



**Rhode Island Executive Office of Health & Human Services  
Response to Request for Proposal for Rhode Island  
Transportation Brokerage Services  
May 18, 2018**

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## Executive Summary

Transportation is a key barrier to care that prevents too many Medicaid beneficiaries from accessing the services they need to improve their health and make progress towards self-sufficiency. Current approaches for managing the Non-Emergency Medical Transportation (NEMT) benefit in Medicaid have fallen short, making the transportation benefit inefficient and costly while beneficiaries and providers are unsatisfied with long wait times and missed appointments. Transportation services should make the Medicaid program more efficient and cost effective, not less. Transportation should improve beneficiary satisfaction, empowering beneficiaries to take control of their health, it should not leave them on the curb waiting and frustrated. One Call is bringing over thirty years of experience managing NEMT benefits in the context of people collecting worker’s compensation benefits to Medicaid programs around the country. We enthusiastically present this proposal to implement our beneficiary-focused solution which is built on a proven technology platform and is flexible to incorporate innovative approaches to connect Medicaid beneficiaries to the care they need.

One Call appreciates the opportunity to present to Rhode Island Executive Office of Health & Human Services (EOHHS) our transportation brokerage services for your Medicaid (NEMT), Temporary Assistance for Needy Families (TANF), and Elderly Transportation Program (ETP) recipients. One Call is fully prepared to provide curb-to-curb transportation, door-to-door transportation, public transportation, and mileage reimbursement throughout the State of Rhode Island and out-of-state as approved.

For over thirty years, One Call has been committed to delivering a high-touch service model, quality providers, industry-leading best practices, innovative programs, advanced technology, subject matter expertise, and thought leadership. As such, One Call believes we are uniquely positioned to meet the needs of EOHHS by providing solutions that align with your priorities:

EOHHS	One Call Solution
Increase available capacity by improving efficiencies within transportation delivery system;	Provides a comprehensive technology solution coupled with over thirty years managing call centers for transportation services. Our RelayRIDE solution delivers real-time scheduling and monitoring of trips to ensure a positive recipient experience.
Improve service management and monitoring to prevent fraud, waste, and abuse (FWA);	Our superb call center service levels with real time monitoring will be complimented with a team focused on quality assurance aimed at minimizing complaints as well as FWA.
Ensure cost-effective transportation, streamlining, and standardizing the program and Broker management requirements and contract and more fully utilizing vehicles and resources within a coordinated system;	Our platform is designed to provide our customer service reps (CSRs) with specific business rules and scripting to provide consistency in the recipient experience and ensure the most cost-effective modes of transportation are provided.

Enhance consumer safety by developing comprehensive standards;	Our processes will adhere to standards designed to ensure the recipient's needs are met with the highest levels of service and safety in mind.
Refine service requirements and performance standards. And, improve overall consumer satisfaction with services provided;	Our quality assurance program ensures consistency in achieving service requirements but also provides key process attributes to support continuous process improvement efforts. One Call will apply Lean Six Sigma resources and methodologies to continually improve processes and provide EOHHS with continual updates and status and success of the initiatives.
Develop and enhance the existing TP network	One Call will build on its existing Rhode Island (RI) network with a dedicated provider relations team with key personnel located in RI aimed at managing and continually improving the transportation provider (TP) network. This team is supported by a corporate provider relations department of over hundred employees.
Create alternative options for transportation, including services provided by volunteer networks, community based organizations, community health teams, on-demand transportation etc.,	As with our commitment in resources and processes to enhance the TP network, One Call will engage multiple resources within RI to provide all options for transportation.
Closer collaboration with Medicaid Managed Care Organizations (MCOs) and Accountable Entities (AE's).	One Call is committed to leverage our existing relationships with RI and work closely to collaborate with MCO's and AE's.
Support residents staying in community-based settings to further the State's health system transformation goals.	Our solution addresses a key barrier to care, and by addressing the transportation needs of recipients, we support their independence, reducing the need for nursing facility care, supporting shorter hospital stays, and preventing hospital readmission.



