper language used by CCR, and words indicating soft skills such as politeness and empathy
  - Scores CCR quality and customer satisfaction
  - Reports feedback on compliance, behavior, and coaching insights to MTM staff

Call monitoring gives MTM valuable insight into what our CCRs are doing well and where our CCRs may need additional training. We can translate this information into training programs, process improvements, and quality initiatives. MTM believes we are the only transportation manager offering this level of quality monitoring for our clients; the industry standard for call monitoring is around 1% versus our commitment to 100%. We are confident EOHHS and its recipients will see a difference in call satisfaction with MTM, and look forward to leveraging this tool to improve quality for the program.

### General Manager Monitors Quality

To ensure MTM provides the highest quality services throughout Rhode Island, General Manager David Slavinsky and Quality Assurance Manager Tammy Wright will be key in identifying any areas of deficiency and possible improvement opportunities. David and Tammy will analyze monthly reports, satisfaction surveys, and other data to identify program needs.

Complaints Manager Courtney Vanover will also review and consult on complaints received from stakeholders. If we find need for improvement, we will immediately share the results and our intended course of action with EOHHS. From here, the QCC will make recommendations for implementing any program improvements.

### Quality and Compliance Committee Guides Quality Initiatives

MTM has an established Quality and Compliance Committee (QCC), which is central to our quality assurance efforts. The QCC is an officiating body comprised of department Directors, Managers, and Project Directors, as well as executive representatives from our operational departments that makes recommendations on our Quality and Compliance Plan and provide guidance to MTM’s Quality and Compliance activities. The QCC meets quarterly to evaluate reports with the goal of operational excellence and quality assurance for all clients. The QCC serves as an advisory committee and is responsible for recommending policy decisions; analyzing and evaluating the results of quality management activities; ensuring the integrity of MTM’s Quality and Compliance Program through planning, designing, implementing, reviewing, and approving corrective actions; and ensuring follow-up to quality improvement initiatives.

### Generating Reports for EOHHS (3.10.10) (3.10.10.1)

MTM will assemble data into accurate, complete reports and distribute them to EOHHS on a monthly, quarterly, and annual basis, and as otherwise requested. MTM does not view reports as simple data; instead, we view them as a way to learn program strengths and plan for positive maintenance and program improvements. MTM provides our clients with a standard reporting package full of useful, detailed information on a monthly basis; EOHHS can find a sample of this reporting package in **Appendix F**. Although many of these reports are similar from contract to contract, we customize these packages for each program based on specific needs. These EOHHS-specific operational, financial, and systematic reports will include those outlined in Section 3.10.10 Management and Performance Reports of RFP. Upon contract award, we will work with EOHHS to develop specific templates and formats for each report.

### Reveal’s Interactive Dashboards

Reveal provides many interactive dashboards to monitor key metrics, trend issues, or determine the root causes of complaints. These dashboards make it simple to identify, sort, and view data, as they summarize data regarding recipients, drivers, locations, and manifests, according to the user’s needs. MTM will use the interactive dashboards listed in **Figure 8** to improve customer service, increase on-time performance, and decrease complaints.

Dashboard	Function
Quality Assurance	Displays selected key performance indicators for the contract such as overall productivity, on-time performance, etc.
Passenger Summary	Lists passengers and the number of trips taken in a date range, on-time performance, etc.
Passenger	Specific passenger information pertaining to on-time performance, trip dates, manifests, etc.

Dashboard	Function
<b>Driver Summary</b>	List of all drivers, on-time performance, number of trips provided on time and late
<b>Driver</b>	Specific driver information pertaining to on-time performance, manifest driven, dates, customers
<b>Location Summary</b>	Displays addresses detailing on-time performance, cancels, number of picks and drops
<b>Location</b>	Specific location information pertaining to on-time performance, customers, number of picks-ups and drop-offs
<b>Filter</b>	Allows comparison of different services provided such as paralift, wheelchair, public transit, etc.
<b>Manifest Summary</b>	Displays trips and how they relate to each manifest (on-time, late, on-time performance, completed)
<b>Manifest</b>	Provides specific information per manifest pertaining to on-time performance, late trips, completed trips, etc.
<b>Schedule vs. Actual</b>	Provides manifest and trip information comparing scheduled to actual performance

**Figure 8: Reveal Dashboards.** Reveal offers extensive dashboards for performance monitoring.

### Reporting Fraud, Waste, and Abuse (3.7)

MTM will report any suspected cases of transportation provider, recipient, or healthcare provider fraud, waste, or abuse within 48 hours following the conclusion of our initial investigation. Using a state-provided template, we refer the case to EOHHS Medicaid Contract Officer and/or designee, as well as the EOHHS Office of Program Integrity (OPI) in a secure, timely, and thoughtful manner. In addition, MTM will submit monthly reports to EOHHS documenting our open and closed cases of suspected fraud, waste, and abuse. Further, MTM's management team will participate in Medicaid Fraud and Control (MFCU) quarterly meetings.

### Microsoft Power Business Intelligence (BI) Tool

To streamline and strengthen our reporting abilities, MTM selected Microsoft Power BI as our analytics tool. Microsoft Power BI is a cloud-based service that collects and analyzes data from multiple platforms to give MTM a single view of operations. Data from our Genesys telephony system, Reveal software, credentialing platform, as well as any other sources MTM or EOHHS deems necessary, will funnel to Microsoft Power BI, where we can view the data collectively through meaningful dashboards, reports, and datasets.

### Recordkeeping (3.10.11)

MTM will record and retain all programmatic data in compliance with applicable state and federal laws and regulations. We will retain medical records, source records, and financial records for 10 years and litigation records for seven years. All data will be retained in computerized format at MTM's Rhode Island business office, and will be delivered to EOHHS or other authorized representatives within five business days of request.

# Appendices

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## Appendices

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- A Resumes of Key Personnel
- B Letters of Intent from Transportation Providers
- C Draft Implementation Plan
- D Sample Denial Letter
- E Sample Transportation Provider Service Agreement (TPSA)
- F Sample Reporting Package
- G Quality Assurance Program
- H Business Continuity and Disaster Recovery Plan