CRFP No. 0511 BMS 1800000001

RFP for Non Emergency Medical Transportation (NEMT)

Prepared for

The West Virginia Department of Health and Human Resources (DHHR) and Bureau for Medical Services (BMS)

Submitted by:

16 Hawk Ridge Drive, Lake St. Louis, MO 63367
Phone: 636-561-5686 Fax: 636-561-2962

Contact: Michele Lucas, Chief Marketing Officer **Email:** mlucas@mtm-inc.net

Vendor Representative: Alaina Maciá **Date:** 10/24/17

Alaina Maciá, President and CEO

October 26, 2017

10/25/17 09:24:17
WV Purchasing Division

October 24, 2017

Charles Barnette
2019 Washington St. E
Charleston, WV 25305

Re: CRFP No. 0511 BMS 1800000001 for Non-Emergency Medical Transportation (NEMT)

Dear Mr. Barnette,

Medical Transportation Management, Inc. (MTM) has proudly served the West Virginia Department of Health and Human Resources (DHHR), Bureau for Medical Services (BMS) since 2014, when we assisted BMS in building a brokered NEMT program to provide access to covered medical services for eligible Medicaid members. BMS now seeks a highly qualified, experienced contractor to manage the NEMT Brokerage Program, with a focus on cost-containment and quality service. With 22 years of experience as an NEMT broker, including three years as the West Virginia NEMT Brokerage Program vendor, MTM is BMS' best choice to continue managing NEMT for West Virginia's Medicaid members.

Together, BMS and MTM have built a compliant, reliable, efficient NEMT Brokerage Program to serve the state. Under our management, the program has thrived; we have a solid, reliable NEMT provider network in West Virginia; an experienced, fully trained local team; an established, operational call center and business office in Charleston; and strong relationships with members, NEMT providers, medical providers, and facilities statewide. We fully understand BMS' goals and will uphold its commitment to quality services. We offer BMS a proven track record of success and the ability to achieve your NEMT goals without risk, disruption of services, or transitional challenges.

MTM is pleased to present a proposal that details our approach, experience, and success in meeting BMS' objectives. We look forward to taking the NEMT Brokerage Program to a new level of excellence in the coming years.

As President and CEO, I am the individual designated and officially authorized to negotiate and contractually bind MTM to this contract. By signing this response, MTM agrees to and will comply with all requirements set forth by the RFP. BMS may communicate with Chief Marketing Officer Michele Lucas regarding the proposal and contract negotiations via email at mlucas@mtm-inc.net or phone at (636) 695-5536; feel free to contact her with any questions.

On behalf of MTM and our entire West Virginia team, I look forward to discussing our proposal for MTM's continued operation of the West Virginia NEMT Brokerage Program in the near future.

Sincerely,

Alaina Maciá

Alaina Maciá, President and CEO
Office: (636) 695-5503 | Cell: (314) 495-4953
Email: amacia@mtm-inc.net

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Executive Summary

The West Virginia Department of Health and Human Resources (DHHR) and Bureau for Medical Services (BMS) have the important responsibility of selecting a qualified Non-Emergency Medical Transportation (NEMT) broker to ensure Medicaid members throughout the state of West Virginia receive high-quality, safe, timely, and economical transportation to covered medical care.

In 2014, Medical Transportation Management, Inc. (MTM) implemented West Virginia's first brokered NEMT program. We worked diligently to rally the program's stakeholders towards the common goal of providing the state's Medicaid members access to quality healthcare. Our implementation focused on transparency, communication, and cooperation with BMS, medical providers, facilities, NEMT providers, and members.

For the past three years, we have operated the NEMT Brokerage Program on behalf of BMS, carrying out the critical transportation brokerage functions in a consistent and high-quality manner. As the current broker, MTM is BMS' best choice, as we have the resources in place to operate the program effectively from day one of the contract:

- ✓ A trained and qualified team of 74 management, network, and call center employees who understand the program, many who have served the program since its inception
- ✓ An existing call center in Charleston with the infrastructure and equipment needed to support the program
- ✓ Solid relationships with medical providers, facilities, and behavioral health centers across West Virginia
- ✓ A comprehensive, stable network of over 60 trained and credentialed NEMT providers with almost 900 vehicles statewide, 47 approved volunteer drivers, as well as providers in bordering states

These existing resources, along with our capacity and expertise, position us uniquely to continue to effectively manage the program, as well as support it for coming years. Because we have already established a compliant, stable, reliable NEMT program in West Virginia, if BMS re-awards the contract to MTM, we can focus on driving the program forward. MTM is the only bidder who can truly provide a seamless contract implementation for BMS and its stakeholders and support the program's growth for the coming years.

Building a Successful NEMT Brokerage Program for West Virginia

The Mountain State faces unique transportation challenges:

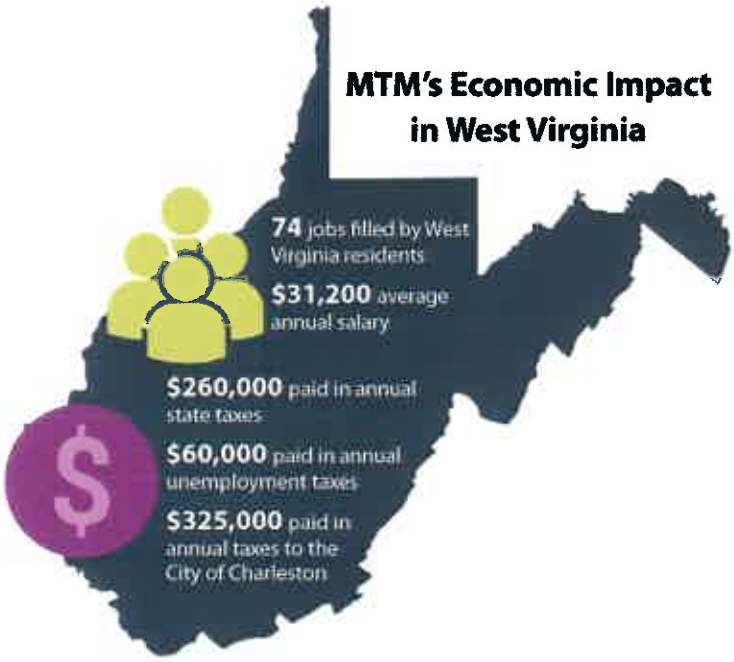
- As the nation's third most rural state, more than half (51.28%) of West Virginians live in remote, rural areas
- West Virginia has the nation's fifth-highest Medicaid/CHIP enrollment, at 28.1%
- The state's population continues to age, with the oldest population of any state and a median age of 40

These challenges are only a few of the nuances BMS, and its selected vendor, must consider while operating the NEMT Brokerage Program. When BMS awarded the contract to MTM in 2014, it was after cancellation of the original solicitation; MTM understood the pressure BMS faced to contain costs, coordinate with program stakeholders, and ensure successful implementation of the brokerage model throughout the solicitation and evaluation process. We were honored to receive BMS' recommendation for award, because we knew our organization could build a quality, reliable, cost-conscious program for the state of West Virginia.

> *"Using a broker such as MTM not only reduced fraud and abuse in the system, but it streamlined the process."*
>
> **Jeremiah Samples, DHHR Deputy Secretary for Public Health and Insurance**
> *DHHR Press Release October 27, 2014*

Our implementation in West Virginia received MTM's full operational support to address the program's complexities. Knowing that moving from an un-brokered to brokered model had the potential to cause confusion for stakeholders, we were proactive in our outreach during implementation. We held town hall meetings in four regions of the state; hosted on-site meetings at more than 25 medical facilities; completed outreach to over 30 dialysis facilities; and led more than 50 training activities and small-group meetings for members, NEMT providers, medical providers, and facilities alike. MTM also sent our Regional Vice President Kim Clark and Manager of Network Development Ryan Kaspar to the Annual West Virginia Public Transit Association's Annual conference in July 2014 to talk with public transportation agencies and providers throughout the state. During implementation, we also contracted, credentialed, and trained more than 70 NEMT providers and 500 drivers to accommodate the Medicaid population.

We established a local call center and business office in Charleston in support of the program, and offered numerous jobs to area residents, positively impacting the West Virginia economy. We have 74 existing employees based out of our Charleston office who fulfill the majority of the positions required to support this program; more than 90% of MTM-employees dedicated to this contract are West Virginians. Additionally, any growth this program sees in upcoming years would allow us to hire even more local personnel.



Each direct job we created also has a multiplier effect, as spending and tax revenues recycle to the state and for local jurisdictions where our employees live and spend their money.

In the first year of operation, MTM delivered a cost savings of $3.4 Million to BMS, $1.5 million from implementing a brokerage model, and $1.9 million in the form of a rebate. We included this rebate offer in our 2014 proposal for the NEMT Brokerage Contract to reinforce our commitment to serving West Virginia's Medicaid members while containing costs for BMS' Medicaid program. We have also discovered and realized multiple opportunities for fraud and abuse reduction, including denying trips to non-Medicaid approved services.

> *"The contract paid off big dividends by "Saving the state money and allowing DHHR workers to focus on their other job duties to help those under Medicaid."*
>
> **Jeremiah Samples, DHHR Deputy Secretary for Public Health and Insurance**
> *DHHR Press Release October 27, 2014*

Operating an Efficient NEMT Brokerage Program for BMS

Over the past three years, MTM has worked diligently to operate the NEMT Brokerage Program as efficiently as possible, as shown in the graphic below.