## One Call Overview

Servicing clients in all fifty states, One Call actively manages the largest nationwide outcomes-based network of providers for specialty medical-related products and services. One Call's core competency is coordination of ancillary health care services which makes the entire healthcare system run more smoothly, effectively and efficiently.

One Call provides the following service lines:

- **Transport**—Delivering dependable transportation solutions for all required modes in all fifty states.
- **Translation**—Delivering a comprehensive language services for over 200 languages nationwide.
- **Equipment + Devices**—Delivering quality medical equipment and specialized solutions.
- **Home Health + Complex Care**—Providing powerful clinical programs with focused care coordination and treatment support, delivered locally.
- **Physical Therapy**—Delivering a proven physical medicine program with a gold standard clinical review process and data analytics with proven results.
- **Diagnostics**—Beyond referral management, our national coverage and rigorous credentialing protocols ensure prompt and convenient access to the highest quality diagnostic tests and the most accurate results possible.
- **Dental**—Providing prompt and easy access to credentialed dentists.
- **Harbor Health Systems and High Line Health**—Delivering a set of services, analytics and technology for managing networks for integrated delivery systems.

## Financial Strength and Stability

One Call has continued to grow and invest in systems and infrastructure, to support our clients' network needs. Our financial strength allows us to continue to innovate and provide efficient scheduling of recipients within the largest ancillary network in the workers' compensation industry. Long-standing and strong relationships with our provider partners ensure recipients access to a healthy network of high quality providers. Our long history of delivering consistent and reliable service makes us the partner clients can count on. One Call has invested in numerous initiatives to enhance our customer experience, including the expansion of our service footprint with office openings in Dallas, Texas and Springfield, Missouri, earning HITRUST certification, acquisitions in the analytics and data-visualization space, and the development of our state-of-the-art technology platform. One Call has invested approximately \$85 million in the past two years in improving our technology platform alone.

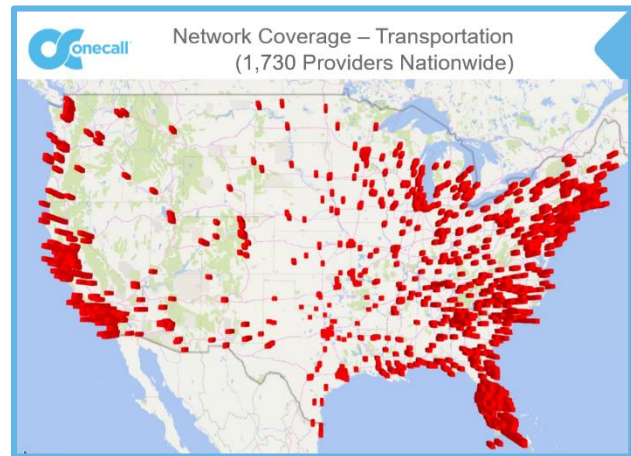
One Call's financial stability reduces risk for our providers, and importantly, for EOHHS and your recipients. As of December 2017, Apax Partners, who owns One Call, has raised \$51 billion in funds across the globe. One Call has had revenue of over \$1.5 billion and 7.5% EBITDA CAGR each of the last five years. We also recently completed a round of financing, leaving us with no debt maturities prior to 2022 and ample liquidity to continue to invest in our current and future initiatives, including those in Rhode Island.

## Transportation Services Offering

With a 25% market share of a \$600 million workers' compensation transportation and translation business, One Call is an industry leader, and understands healthcare transportation is an essential part of a recipient's treatment plan and takes precise care in the handling of recipients. One Call is committed to ensuring recipients continue their seamless journey along the road to improved health. By providing the highest level of quality service, One Call reliably connects recipients to care through curbside or door-to-door transportation. Much more than a simple ride, our transportation plays a vital role in the overall treatment plan by ensuring recipients receive timely access to necessary medical services. We deliver superior tools, support, and metrics to help you provide efficient, comprehensive management of transportation services for all types of recipients including Medicaid (NEMT), Temporary Assistance for Needy Families (TANF), Elderly Transportation Program (ETP) recipients, etc. One Call offers a comprehensive network using Transportation Providers who are familiar with EOHHS recipients and equipped to transport recipients wherever and whenever necessary. Our network includes over 1,700 contracted agency providers with over 6,788 individual drivers who completed over one million rides nationwide for 2017. Our operation is scalable to meet the needs of Rhode Island Medicaid, and One Call is committed to investing in Rhode Island in terms of community service and employment