MTM has accommodated the program's growth each year, including the 71% increase in trip legs from 2015 to 2017. We have proven ourselves to be fiscally-sound partners to BMS by increasing public transportation utilization from 1,141 trips in 2014 to 9,095 in 2016, and gas mileage reimbursement (GMR) by 40% from FY 2015 to 2017. MTM also leverages a strong network of volunteer drivers throughout the state, who accommodate approximately 1,110 trips each month, realizing a cost savings of $599,848 from 2014 to YTD 2017. Further, we work diligently to prevent, identify, and resolve instances of fraud, waste, and abuse within the program. We regularly exceed BMS' expectations for both pre- and post-transportation verification checks, conduct nightly adjudication of all trips, and provide thorough training for employees, NEMT providers, and facilities. In 2016, we focused heavily on rooting out fraud within the GMR program through pre- and post-transportation validation checks. We complete approximately 10,350 validations checks for GMR each month. From April to July 2017 alone, we identified over 2,500 fraudulent GMR trips, saving BMS approximately $160,000.

Most importantly, during our time in West Virginia, members, NEMT providers, and medical providers have become familiar and comfortable with MTM's operations. Selecting MTM to continue managing the NEMT Brokerage Program is the best way for BMS to ensure continuity of care for its members, as well as overall program satisfaction.

> *"It is our opinion that to make a change in brokers will only set back the transportation for the Medicaid recipients as well as uproot the working relationship that [MTM's] Network Reps have worked so hard to obtain. Our company looks forward to continuing our partnership with MTM."*
>
> **Scot C. Heckert, Vice President of OB, Inc. DBA Elite Limo**
> *West Virginia NEMT Provider*

Moving the NEMT Brokerage Program Forward

Our objective is simple: build upon the solid foundation of our existing program to deliver the most value to BMS. MTM's priority will continue to be operating a high-quality NEMT Brokerage Program that provides reliable access to medical care for Medicaid members. BMS has already entrusted MTM with the provision of these services; continuing this partnership will benefit all stakeholders at low-risk and high rewards.

MTM is positioned to build upon the solid foundation of our existing program to deliver the most value to BMS. With the appropriate framework and personnel already in place, we seek to invest in enhancements for the NEMT Brokerage Program. We will carry our momentum into the new contract by:

- ✓ Increasing on-time performance and improving operational efficiencies with Reveal routing, scheduling, and dispatching (RSD) software – its GPS technology will improve tracking and data collection, while helping providers better manage their businesses
- ✓ Introducing Reveal's mobile apps and desktop tools for NEMT providers, facilities, and members, which will offer more efficient, responsive service, and provide real-time data and ride statuses
- ✓ Continuing education and outreach efforts to promote self-service tools

Implementing Reveal Software

MTM recently purchased a leading transportation software company, Reveal Management Services, Inc. (Reveal). MTM has customized the Reveal platform, which is designed to improve routing, scheduling, and dispatching at a provider level, for the broker model. Rather than a simple GPS tracking interface, Reveal automates the routing and scheduling process, provides dispatching through real-time GPS information, offers an easy-to-use app for drivers that facilitates trip manifest distribution, automatic vehicle location (AVL) tracking, short notice trip assignment, signature capture, and claims data transmission. With Reveal, members and facilities will be able to use a smartphone app to view vehicle locations in real-time for enhanced *"Where's My Ride"* data, view trip information, and confirm or cancel scheduled trips. MTM and BMS will be able to view live and historic on-time performance and GPS data to monitor service quality and resolve complaints.

While providers in the brokered environment tend to view our competitor's tools as invasive and administratively burdensome, they value Reveal as a full RSD solution that provides them with tangible benefits. Please refer to **Appendix E** for a letter of support from one of MTM's current NEMT providers piloting Reveal software in Florida.

With BMS' approval, MTM will fully support implementation of Reveal, and ensure providers receive IT assistance for installation and training. We will focus on rolling it out to providers with the highest trip volume first. We will also dedicate time and resources to educating members, facilities, and other program stakeholders on the benefits and use of the new technology. Together, MTM and Reveal are the transportation experts and technology and customer service partners BMS seeks and we have the flexibility and scalability to meet current and future technology needs.

BMS' Best Choice

As states struggle to address the priorities and challenges inherent to Medicaid programs, it is critical to balance access to care with protecting taxpayer dollars. West Virginia, through its current NEMT contract with MTM has illustrated how to effectively navigate these challenges. Together, MTM and BMS have worked diligently to improve program quality over the past three years. Our compliant NEMT provider network, strong relationships with facilities, and high member satisfaction exemplify our combined successful efforts. Continuing the partnership between MTM and BMS will benefit all stakeholders, provide the best continuity of care for members, and offer the lowest risk and highest rewards for the State of West Virginia's NEMT Brokerage Program.

Attachment A: Vendor Response Sheet

Section 4

Provide a response regarding the following: firm and staff qualifications and experience in completing similar projects; references; copies of any staff certifications or degrees applicable to this project; proposed staffing plan; descriptions of past projects completed entailing the location of the project, project manager name and contact information, type of project, and the project goals and objectives where and how they were met.

3.1 The Vendor should propose a staffing plan that includes staff that can address the unique needs of members while assuring that services are provided in the most economical manner. In their proposal, the vendor should describe how the staffing plan will provide the skills necessary to meet the requirements of the project throughout the life of the contract.

Staffing Plan

To meet the needs of BMS, your members, and the NEMT contract, MTM provides sufficient local presence in West Virginia as well as corporate support from our headquarters in Missouri. The employees assigned to the BMS contract address the needs of each stakeholder in the most economical manner possible.

To meet new program requirements outlined in the RFP, we added the following full-time equivalent (FTE) positions to our staffing plan for the new contract term:

- One FTE Care Management Coordinator *(care manager)*
- One FTE Verification Specialist *(claims processor)*

Additionally, some of MTM's employees serving the West Virginia program, operate remotely from our corporate headquarters or satellite offices. To meet requirements outlined in the RFP, we will reallocate the following positions to be on-site in our West Virginia call center under the new contract term:

- One FTE Outreach and Communications Manager
- Two FTE Compliance Coordinators *(complaint coordinators)*
- One FTE Business Analyst

Figure 1 shows our proposed staffing plan under the new contract term. These employees have the skills necessary to meet contract requirements, as they have for the past three years. In addition, our training program, detailed later in this section, fully prepares all staff to perform their assigned duties.

MTM's West Virginia Staffing Plan			
Title	Name	Location	FTE
Regional Director, Oversight and Review	Brian Arnold	Virginia	0.5
Project Manager	Tammy Pritt-Jones	West Virginia	1
Assistant Project Manager	Dylan Kirby	West Virginia	1
Call Center Manager	Erica Byrd	West Virginia	1
Provider Relations Manager	James Stafford	West Virginia	1
Outreach and Communications Manager	Kyle Bissell	West Virginia	1
Manager, Network Training	Justin Berger	West Virginia	1
Network Management Representative/Field Monitor	Justin Stowers, William Evans, Milford Zeigler	West Virginia	3
Care Management Coordinator	Brittni Stanley; TBH	West Virginia	2
Verification Specialist	Chelsie Jones; TBH	West Virginia	2
Appointment Validation Specialist	James Robinson	West Virginia	1
Employee Relations Specialist	Molly Murphy	West Virginia	1
Customer Service Center Supervisor	Cheryl Woods, DeAndre House, George Bramble	West Virginia	3
Training Coordinator	J.B. Brown, Josh Strother	West Virginia	2
Short Notice Trip Specialist	Ashley Anderson, Joshua Keller, Tenna Cline	West Virginia	3
Customer Service Representative (CSR)	Various	West Virginia	53
Telephone and Data Networks Analyst	Brandon Hicks	West Virginia	1
Administrative Assistant	TBH	West Virginia	1
Compliance Coordinator	TBH	West Virginia	2
Quality Service Evaluator	Rotates Quarterly	Missouri	0.5
Business Analyst	Daniel Christen	Missouri	1
Team Lead, Public Transit	Stacy Whittington	Missouri	0.5
		TOTAL	**82.5**

Figure 1: Staffing Plan. MTM currently employs a dedicated staff to serve the NEMT program in West Virginia.

In addition to these dedicated employees, MTM uses a number of employees at our regional office in Pulaski, Virginia and corporate headquarters in Lake St. Louis, Missouri to serve the West Virginia program.

The Vendor's proposed staffing plan should include the following components:

3.1.1 Organizational chart(s) showing the number and geographic location of all staff that will perform duties under the Contract, including Vendor and subcontractor staff. Key staff members, off-site (i.e., location other than the Vendor's call center facility) Vendor staff, and subcontractor staff should be clearly identified as such on each organizational chart. The Vendor should provide a chart showing the Vendor's entire organizational structure, including all parent entities. This chart should show the relationship of the Vendor's proposed project organization to its overall organizational structure. The Vendor should provide a revised organizational chart, within 30 calendar days, at any time during the Contract period that a change is made in the organizational structure.

3.1.2 Description of the roles, responsibilities and skills associated with each position on the organization chart(s).

3. 1.3 Job descriptions and requirements for call center staff demonstrating a high school diploma or equivalent certification and all management staff demonstrating a bachelor degree and at least two (2) years qualifying experience for this project.

3.1.4 Key staff positions, such as Project Manager, Assistant Manager, Provider Relations Manager, Outreach and Communications Manager and call center management staff, identified with named individuals and resumes demonstrating a bachelor degree, licenses, skills and at least two (2) years' experience that qualifies them for their role in this project. The bachelor's degree may be substituted with four (4) years of full-time or equivalent part-time paid NEMT experience in addition to the two (2) years already specified. Resumes should be limited to three (3) single-sided pages per individual.