**One Call  
provided over  
one million rides  
nationwide in  
2017**

One Call understands each recipient's transportation needs may be different and will accommodate each recipient's needs. One Call's comprehensive credentialing process ensures all drivers providing these services are in compliance with local and state regulations. One Call additionally offers management of authorized and appropriate public transportation and gas mileage reimbursement benefits.



Our solution combines an established technology platform with superior customer service to ensure recipients are provided with the most cost-effective and reliable methods to address their transportation needs in the most timely and safe manner possible.

Supported by our technology platform and decision-based scripting, our customer service representatives will ensure that the most cost-effective mode of transportation is offered to meet the recipient's needs. Our transportation experts arrange the service, secure the provider, and coordinate all aspects of the ride request for the following types of transportation:

## **Public Transit & Mileage Reimbursement**

We recognize that public transportation is a primary mode of transportation for recipients. Our processes and technology allow us to provide various levels of public transportation options including various bus pass options on RIPTA and mileage reimbursement.

## **Ambulatory (Sedan)**

Ambulatory sedan trips make up the majority of broker-scheduled trips. This includes our network of public motor vehicles to provide traditional sedans to a recipient who is able to enter and exit the vehicle without assistance (sedan, sports utility vehicle (SUV) or mini-van, taxis, etc.). One Call offers RelayRIDE, a proprietary application that allows recipients to access transportation options.

## **Wheelchair**

Wheelchair transportation is used for those recipients who are mobility challenged or otherwise rely on wheelchairs. Transportation is provided in a wheelchair-accessible van, which allows the recipient to remain in the wheelchair while in transit.

## **Stretcher**

Stretcher transportation is used for recipients who need to recline or lay flat throughout the transport. Transportation is provided in a van or vehicle that is equipped with tie-downs for a gurney, but does not include emergency medical technician (EMT) or paramedic care.

## **Basic Life Support (BLS)**

Basic life support services include an EMT on board who can provide the recipient with nurse-type care during transport. BLS includes one EMT and two attendants in the vehicle with the recipient. BLS recipients may be transported with needs such as oxygen, heart monitoring, or a medication pump.

## **Advanced Life Support (ALS)**

Advanced life support transportation is equivalent to an intensive care unit. EMTs and a paramedic can administer medication and provide complete medical care for the recipient. ALS includes two EMTs and at least one paramedic in the vehicle with the recipient.

ALS recipients may be transported with conditions/needs such as IV, tracheotomy (less than two weeks prior), ventilator, medication, heart monitor, etc.

One Call can also provide the following additional transportation services:

- Air Ambulance
- Travel Coordination

## **RelaySOLUTIONS**

The RelayRIDE application, enabled through our innovative RelaySOLUTIONS technology, provides EOHHS' recipients with an easy-to-use, cost-effective solution for on-demand and scheduled sedan transportation needs for ambulatory recipients.

Real time visibility, enabled by RelayRIDE, means the One Call team will monitor ‘live’ trips in progress and can take steps to mitigate issues—such as driver cancellations—by quickly scheduling the trip with another driver. This **active trip monitoring** means recipients receive the treatment they need quickly. RelayRIDE also:

- Provides an option for non-emergent ambulatory transportation
- Simplifies on-demand transportation by integrating with ridesharing companies
- Provides a seamless experience for recipients
- Allows One Call to proactively impact the continuum of care through real-time visibility
- Enhances recipients’ satisfaction through instant driver ratings

## 1. Staff Qualifications

**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.**

One Call has over thirty years of experience managing call centers for transportation services and most recently in 2017 opened a state of the art call center facility with over 186 employees, in Springfield, MS. One Call currently has over 1,800 employees across our four call centers. We welcome the opportunity to open a new facility in Rhode Island.