3.1.5 Resumes of all other named individuals included in the Vendor's proposal, including any temporary staff that may be assigned to the project to provide specific, fixed-length services (e.g., training specialists, implementation staff). Resumes should include licenses, skills and relevant experience as it pertains to this project. Resumes should be limited to three (3) single-sided pages per individual.

3.1.6 For any proposed work to be performed off-site, including work of subcontractor(s), the bidder should describe the assurance of quality and timeliness of the work done off-site or through subcontractors.

3.1. 7 Approach to staff retention and ensuring continuity of staff to include employee continued education/training programs, employee performance incentives, and other employee benefits/programs that provide for staff enhancement in education and/or performance. The Vendor is to assume all cost associated with referenced programs.

3.1.8 Approach and methodology to personnel management to include contingency plans to ensure adequate coverage of program needs and requirements. The Vendor is to assume all cost associated with referenced programs.

3.1.9 Approach and methodology to continuing education for staff to include specific vendor specific continued education as well as direct payment and/or reimbursement programs for staff whom receive further education/training from sources outside of the vendor (ie. Certifications, training programs, formal education programs at a University or Community/Technical College). The Vendor is to assume all cost associated with referenced programs.

Vendor Response:

Organizational Charts

The organizational chart in **Figure 2** details the personnel assigned to the West Virginia NEMT program, and depicts the lines of authority for each position. MTM will provide a revised organizational chart to BMS within 30 days of any organizational change.

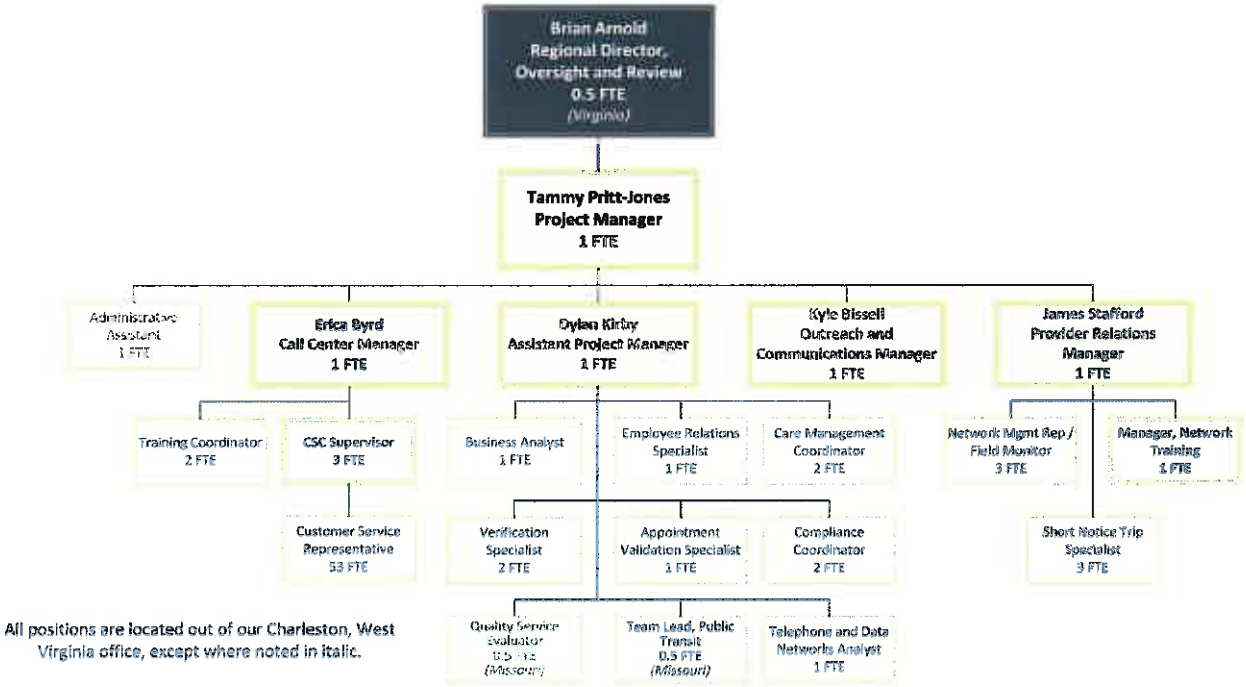


Figure 2: West Virginia Organizational Chart. MTM staffs a sufficient number of personnel to provide the necessary NEMT operations under this contract, which is supported by our corporate team.

Figure 3 depicts how the West Virginia program fits into MTM's entire organizational structure.

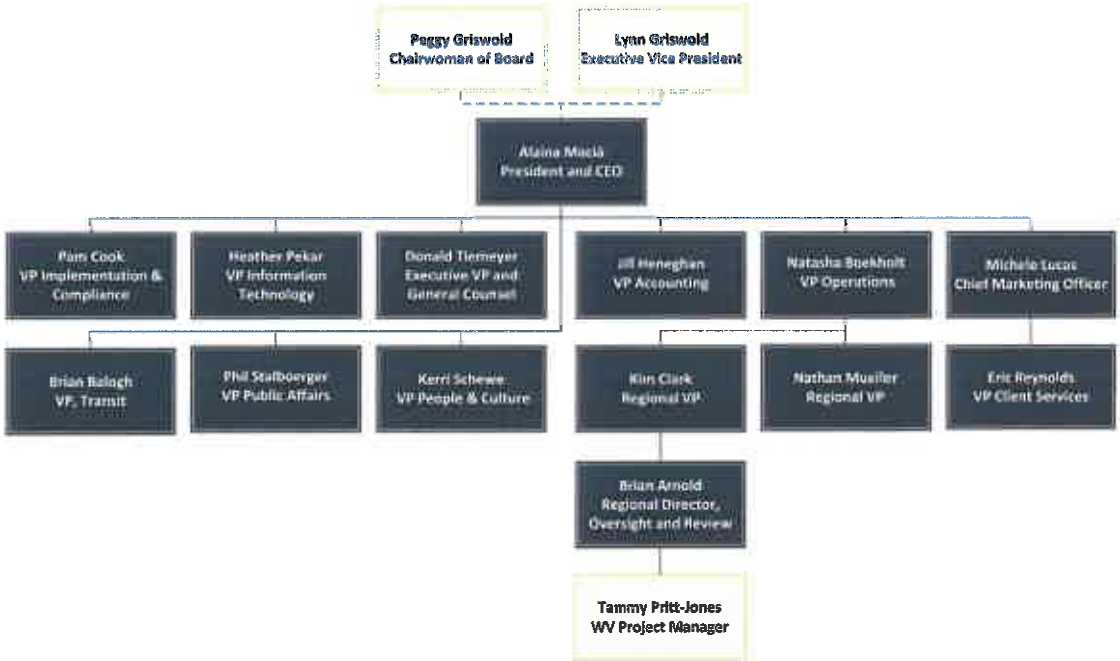


Figure 3: Corporate Organizational Chart. MTM's corporate staff supports our local team from the top down.

Description of Roles, Responsibilities, and Skills

MTM is able to recruit and retain excellent candidates; we are dedicated to engaging, training, and rewarding our staff. In **Appendix C**, we have provided full job descriptions for each position listed in our proposed staffing plan. Each description contains a brief summary of the responsibilities and required skills for that particular role.

Key Management Team

We have a skilled management team overseeing MTM's NEMT operations in West Virginia. These individuals understand the program, the membership, and the needs and nuances of all stakeholder groups. Information on the team is below, with additional details on each position provided in the job descriptions, found in **Appendix C**. Resumes for each of the named personnel are provided in **Appendix B**.

Project Manager, Tammy Pritt-Jones

Tammy brings over 19 years of experience working with the West Virginia NEMT program, including serving in various positions for DHHR/BMS from 1998 to 2014, including Transportation Director, Program Manager, Senior Policy Specialist, and Economic Service Worker/Family Support Specialist. Complementing her experience is Tammy's Bachelor of Science in Business Management from West Virginia University Institute of Technology. She is more qualified to oversee this program and the vendor's operation than any other candidate, as she has unique insight into BMS' goals, intricacies, and challenges.



Tammy joined MTM as Project Manager in 2016. As Project Manager, she oversees all aspects of the West Virginia NEMT Brokerage Program, with full authority to implement necessary modifications to service. She works to identify and reinforce requirements, and is accountable for all activities related to the program. Tammy is fully dedicated to the contract and available to BMS at all times by phone or email, and meetings and consultation upon request.

Assistant Project Manager, Dylan Kirby

MTM proposes Dylan Kirby as our Assistant Project Manager under the new contract term, which will allow us to assign current Assistant Project Manager James Stafford to the role of Provider Relations Manager, where we can better leverage his skills and relationships with our network of NEMT providers in West Virginia.

Dylan presently serves as a Customer Service Center Supervisor out of MTM's Pulaski, Virginia call center. He has been with MTM for over two years, during which he has proven to be a strong motivator and diligent manager. He has over four years' experience in managerial roles, as well as three years' experience in a call center environment. Additionally, Dylan holds a Bachelor of Science in Business Administration.

As the Assistant Project Manager, Dylan will assist Project Manager Tammy Pritt-Jones in all day-to-day operations, including supervision of the West Virginia staff. He will closely support the Network team in setting up new contracts for NEMT providers, and working to resolve any network challenges. Dylan will also coordinate with BMS to resolve complaints as necessary, as well as Care Management Coordinator Brittni Stanley to research and resolve any member issues.

Call Center Manager, Erica Byrd



Erica has been with MTM since our 2014 implementation in West Virginia. She joined our team as a Supervisor in the call center, but quickly received a promotion to Call Center Manager due to her exceptional performance. She has over six years of experience working in a call center environment and overseeing contractual regulations. Erica is highly skilled in data collection and analysis, and leverages her skills to keep MTM's Charleston call center operating efficiently at all times. Complementing her experience are Erica's Bachelor's Degree in Legal Studies and Master's Degree in Strategic Leadership from Mountain State University in Beckley, West Virginia.

For the West Virginia NEMT contract, Erica oversees call center operations for the program. She is responsible for daily operations within the call center, as well as the supervision of CSRs and support staff, to ensure center performance expectations and goals are met. She analyzes daily, weekly, and monthly statistics, making necessary changes in staffing and processes. Erica is knowledgeable of all areas of this contract and MTM's requirements, and will continue to drive the program forward.

Provider Relations Manager, James Stafford

James is a 24-year veteran of the United States Army, and joined MTM as Assistant Project Manager during our implementation of the West Virginia program in 2014. His experience spans several industries, including transit, logistics, petroleum, and distribution management. James demonstrates exceptional analytical and problem solving skills in both technical and interpersonal situations, and many employees recognize him as a go-to resource.



Under the new contract term, MTM plans to reassign James to the role of Provider Relations Manager, as his experience and current responsibilities best fit the position. As Provider Relations Manager, James will continue to oversee day-to-day operations of the NEMT provider network, serving as the link between NEMT providers and internal MTM departments. He will also supervise all areas of network development, including credentialing, monitoring, and education and enrollment activities for the program.

MTM would like to note that BMS/DHHR approved James Stafford for the Assistant Project Manager role in 2014, although he does not have a bachelor degree, and only three years of full-time NEMT experience. We believe his three years serving this program, 24 years in the US military, and associate's degree make him exceptionally qualified to continue to serve in this position. However, we will recruit a candidate with the appropriate qualifications to fill this role should BMS require.

Outreach and Communications Manager, Kyle Bissell



Kyle joined MTM as Senior Education, Training, and Outreach (ETO) Coordinator in 2015. He currently oversees our outreach and communication for NEMT stakeholders for several regions, including West Virginia. Kyle is responsible for educating facilities through various means including, but not limited to, in person facility visits throughout the state, community and educational events, web-ex onboarding educational sessions, and ongoing email outreach efforts regarding Medicaid issues that affect transportation.

Kyle works closely with Social Workers and Case Managers who are in direct contact with Medicaid members, often attending meetings geared towards ensuring vulnerable populations have access to the metropolitan transportation systems or other transportation means. Kyle focuses on partnering with community action programs, community leaders, and organizations that serve these vulnerable populations, with a goal of removing the transportation barriers they face. His previous work experience as a Paramedic Specialist and Lieutenant/Public Information Officer, as well as his Masters of Science in Leadership and Disaster Preparedness give him a unique angle for working with medical professionals and understanding their everyday challenges.

Regional Director, Oversight and Review, Brian Arnold



Brian Arnold has been with MTM for over eight years, and currently serves as a Regional Director for MTM. In this role, he provides strategic leadership for West Virginia and Virginia. He also formulates and implements business plans and strategies that provide efficient, effective, and compliant operations for both short- and long-term success. Brian works alongside Project Manager Tammy Pritt-Jones to lead the West Virginia NEMT Brokerage Program. He oversees the program's quality, performance, reporting, and compliance, maintains close contact with MTM's entire Charleston team, as well as our Executives, Directors, and Managers. Prior to serving as Regional Director for MTM, Brian managed our Pulaski, Virginia call center for seven years, managing 44,000 calls per month for 14 health plans, while motivating staff and promoting a positive team work environment. Brian's extensive experience is founded on a Bachelor of Business Administration, with a Marketing focus.

Corporate Leadership Team

In addition to the team outlined above, MTM's corporate leadership team supports the NEMT Brokerage Program and is familiar with all operational aspects. Since 2014, BMS has benefitted from the overall experience of each of these corporate staff members through our hands-on approach. This team has ensured the successful operation of numerous programs throughout the country, including the program for BMS and its members. The following tables detail the names, experience, and roles of each member of our executive team.

Name:	Title:	Location:	Reports to:
Alaina Maciá	President and CEO	Missouri	Board of Directors

Role: Alaina is responsible for overseeing all operations within MTM and providing the vision and direction for company priorities. She is the executive liaison for all contractual and operational matters and ensures MTM meets contract deliverables within the required timeframes. She is the MTM official authorized to negotiate for and contractually bind the company in pursuit of this contract. Alaina provides executive management of operations, technology, finance, accounting, legal, and marketing activities, delegating responsibilities downward through the executive team, department directors, and managers. She will be intimately involved in ensuring this contract's continued success.

Years with MTM: 14

NEMT Experience: During Alaina's time with MTM, she has overseen the implementation of numerous large government contracts, including the BMS NEMT program in 2014 as well as programs in Wisconsin, Missouri, Kansas, Minnesota, New York, South Carolina, Texas, Nevada, Mississippi, and the District of Columbia. For these clients, she has pushed MTM to continually improve and generate significant savings, generally between 10 to 25% over previous costs. Alaina has overseen MTM's growth from a $30 million company to an organization generating nearly $500 million in revenue annually. As a testament to her effective leadership, she has been the recipient of many honors, including being named one of 2012's Most Influential Businesswomen by the *St. Louis Business Journal* as well as being named in the publication's 30 Under 30 class in 2004 and 40 Under 40 class in 2011. Most recently, she was named to Mass Transit's 40 Under 40 List and received the Entrepreneur of the Year award in the Midwest Region's Healthcare Services category by Ernst & Young.

Name:	Title:	Location:	Reports to:
Natasha Boekholt	VP Operations	Missouri	President and CEO

Role: Natasha oversees all functions within our operational departments including CSC activities, utilization management, network and vendor management, and claims. She is actively included in guaranteeing appropriate transportation management through care management techniques, as well as the continued satisfaction of the medical facilities we serve.

Years with MTM: 14

NEMT Experience: Natasha has worked with MTM's NEMT clients since 2003 and has over 14 years of experience in the transportation management industry. She recently led the reorganization of our CSC operations, which resulted in improved responsiveness to recipients and increased efficiency in customer service. Natasha also played an instrumental role in revamping our training processes and implementing incentive programs, helping MTM increase employee satisfaction and retention. She is keenly aware of CMS and other transportation rules and regulations, and helps to implement our various NEMT programs.

Name:	Title:	Location:	Reports to:
Brian Balogh	**VP Transit**	**Illinois**	**President and CEO**
Role: Brian ensures we achieve contract compliance and provide efficient, quality service. He assesses customer satisfaction and implements plans to improve each operation, reevaluating as necessary. Brian works alongside our Regional Vice Presidents to ensure MTM's performance aligns with all operational and financial contract requirements. He monitors contract reporting on a regular basis for compliance and quality. Brian is also available to Project Managers for guidance and assistance in proactively addressing any program challenges.			
Years with MTM: Two			
NEMT Experience: As a seasoned transit professional with more than 24 years of management industry experience, the majority in paratransit, he brings a wealth of knowledge and industry understanding to our company and our clients. Prior to joining MTM, Brian served as Senior Regional Vice President for a major transportation company and maintained direct oversight of 20 divisions and over 24 contracts across five Midwest states providing paratransit, fixed route, and shuttle services.			

Name:	Title:	Location:	Reports to:
Donald Tiemeyer	**Executive VP and General Counsel**	**Missouri**	**President and CEO**
Role: Don serves as head of MTM's Risk Management Committee, a subcommittee of our Quality and Compliance Committee (QCC). He responds to all potential risk incidents for investigation and appropriate action. Should MTM be involved in any incident or accident that involves litigation, Don supervises and coordinates the representation of MTM to minimize MTM's liability exposure. He also reviews qualifications of NEMT providers and their drivers, including criminal background history, elderly abuse, sexual abuse registries, and motor vehicle driving records. He advises MTM's Board of Directors and executive team on legal matters; develops and reviews all contracts with clients, vendors, and NEMT providers; and represents MTM in all legal matters.			
Years with MTM: 22			
NEMT Experience: Don has served as corporate counsel to MTM from our inception in 1995, and has served as MTM's General Counsel since joining MTM in 2003, giving him more than 20 years of NEMT experience. He has overseen the execution of numerous contracts, and defended the interests of MTM and our clients. Don brings over 31 years of legal experience to MTM, 23 years of which he served as a principal engaged in the private practice of law.			

Name:	Title:	Location:	Reports to:
Michele Lucas	**Chief Marketing Officer**	**Missouri**	**President and CEO**
Role: Michele oversees MTM's Marketing, Account Management, and Business Development departments, which supports MTM's efforts for new business acquisitions, as well as the production of internal and external marketing materials. She will continue to be an integral part of this contract, working with our Marketing team to develop any new written materials for members, medical providers, and NEMT providers, including informative brochures, website content, and program manuals. Throughout the life of this contract, she will continue to ensure MTM maintains effective communication with all program stakeholders.			
Years with MTM: Seven			
NEMT Experience: With more than 23 years of sales and marketing experience, Michele brings an innovative approach to our strategic development. She understands how critical effective written and verbal communication with members and other stakeholders is, and continually leverages that knowledge and leadership for our clients and NEMT programs. Since joining MTM in 2010, Michele has developed a keen awareness and knowledge of NEMT operations, and uses that experience to ensure successful communication in each of our service areas. Michele has played an integral role in the implementation of the 2014 NEMT Brokerage Program, as well as our Houston, Mississippi, and Wisconsin programs, overseeing mailings to over 1,000,000 members and reviewing all policies, procedures, and documents prior to use in the contracts.			