One Call values inclusion and diversity in our organization as evidenced by the fact that women and minorities make up 43% of the executive leadership team.

Combining our innovative technologies and vast experience in managing call centers and particularly transportation services, One Call will execute a recipient-centric solution that will provide our customer service reps with all of the tools and training to provide the best service possible for recipients.

One Call has created a workforce management team whose sole responsibility is to ensure we are properly staffed and operating at peak performance. Otherwise known in the industry as workforce optimization (WFO), workforce management at One Call is dedicated to ensuring we have the right customer service representatives (CSRs), in the right seat, at the right time. We do this primarily by properly forecasting workloads, providing data to our management team for coaching and training, and by real-time management which ensures we have adequate staffing levels throughout the day.

The workforce management team monitors all One Call customer contact centers and collaborates with the business to meet or exceed our service level agreements. As a result, our service level (SL) goal is 80% of incoming calls answered within thirty seconds or less with an average speed to answer (ASA) goal of seventeen seconds or less, and an abandonment rate of less than two percent. **In 2017, with almost five million calls handled, One Call answered 92% of calls within thirty seconds, had an ASA of 8.9 seconds, and an abandonment rate of 1.1%.**

Based on our understanding of EOHHS’ requirements included in the RFP, the following staffing ratios were created specifically for servicing EOHHS to support and achieve all contract requirements. Within these roles, One Call will also include an adequate number of bilingual reps (English and Spanish) along with providing access to our existing translation services to cover over 200 languages. Further details on staffing plans and key personnel are contained in sections (b) and (c) below.

Role	Staffing Ratio
<b>Call Center (Located in Rhode Island)</b>	
General Manager	1 per RI Medicaid
Call Center Operations Manager	1 per 4 supervisors
Supervisor	1 per 12 CSRs
Team Leader	1 per 15 CSRs
Customer Service Representative	Based on WFM model
Quality Assurance Analysts	1 per 35 CSRs
Training Consultants	1 per 50 CSRs
Customer Solution Analysts	1 per 25 CSRs

### **Training and Education**

To ensure a superior customer experience, One Call has developed an extensive customer service training program that requires every CSR to complete a rigorous and comprehensive four-week, classroom training program structured around telephonic processes, systems, and product training. This is followed by an additional four weeks of on-the-floor, live training within our customer contact center.

The customer service training program provides our CSRs with the expertise to provide quality service while focusing on the customer. Our training program supports our goal of consistently providing the correct and accurate fulfillment of the requested service or delivery in a timely manner, all while complying with applicable One Call and customer requirements, as well as state regulations.

In addition, One Call has a dedicated quality assurance team focused on monitoring compliance at a file and employee level ensuring ongoing consistency and quality. This “high-touch” service model enables One Call to be a leader in both customer service and cost effectiveness.

One Call’s customer contact center encompasses:

- Experienced and knowledgeable CSRs
- Deep product training in designated products/services, including intake, scheduling and management of transportation benefits
- Quality monitored feedback communicated frequently
- Familiar One Call and customer specific service level agreements, which will include a specific training on EOHHS’ specific contract requirements



- Focused soft skills training on customer interactions including how to handle challenging callers
- Fast, efficient order intake and scheduling
- Cultural sensitivity and confidentiality training
- Fraud, Waste and Abuse training
- Health, Safety and Welfare training
- Engage – real-time recipient or client feedback based on contacts with our customer contact center allows immediate training and education for our CSRs

## 1. Staff Qualifications

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

In preparation for commencing operations in Rhode Island, One Call would focus on the following areas:

#### **Physical Location**

We currently operate call centers in Jacksonville, FL; Springfield, IL; Dallas, TX; and Parsippany, NJ and are committed to quickly and effectively standing up a new call center in Rhode Island upon contract award.