Name:	Title: VP Business Development &	Location:	Reports to:
Eric Reynolds	**Account** Management	**Missouri**	**Chief Marketing Officer**
Role: Eric manages the sales process and client service activities, concentrating on transit and healthcare services retention and growth to ensure client satisfaction. He oversees recruiting and training new business development professionals.			
Years with MTM: One			
NEMT Experience: Eric has a proven background in the medical sales, pharmaceutical, clinical lab, and healthcare field, with 17 years of account management and business development experience. Prior to joining MTM, Eric worked for six years for Change Healthcare, which operates the largest financial and administrative information exchange in the country. Eric focuses on developing strong relationships and working to best serve MTM's clients.			

Name:	Title:	Location:	Reports to:
Heather Pekar	**VP Technology**	**Missouri**	**President and CEO**

Role: As Vice President of Technology, Heather provides oversight of MTM's information technology functions, including the continued development of technical solutions and web-based tools that support our clients nationwide. She ensures our solutions and resources keep up with the exponential growth of the NEMT industry by driving infrastructure and innovation within our IT team. Heather's keen understanding of technical strategy and deep transportation knowledge are instrumental in helping MTM achieve our information technology goals.

Years with MTM: Two

NEMT Experience: Heather has ten years of experience managing transit technology operations for large transportation firms. Through this 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. In addition to her strong work history, she holds a Bachelor of Science Degree in Computer Science from Texas A&M University.

Name:	Title:	Location:	Reports to:
Pam Cook	**VP Program Governance**	**Missouri**	**President and CEO**

Role: Pam leads MTM's implementation team, driving implementation of new programs, projects, and full-scale operational changes. She also oversees our Quality and Compliance team, ensuring we remain compliant with all contractual obligations and provide high quality service to our clients. Pam's oversight includes supervising the credentialing of our national network of NEMT providers to guarantee their compliance with our standards.

Years with MTM: Three

NEMT Experience: Pam has over 30 years of experience in business and process implementation, financial analysis, risk oversight, and quality assurance. She is an experienced professional who demonstrates initiative, leadership, and cross-functional collaboration. Pam joined MTM as Director of Business Implementation, where she was instrumental in several large-scale program implementations and internal process improvement efforts. Before coming to MTM, Pam served as Senior Vice President of Compliance Audit and Exam Management for CitiMortgage, Inc., where she focused on risk management and mitigation. She holds a Bachelor's of Science degree In Business Administration.

Name: Phil Stalboerger	Title: VP Public Affairs	Location: Missouri	Reports to: President and CEO
Role: Phil manages MTM's government relations around the country to ensure MTM can educate current and prospective clients regarding issues they face for transit programs. He plays an important role in developing key relationships and strategies for new business prospects; growing MTM's operating areas; and identifying solutions for community access. Phil has also created a national coalition of NEMT brokers and stakeholders in Washington, DC, called Medical Transportation Access Coalition (MTAC) to help educate lawmakers and regulators on the NEMT benefit around the country. In West Virginia, Phil works to educate lawmakers on the NEMT process for members, and keeps them updated on areas of interest for their constituents. Further, Phil has provided testimony during hearings at the State Capitol in Jackson related to Medicaid, and specifically NEMT and how MTM serves members and the NEMT program in West Virginia.			
Years with MTM: Four			
NEMT Experience: Phil brings more than 22 years of government relations experience to MTM. In previous roles, Phil was a Senior Government Relations Advisor at Faegre Baker Daniels, spent 12 years with Blue Cross Blue Shield of Minnesota in various legislative affairs roles, and served in legislative administration positions with the Minnesota Senate for five years.			

Name: Kerri Schewe-Mileski	Title: VP People and Culture	Location: Missouri	Reports to: President and CEO
Role: As Vice President of People and Culture, Kerri oversees MTM's Human Resources, Corporate Training, and Employee Relations departments. Kerri focuses on staff engagement and organizational design to streamline MTM's operations.			
Years with MTM: Five			
NEMT Experience: Kerri is a training and education specialist with more than eight years of experience. In her past roles, she has directed a variety of training curricula for corporations and educational programs for learning institutions. Kerri is also an expert in program development and implementation, executing creative solutions for training staff members of all levels and positions.			

Name: Jill Heneghan	Title: VP Accounting	Location: Missouri	Reports to: President and CEO
Role: Jill is responsible for all general accounting functions for MTM, including General Accounting, Fixed Assets, Accounts Payable, and Payroll. She performs month-end financial reviews to ensure all statements are in accordance with GAAP. Monthly, she presents review results to the CEO and executive team. Jill enforces budget adherence and ensures an annual financial statement audit is completed.			
Years with MTM: Three			
NEMT Experience: Jill joined MTM in July of 2014 with over ten years of experience in finance and accounting operations. She has been instrumental in establishing financial reporting and accounting processes and has become a valuable team member at the executive level due to her collaborative and professional approach.			

Name:	Title:	Location:	Reports to:
Nathan Mueller	Regional Vice President	Wisconsin	VP Operations

Role: As the Regional Vice President of Midwest and West Operations, Nathan works in collaboration with Operations, Business Development, MTM support departments, and clients to ensure the most appropriate and cost-effective delivery of NEMT. He assists with implementation and oversees direct reports for statewide and regional NEMT programs in Mississippi, Wisconsin, Ohio, Iowa, Minnesota, Nevada, California, and Texas to ensure MTM defines and meets business outcomes and contract goals. Nathan's other duties include reviewing and monitoring contract performance, budget, staffing, and identifying any outlying trends. Nathan has a proven record of turning around struggling operations and building strong, engaged teams to deliver quality NEMT services.

Years with MTM: 15

NEMT Experience: With fifteen years of experience in the medical transportation industry at MTM, Nathan has in-depth knowledge of MTM and what is needed to provide high quality NEMT services. Nathan began working for MTM as a CSR in our Lake St. Louis call center in 2002, and has continued to take on greater responsibility and advance his career through call center and program management positions. As Regional Vice President, Nathan oversees contracts valued at more than $240 million in annual revenue.

Name:	Title:	Location:	Reports to:
Kim Clark	Regional Vice President	Washington, DC	VP Operations

Role: In her role as Regional Vice President of Operations, Kim oversees MTM's programs in Washington, DC; New York; and Florida, acting as a liaison between MTM departments, Project Managers, and clients to ensure MTM is fully compliant with contract requirements. She stays abreast of industry best practices, as well as changes in regulations and policies affecting NEMT operations. Kim identifies and manages stakeholder expectations for the programs MTM operates, and provides day-to-day support for Project Managers to address challenges and realize client and stakeholder satisfaction.

Years with MTM: Five

NEMT Experience: Kim has over 30 years of experience in the paratransit industry, with the last five focused on the delivery of NEMT services. Kim joined MTM in 2012 as Program Director for MTM's Washington, DC NEMT program, and was quickly promoted to Regional Vice President, where she oversees a variety of our NEMT, paratransit, functional assessment and travel training, and quality assurance programs. In every aspect of her day-to-day responsibilities, Kim's transportation industry expertise shines, especially her wealth of knowledge regarding public transportation systems. She gained this experience through 26 years of previous employment as General Manger of fixed route and paratransit programs for First Transit, MV Transportation, and E & H Transportation, and four years as Regional Vice President for MTM. Kim has managed transit operations large and small with a continued focus on increasing productivity, safety, and client revenue.

Job Descriptions and Requirements for Call Center Staff

As stated above, job descriptions detailing the responsibilities and requirements of call center staff are provided in **Appendix C**. According to our staffing plan, MTM designates the following positions as call center staff:

- Call Center Manager
- Customer Service Representative (CSR)
- Customer Service Center Supervisor
- Training Coordinator

Resumes

Resumes for MTM's key personnel are included in **Appendix B**. For the purposes of this contract, we consider the Project Manager, Assistant Project Manager, Call Center Manager, Provider Relations Manager, and Outreach and Communications Manager to be key personnel.

Proposed Off-Site/Subcontracted Work

Other than our network of NEMT providers, MTM does not, and will not use any subcontractors to provide NEMT services in West Virginia.

Approach to Staff Retention

WV Employee Longevity

MTM's entire call center management team has served the West Virginia program since 2014.

MTM believes nothing shows quality better than a knowledgeable, capable, experienced employee taking care of a member's needs with ease and reliability. In our experience operating NEMT programs, stakeholders receive higher service quality when turnover is minimized; therefore, we dedicate ourselves to retaining successful, long-term employees. MTM consistently maintains a low turnover rate across our book of business, and has successfully kept turnover low in our West Virginia office, as shown in **Figure 4**.

MTM's West Virginia Attrition Rates		
2015 Monthly Average	2016 Monthly Average	2017 Monthly Average
7.08%	9.27%	7.37%

Figure 4: Attrition Rates. MTM continues to maintain low attrition in West Virginia.

Outside of training and development, we work to retain qualified personnel through a culture of excellent employee relations. We take several steps to minimize turnover and encourage careers, including offering competitive wages based on local cost of living, operating a wellness program, and providing benefits with multi-tiered health coverage options, as well as three weeks of paid time off every year.

Additionally, staff can job shadow and/or request mentoring opportunities through the company. These efforts provide a diversified different perspective on our operations and offer employees insight into future job prospects.

We also support career advancement through an employee incentive and recognition program called Drive Rewards. Through this program, MTM recognizes staff contributions with "points," earned by meeting goals, participating in wellness activities, driving core values, receiving impromptu recognition from a coworker or manager, and/or achieving a service anniversary milestone. Employees can redeem these points for gift cards, or items such as Fitbits.

Staff interaction is a key focus for MTM. We celebrate holidays, new employees, and achievements, and promote community engagement to support the members we serve. Our intranet news site, which we call MTM Core, connects employees throughout all of our locations by highlighting awards, celebrations, and other events, as shown in **Figure 5**.



Figure 5: MTM Core. MTM's intranet news site engages employees in our unique culture.

As evidence of our commitment to employee satisfaction, MTM was a finalist in the St. Louis Business Journal's 2017, 2016, and 2014 Best Places to Work. Based solely on feedback obtained through an employee survey, the designation recognized MTM for promoting healthy living, work-home life balance, and career advancement opportunities.

Wellness Program

Through our Wellness Program, we demonstrate our commitment to the health of our diverse employee base, as well as the communities we serve. Our wellness activities focus on social, financial, community, and physical well-being. In particular, our Wellness Program aims to lower healthcare costs, increase productivity, decrease absenteeism, boost employee morale, lower turnover, build a better company reputation, and improve social/community responsibility and awareness. Activities offered through MTM's Wellness Program range from free flu shots, annual health risk assessments and biometric screenings, to weight loss initiatives, to smoking cessation assistance, including free tools like Nicorette gum and weekly support groups. The St. Louis Business Journal recognized MTM as one of the Healthiest Employers for 2015 and 2016.

WV Team Engagement

MTM's West Virginia team participated in the Junior Diabetes Foundation (JDRF) walk, and collected over $1,000 in donations. They donated over 500 pounds of animal food and supplies to the local humane society and participated in the AFSP Out of the Darkness Walk for suicide prevention, collecting over $1,200 in donations for the foundation. Each holiday season, the West Virginia office adopts a family to donate Christmas gifts and holds canned food drives. Internally, staff raised money for coworkers affected by the June 2016 flooding.

Specifically in West Virginia, 19 employees participated in our latest weight loss competition, and 12 employees partook in the company-wide "Step Right Up" step climbing competition. Additionally, four employees have completed the Freedom From Smoking cessation program. To incentivize our West Virginia employees towards a wellness-focused lifestyle, MTM subsidizes $20 a month towards a membership at the local iFitt24 fitness facility in Charleston.

MTM agrees to assume all costs associated with all programs and initiatives related to employee engagement, retention, and incentives.

Approach and Methodology to Personnel Management

Although MTM enjoys a very high employee retention rate, and an average tenure of two years for our West Virginia employees, we understand we must plan for unexpected events, such as the loss of a key staff member. To minimize any degradation on performance, we have a strong "bench" of management candidates who have the experience and knowledge to quickly step into a key position with a very short learning curve. It is our preference to promote from within, but we will look outside of MTM to fill a key position if we believe this course of action is best for the program.

MTM also values employee training and cross-training, and we emphasize no single points of failure. We use industry standard technologies and components that do not rely on narrow expertise, so in the event of the loss or retirement of key personnel, we can continue to support our clients in a smooth and consistent manner. We also have third party partners who can supply key technical personnel who have worked on our systems and can maintain, enhance, and support the components.

West Virginia Hiring Fair

MTM held a hiring fair in West Virginia in November 2016 in an effort to fill two new orientation classes. We marketed the fair both internally and externally, and offered current employees a $50 referral bonus for any successful hires they referred. Only four hours in to the fair, we filled both classes with great candidates.

Approach and Methodology to Continuing Education

2017 winner

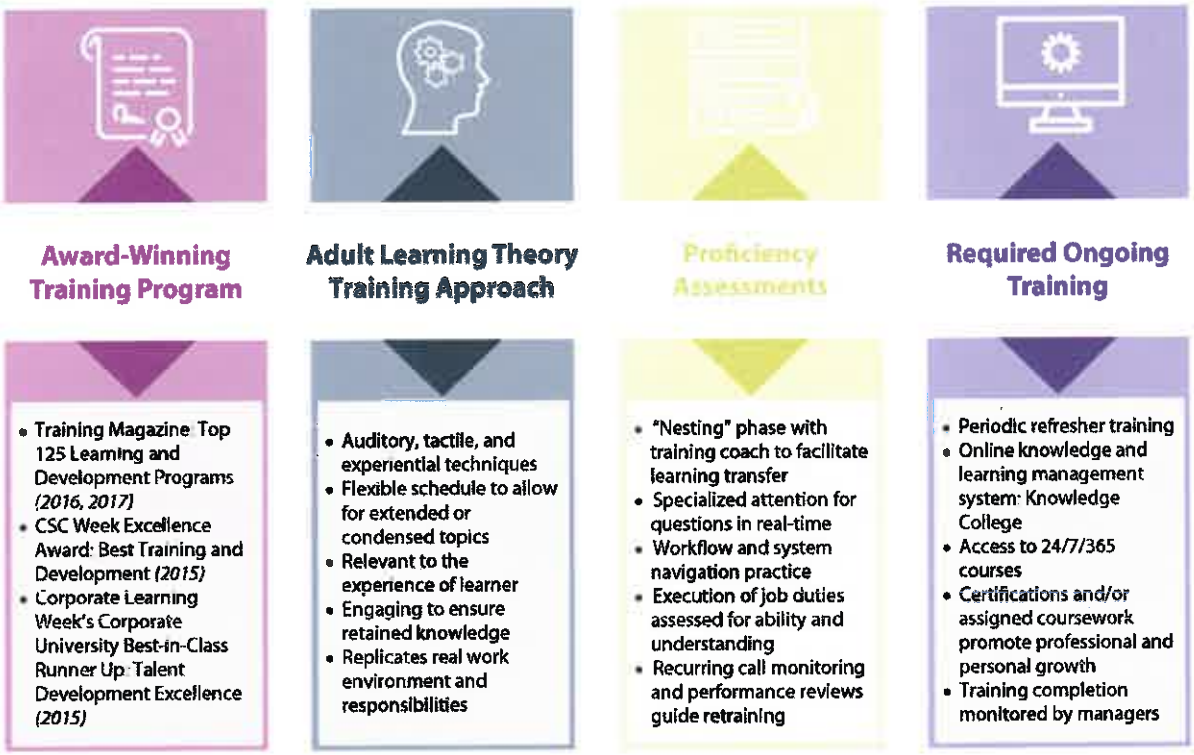
2016 winner

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 and 2017, which ranks employer-sponsored training and development programs for companies across the country. The ranking is determined by assessing investment in employee development, the scope of development programs, and how closely development efforts link to business goals and objectives. In both 2016 and 2017, MTM received Gold Stevie Awards for Customer Service Training Team of the Year as well as a LearningElite Award from *Chief Learning Officer* magazine to acknowledge our exemplary corporate learning and workforce development strategies. MTM also 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.

The goal of MTM's training program is to engage employees early on, clearly set and communicate job responsibilities, encourage teamwork and a positive work environment, and increase member satisfaction rates, productivity, and employee retention. Along with short video and PowerPoint introductions to MTM, employees participate in auditory, tactile, and experiential learning. Ice-breakers, role-playing, individualized lesson delivery, and other activities make training sessions interactive, fun, and engaging, and help build the team dynamic.



WV CSR Cynthia Goard



MTM's training prepares employees to provide the best member experience possible. 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 (formerly branded as Interactive Intelligence) telephony system
- MTM's HIVE Technology Suite (HIVE)
- Confidentiality, including Health Information Portability and Accountability Act (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
- BMS specific contract requirements, protocols, and MTM policies and procedures

CSR Training

MTM provides four weeks of training for CSRs, as noted in **Figure 6**. We can integrate additional training at the request of BMS.

MTM CSR Training
Week One: New Hire Orientation and MTM Operations
New Hire Orientation immerses CSRs 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 leads into MTM Operations training, covering the basics of customer service, understanding member populations, and the trip intake process. ***Training Covered:*** • Welcome to MTM • Who we are, who we serve, what we do, how we do it • Work Perks • Security and Safety • Operations Overview • Call Flow • Customer Service • First Impressions • MTM Systems Overview • Trip Reason/Status Codes • Abbreviations • Medical Terminology • Days' Notice Process • Emergency Situations • Multi-Leg Trips • Return Trips
Week Two: MTM Operations
The second week of MTM Operations training covers our trip intake system, processes, and procedures in-depth. ***Training Covered:*** • GMR • Public Transportation • Level of Need • Ambulance/Stretcher • Prior Authorizations • Customer Handling • Final Assessment • MTM Q&A • Desk Set-up
Week Three: Trip Intake (Nesting)
The third week of training provides CSRs their first interaction with members. They get a feel for the trip intake process, while guided by supervising staff. ***Training Covered:*** • Side-by-Side Coaching • Protocol Cross Training • Daily Huddles
Week Four: Trip Intake (Nesting)
The fourth week of training, second week of nesting, allows CSRs to master their job duties with the help and oversight of supervising staff. ***Training Covered:*** • Side-by-Side Coaching • Protocol Cross Training • Daily Huddles

Figure 6: MTM Training. CSRs receive training on a broad range of topics over four weeks, prior to taking calls from BMS members.

Before moving on from classroom training, CSRs must take an assessment to measure effective learning transfer; they must score a minimum of 90% on this assessment. After a CSR 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 by a Training Coach. CSRs receive specialized attention in the nesting area, including real-time assistance and direction for call intake. Training Coaches provide assistance with general questions, navigating through HIVE, workflows, and communicating with members. Following side-by-side training, the CSR begins independently accepting calls from members.