Underlying the strength of our business, product portfolio, and programs is a common denominator that defines One Call as a reliable partner—our ability to consistently deliver service excellence and an unprecedented level of value to our clients. In support of these objectives, we dedicate a team of key resources, led by the General Manager that will regularly meet, communicate, and consult with EOHHS. This approach will provide you with ongoing service, support, and stewardship to make the delivery of our services a success.

The implementation team works closely with EOHHS to determine a full on-boarding plan specifically designed to ensure a successful implementation. The implementation manager is directly responsible for the implementation of the contract and is a key lead during the implementation planning and execution phases. Upon implementation, the implementation manager will monitor implementation activities for a period of ninety days post-implementation to ensure success. Upon successful implementation, the account manager will resume the role as the primary point of contact, and will re-engage the implementation manager as warranted.

**General Manager**—A key role, to be located in Rhode Island, will be the General Manager. The General Manager will be responsible for day-to-day management of the program in its entirety and work to build a strong partnership with EOHHS on an on-going basis to deliver consistent, outstanding value to its recipients.

The key leadership roles to be located in Rhode Island both during the start-up and on an on-going basis are as follows:

- **General Manager** – responsible for oversight of all aspects of the program.
- **Call Center Operations Manager** – responsible for day-to-day management of the call center.

- **Supervisors** – Responsible for direct management one of more teams of customer service reps.
- **Quality Assurance Manager** – Responsible for all aspects of the Quality Assurance program.
- **Utilization Review Manager** – Responsible for analyzing usage and modes of transportation. Will also lead development of policies and procedures around utilization.
- **Complaints Manager** – Responsible for managing the end-to-end resolution for all Complaints, Grievances and Appeals.
- **Education and Training Manager** – Responsible for the development and delivery of all educational, compliance and service training – both internal and external.
- **Provider Relations Manager** – Responsible for the oversight of the Provider Network – including contracting, credentialing and compliance.
- **IT Site Director** – Responsible for all technology deployment and support.
- **Facilities Manager** – Responsible for oversight for all facility related functions and requirements.

### **Computer Systems and Data**

One Call utilizes proprietary, secure, web-based systems that are wholly owned to manage all transportation requests. Therefore, One Call is fully prepared to maintain sufficient hardware, software and internet capability to support the transportation services program for EOHHS. In addition, One Call agrees to meet the minimum system requirements including a claims processing system, ability to work with the State's MMIS vendor and systems, ongoing maintenance contracts, ability to exchange data with EOHHS and all staff required for technical support of all systems.

### **Information Security Program**

One Call has developed and deployed a comprehensive enterprise program designed to protect confidential data, in all forms, (logical or physical), owned or maintained by One Call from inappropriate access, use, disclosure or loss. The One Call program deploys administrative, technical and physical safeguards designed to protect confidential information including, but not limited to company information, personally identifiable information (PII) and personal health information (PHI) in compliance with applicable security, confidentiality and privacy laws and regulations.

One Call has adopted the Health Information Trust Alliance (HITRUST) Common Security Framework (CSF)–Control framework. One Call has achieved HITRUST CSF certification which requires controls to be validated by an independent, HITRUST authorized third-party assessor. This indicates an organization has established, deployed, and is operating a security program that meets key healthcare regulations and requirements for protecting and securing sensitive private healthcare information.

### **Program Requirements**

One Call has developed and deployed an information security program designed to meet the requirements established by HIPAA and the FTC Safeguard Rule including:

One Call has processes to limit use and/or disclosure of PHI to activities permitted or required by HIPAA:

- To the individual–Specific person or a designated, authorized, and authenticated representative

- Facilitate treatment—Includes treatment (e.g. coordination/scheduling/authorization of care, procurement of devices, etc.), payment (billing, collection, etc.) or health care operations (QA, compliance, training, etc.)
- Required—Directed by law (e.g. HHS mandate, subpoena, etc.), workers' compensation program requirements

One Call has deployed commercially reasonable safeguards (security program) to protect PII/PHI. Highlights of the program include:

- Access to PII/PHI is limited to those who have a business need for access and follows the principle of least privilege for granting access to PII/PHI
- Deployment of administrative, technical, and physical safeguards
- PII/PHI is released only to the minimum extent necessary to carry out the intended purpose
- Employees and contractors are trained on the confidentiality/HIPAA policy and their requirements to protect PII/PHI

One Call defines user roles for access and all access is granted on a need-to-know basis for job-related activities based upon the assigned job function and intended system usage following the principle of least privilege.