Ongoing Training

While MTM firmly believes our initial training curriculum provides adequate knowledge to our employees, we do not stop there; throughout employment, our staff receives continual training, including annual performance reviews and access to our online video library. In particular, CSRs participate in periodic training sessions with their supervisors, as well as regular call monitoring and reviewing, detailed in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *XI. Call Center, D. Customer Care*.

WV Refresher Training

In February 2017, we provided WV Protocol training refresher to all CSRs, and gave CSRs the opportunity to ask questions regarding challenges or issues in day-to-day operations.

Tuition Reimbursement

Another way MTM fosters the continuing training and education of our employees, is through our Tuition Reimbursement Program. We know higher education is not financially feasible for some of our employees; tuition reimbursement is a way for us to invest in our staff's future career growth at MTM. We designed the Tuition Reimbursement Program to benefit all levels of development for our employees, and offer reimbursement for:

- **Non Advanced Degrees**- Includes conferences, certifications, examinations, and undergraduate degrees
- **Advanced Degrees**- Includes Master's and Doctoral degrees

Currently, employees can choose to complete their coursework through three MTM-approved schools: Lindenwood University, Saint Louis University, and Penn State University Online. Each of these schools offer programs for non-traditional students, including online and nighttime classes. MTM reimburses 50% to 90% of course costs on a sliding scale for employees who maintain a GPA of 2.1 or higher.

3.2 The Vendor should provide credible, detailed evidence of their related experience and capabilities in providing NEMT services in a full brokerage program. At least three (3) Vendor references from work performed for government entities within the last five (5) years should be provided. A reference from a Managed Care Organization (MCO) is acceptable when accompanied with a letter from that state's Medicaid agency explaining the relationship and size of the population served.

Vendor Response:

References

MTM is proud to provide the following references for three current contracts similar in size and scope to the NEMT Brokerage Program we operate in West Virginia. These entities can attest to our ability to successfully perform all functions required. MTM is proud of all of our contracts and is happy to provide additional information to BMS upon request.

District of Columbia Department of Health Care Finance (DHCF)	
Contact:	Antonio Lacey, Program Analyst
Address:	899 North Capital Street NE, Washington, DC 20001
Phone:	202-442-5847
Email:	Antonio.lacey@dc.gov
Dates of Service:	2007 to Present

Project Information

Prior to our management, the District of Columbia NEMT program suffered from a non-compliant NEMT provider network as identified through numerous Office of Inspector General (OIG) audits. Additionally, the program was without adequate record maintenance and accountability measures, which left significant opportunity for fraud, abuse, and waste of program funding. Specifically, the program lacked important data collection regarding the number of members transported, updated member personal information, updated addresses and schedules, and verification of services for payments rendered. Combined, these deficiencies caused the program to be unsafe, inefficient, and costly.

DHCF awarded MTM the NEMT contract with the objective of improving program quality at all levels. MTM began operating the program in October 2007. Since then, we have corrected and improved all of the concerns identified in the OIG report. Specifically, MTM brought the network of NEMT providers into compliance through our screening and credentialing processes. This included driver FBI background checks, insurance verification, vehicle inspections, and driver training.

To eliminate fraud and abuse, MTM reconciles 100% of trips prior to payment. We also added an additional layer of verification by processing daily attendance reports for all recurring transportation appointments such as day treatment, physical therapy, and dialysis directly with the treating medical provider.

District of Columbia Department of Health Care Finance (DHCF)
In August 2008, the program underwent contract modifications due to a shift in available funding. The shift required more aggressive utilization of the public transportation system, calling for an extensive and swift education campaign for members, medical facilities, and NEMT providers. MTM successfully implemented the challenge by distributing educational material and fielding calls about the changes. Since taking over the program, MTM has reduced overall costs by $5 million dollars, for a 25% savings. Due to the variety of populations being served—special needs children, individuals with mental illness, and intellectually and developmentally disabled adults—MTM developed a thorough driver training program to instruct drivers how to properly handle the individuals being transported. This mandatory training, conducted by MTM personnel, has increased the quality of services provided. MTM also introduced an assessment and travel training program to the District with the goal of successfully transitioning capable individuals to fixed route systems. To date, over 2,000 individuals have completed the assessment, 405 have successfully transitioned to fixed route, and more than 1,000 medical facility representatives have attended our education and training seminars. This is just another example of the type of services MTM is able to provide beyond other brokers. The District's program is now well-documented, with historical data collected and reported monthly. This provides the District with clear, concise, and easy access to program activities, which helps to determine program successes and introduce specific quality assurance measures. This, in turn, supports future budgeting considerations, enhancements, and identification of improvements. In December 2015, the DC Council voted unanimously to award MTM a new three-year contract to continue NEMT services for DC Medicaid members as a result of a competitive procurement.

Wisconsin Department of Health Services (DHS)	
Contact:	Marlia Mattke, NEMT Contract Manager
Address:	1 W. Wilson Street, Room 350, Madison, WI 53703
Phone:	608-266-9749
Email:	Marlia.mattke@dhs.wisconsin.gov
Dates of Service:	August 2013 to Present
Project Information	
Prior to MTM's management of this contract, the Wisconsin Department of Health Services' (DHS) NEMT program suffered from a series of challenges, including a lack of faith from the community, long hold times, and ultimately the contractor terminating the contract early due to a lack of funds. Since taking over the contract, MTM has rallied the community around the program, lowered hold times, reduced complaints, and increased program satisfaction from members, NEMT providers, and DHS.	

Wisconsin Department of Health Services (DHS)
With a relatively short implementation period, we provided a quick, smooth turnaround for the program, which included the setup of a dedicated, local call center and business office, housing full management and operational departments. We performed more than 430 medical facility visits, held 13 town hall meetings with more than 650 attendees, conducted 12 NEMT provider meetings, and hosted over 600 WebEx sessions during our implementation education and outreach efforts; in total, we trained over 1,800 drivers. Under our current operations in Wisconsin, MTM employs over 110 individuals to serve approximately 1,000,000 members. We contract with almost 200 NEMT providers to provide over 3,600,000 trips each year. We participate in a Transportation Advisory Council alongside DHS and various stakeholders, as well as a Transportation Workgroup with MCOs in the state. Our team collaborates with Federally Recognized Tribes throughout Wisconsin. Further, MTM established dedicated NEMT providers for improved quality and consistency so we could better serve Wisconsin members transported to children day treatments.

Nevada Division of Health Care Financing and Policy (DHCFP)	
Contact	Jennifer Frischmann, Social Services Chief III
Address:	1100 East William Street, Carson City, NV 89701
Phone:	775-684-3747
Email:	Jennifer.frischmann@dhcfp.nv.gov
Dates of Service:	July 2016 to Present

Project Information

In our most recent implementation for the state of Nevada's NEMT program, we worked with DHCFP to transition the program and provide the most cost savings. MTM partnered with the Regional Transportation Commissions (RTCs) across the state to improve trip coordination and to assist in assigning members to their local ADA paratransit system whenever possible, as requested by DHCFP.

Our ETO team conducted outreach to multiple facilities throughout the state to assist the transition. Our outreach included 55 dialysis centers, 50 hospitals, 19 mental health facilities, 52 nursing homes, 16 adult day care centers, 30 counseling services centers, 13 tribal communities, and other facilities as identified by the client. Through these efforts, MTM was able to educate medical providers and facility staff regarding MTM processes, such as how to make online reservations and set standing order trips.

We recruited, credentialed, and trained approximately 45 NEMT providers representing over 175 vehicles and 200 drivers in just 90 days. We implemented first mile/last mile feeder routes in the Las Vegas area using Google application programming interfaces (APIs), which allow communication with Google Maps. This helps us maximize fixed route services, which represents the most cost-effective mode for the program.

3.3 The Vendor should describe their experience within the last five (5) years operating a full brokerage NEMT Services program(s) for a population similar to that of West Virginia Medicaid, including with the following:

3.3.1 State Medicaid and/or other governmental NEMT programs
3.3.2 Providing NEMT or other transportation services
3.3.3 Brokering NEMT or other transportation services;
3.3.4 Recruiting NEMT Providers
3.3.5 Operating an automatic call distribution (ACD) system
3.3.6 Staffing a NEMT or other transportation services customer service call center
3.3. 7 Developing and managing a transportation database, including reporting and transportation utilization analysis activities.

Vendor Response:

Relevant Experience Operating NEMT Brokerage Programs

In addition to our three year of experience serving as BMS' NEMT Brokerage Program vendor, MTM has experience spanning 22 years, including 150+ current transportation management contracts. **Figure 7** depicts MTM's extensive operations across the country.