One Call has deployed processes to ensure data is secured in transit including standard requirements for all One Call network connections with third parties and encryption requirements. One Call requires confidential information to be encrypted during transmission over a public network and in storage. For non-public network transmissions information must be either encrypted or secured from end to end to prevent any inappropriate compromise. Lastly, One Call has deployed forced TLS to encrypt email to help prevent compromise of information in transit.

One Call has developed an incident response process to investigate any potential compromises of PII/PHI and would report any breach, misuse and/or disclosure of PII/PHI to the effected party/Covered Entity owning the information.

For any third parties that receive PII/PHI One Call has processes in place to perform due diligence over the third party security program and contractually obligates the third party to comply with applicable security requirements.

One Call enters into business associate agreements with counterparties which may receive, access, or provide PHI which obligates both parties to meet HIPAA requirements.

- Covered Entity—With each Covered Entity with which One Call exchanges information
- Subcontractors or Agents—Which receive, use or access PHI related to facilitation of treatment

### **External Assessments**

In addition to our HITRUST CSF certification referenced above, One Call engages external reviewers for SSAE-18 assessment of our data security protocols.



SSAE 18–SSAE 18 is the certification standard for compliance with the AICPA trust principles. One Call’s SOC 1 Type II and SOC 2 Type II reports are from a qualified CPA firm, to provide assurance in One Call’s business practices.

### **Software**

One Call’s current software program for reservations/scheduling of transportation is fully operational. Additional enhancements are scheduled to be delivered by 1/1/19. One Call is fully prepared to demonstrate our systems capabilities.

### **Database**

One Call has a fully established recipient and provider database which meets the needs listed in **Appendix IV** and is committed to enhancing our system for any new field’s required. During implementation, One Call will work with EOHHS to obtain the provider listing you would like loaded into our system. One Call provider database will meet the needs listed in **Appendix IV**.

### **Phone System**

One Call handled almost five million calls in 2017, against a capacity of over 13 million, utilizing our primary voice platform, Enterprise Class AVAYA Aura system. We have deployed the latest version, Call Manager 7.1. Our phone system is hosted in a private cloud environment with redundancy and diversity for all critical elements of the network. Any additional capacity will be added as part of the program implementation. Our primary voice carrier, Level 3/Century Link, is also deployed with high availability at both of our data centers as well as with redundant circuits to ensure reliability. Each of our contact centers are configured with standards based architecture with dual hardware and dual circuits/carriers for network reliability. Our system offers full reporting capabilities for industry standard ACD efficiency and performance metrics. We have the ability to support vanity toll free numbers, direct inbound dialing to the desk level, and an ability to define specific agent skills and groups to address any business process requirement.

As part of our implementation, we would add TDD services to our current system. In addition, One Call agrees to establish a dedicated toll free number that that can be turned over to EOHHS at the conclusion of the awarded contract.

### **Encounter Data**

One Call has extensive experience handling standard 837 as well as customized encounter files for over eighty-five clients. As part of the implementation, One Call will submit to EOHHS test encounter files until EOHHS is satisfied with the submission. Then, on an ongoing basis, One Call will electronically submit encounter data to EOHHS or its designee for all NEMT service provided on behalf of a recipient using State-defined naming conventions in a compressed zip file. One Call has quality control processes and edits in place that allow for the detection and correction of errors. One Call will provide the encounter data in the requested format on a monthly basis within ten business days after the close of the month using SFTP. One Call will review the corresponding error file received back from EOHHS to correct any errors within thirty days.