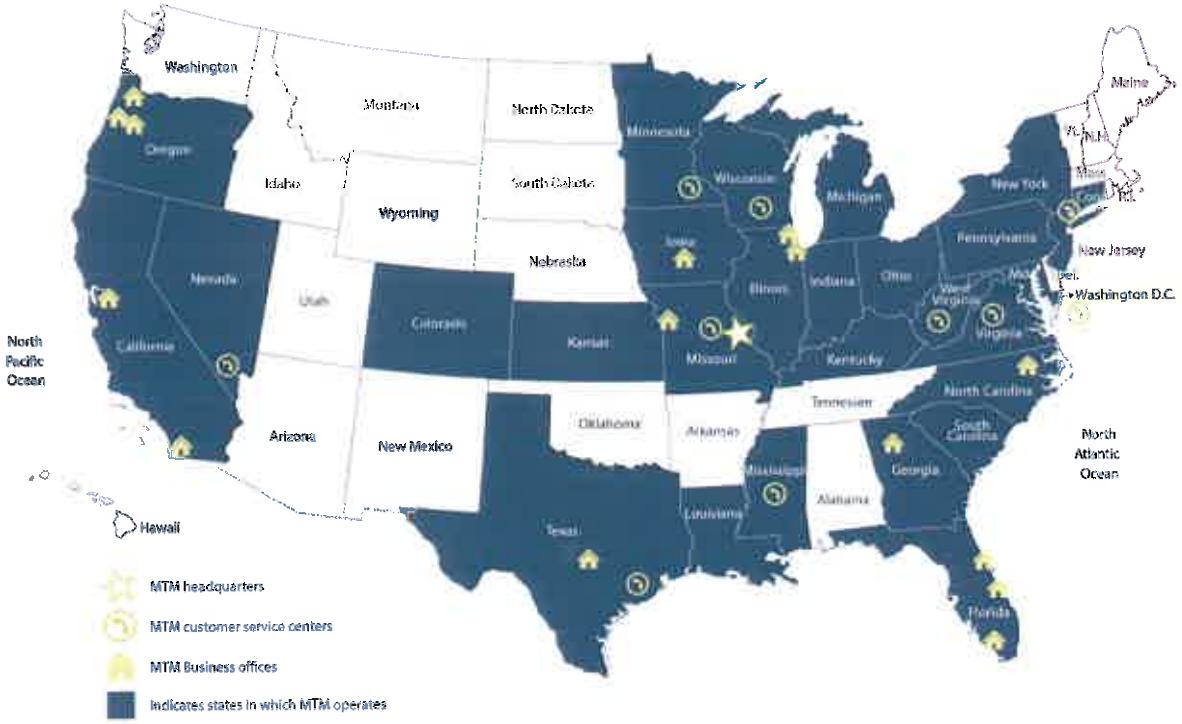


Figure 7: US Map. MTM operates NEMT contracts across the country.

MTM's similar experience allows us to provide BMS and its members with invaluable industry expertise. Our contracts include programs serving special needs, aging, low income, and Medicaid populations—each of which are covered by the West Virginia NEMT Brokerage Program. **Figure 8** gives a high-level overview of our overall experience with government clients.

Government Program Summary				
Client	Members Served	Annual Trips Scheduled	Annual Calls Received	Dates of Operation
West Virginia Department of Health and Human Services (DHHR)	503,734	1,464,683	665,348	Oct 2014 to Present
Nevada Department of Health and Human Service, Division of Health Care Financing and Policy (DHCFP)	560,000	570,000	250,000	July 2016 to Present
District of Columbia Department of Health Care Finance (DHCF)	56,000	1,273,000	159,000	Oct 2007 to Present
Minnesota Metro Counties Consortium (MCC)	445,000	910,000	380,000	July 2004 to Present
Texas Health and Human Services Commission (HHSC)-Houston Region	912,000	1,200,000	700,000	March 2012 to Present
Wisconsin Department of Health Services (DMAS)	1,000,000	3,600,000	1,260,000	Aug 2013 to Present
Mississippi Division of Medicaid (DOM)	530,180	1,000,000	860,000	July 2014 to Present
Texas HHSC- Regions 5 and 9	263,000	400,000	233,000	Sept 2014 to present
Livermore Ardmore Valley Transit Authority (LAVTA)	3,385	51,200	42,270	May 2014 to Present
New York City Transit (NYCT)	44,000	300,000	280,000	Oct 2013 to Present

Figure 8: Government Program Highlights. BMS benefits from MTM's experience operating similar, statewide and regional programs. Trips scheduled and calls received are annual figures.

NEMT Provider Recruiting Experience

For each of the programs we have operated since 1995, including our current 150-plus contracts, MTM recruited, credentialed, and maintained large networks of NEMT providers. These networks, established for programs of various sizes, are always of sufficient size and scope to meet the needs of the diverse populations we serve.

Throughout our book of business, we currently have more than 1,400 providers under contract, providing 16 million trips per year while maintaining a low complaint rate and a high satisfaction rate. In West Virginia, we maintain a network of over 60 providers representing almost 900 vehicles. We have experience building networks inclusive of public transit, sedans, multi-passenger vans, wheelchair lift vehicles, stretcher vans, and ambulances, and other vehicles to ensure adequate coverage in both rural and urban areas.

Technology Experience

Technology is at the heart of MTM operations, enabling us to automate processes, ensure adherence to protocols, reduce user error, and instantly access information. We are proficient at both developing customized and adapting existing technology to improve transportation delivery and member experience. We successfully use our telephony software, Genesys (formerly branded as Interactive Intelligence), and our proprietary HIVE software, in our core business, reducing the amount of human "touches" on each trip request to decrease costs, minimize errors, and streamline processes, as well as provide our clients and their members with increased transparency. We strive for first call resolution at all times.

MTM has experience managing ten large call centers, operating on our fully integrated phone and computer software, including our VoIP Cisco Unified Communications system with Automated Call Distribution (ACD) to handle over eight million calls and schedule more than 15 million trips annually.

Staffing Experience

Our local West Virginia team of 74 employees, augmented by MTM's executive staff, is a critical component of the NEMT Brokerage Program's success. 20 of our current team members started with the West Virginia program during implementation in 2014; the average tenure of our Charleston staff is two years. No other broker can offer BMS the knowledgeable, experienced staff MTM employs to serve its membership.



WV CSR Gwen Knight

Across our book of business, MTM maintains over 1,600 employees to serve over 150 contracts in 26 states plus Washington, DC, giving us ample experience in recruiting, training, and retaining qualified staff.

Database Management & Statistical Analysis Experience

In addition to guiding trip intake, scheduling, and dispatching, HIVE serves as a database for all information and data pertaining to NEMT services. Using IBM data tracking and utilization information software, HIVE stores all member and provider information with high regard to security and confidentiality. We host it in a secure environment that allows us to receive, process, and transmit data through Secure File Transfer Protocol (SFTP).

MTM's IT Department conducts statistical analysis on program data to study utilization trends. We staff a dedicated Business Analyst for the West Virginia NEMT Brokerage Program who uses information from HIVE to monitor utilization and make recommendations for program enhancements to curb inappropriate utilization growth. Further, in 2016, we hired a new Director of Data, Reporting, & Analytics, Keith Mars, and also engaged consulting firm SenseCorp. MTM has also developed an Operational Data Store (ODS) to serve as the single source of truth for reporting, analytics, encounters and other functions that require integrated data from multiple systems. The ODS integrates data from multiple MTM operational systems applying consistent rules and standards to ensure high quality data are available for consumption. The ODS is built on a scalable and flexible platform to support the continuing growth of MTM. In addition, standard data definitions and metrics are defined within the ODS to ensure accurate and consistent results are delivered to internal and external customers.

Section 4, Subsection 4.1

Vendor should describe their approach to the West Virginia NEMT Program utilizing a full-risk capitation brokerage model that demonstrates a clear understanding of the overall engagement and services to be provided, including a timeline showing how they propose to meet project deliverables. The Vendor's approach should address the following:

4.1.1 Appendix 1, Operational Specifications, including all deliverables and proposal components described therein.

4.1.2 Appendix 2, Implementation Specifications, including all deliverables and proposal components described therein.

Vendor Response:

Appendix 1: Operational Specifications

MTM clearly understands the overall engagement and services to be provided, and we will meet or exceed all project deliverables and components of Appendix 1, Operational Specifications of the RFP. The following pages detail our proposed methods for meeting and exceeding these components.



CSR Florence Johnson and CSC Supervisor George Bramble

I. NEMT Service Requests

In our 22 years of experience, MTM has mastered handling NEMT services requests from large populations of members, their representatives, and medical providers. As BMS' vendor for the past three years, we schedule over 1,464,683 trips for the NEMT Brokerage Program annually in full compliance with Americans with Disabilities Act (ADA), HIPAA, CMS, and other federal rules and regulations, as well as West Virginia's Policy Manual Chapter 524. This process includes:

- Receiving requests from members, families, guardians or representatives, and providers
- Assessing requests for member need and eligibility, including verifying members' lack of access to appropriate/available transportation and members' coverage under other insurance programs
- Evaluating medical service coverage and investigating if the medical provider is the closest, most appropriate provider
- Determining the most appropriate mode of transportation for the member's needs and capabilities, including need for an attendant
- Scheduling and dispatching trips to the most economical NEMT provider available to meet the member's needs
- Denying NEMT services

One of the most unique features of HIVE is its Service Intake interface, which is highly intuitive, and built to deliver alerts, pop-up menus, scripts, and client protocols as the CSR moves through scheduling. The interface also features mouse overs, smart scripts, and protocol integration, all designed to reduce average handle time and improve member satisfaction.

Receiving NEMT Requests

For routine NEMT requests, MTM requires members to arrange transportation at least five business days in advance. CSRs enforce the days' notice requirement by denying non-urgent requests made less than five days in advance. Upon calling the dedicated toll-free line in West Virginia, members are first greeted by our interactive welcome message.
When the next representative is available, our ACD system transfers the member's call to a trained, professional CSR, who answers the call with a friendly, customized greeting approved by BMS:

> *"Good morning/afternoon/evening. Thank you for calling BMS' NEMT Brokerage Program. This is [CSR name] with MTM. How may I help you?"*

The CSR then asks for the member's name and Medicaid ID number. If the member is already in our system, and/or calls from a phone number used to arrange transportation in the past, the Service Intake's fields auto-populate, with the member's personal information as soon as a CSR 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 CSR verifies information highlighted by the Service Intake interface, such as complete address and phone number, and update the information as necessary.

A. Screening

Medicaid Eligibility

HIVE's Service Intake interface automatically checks the member's information against data provided within the BMS-provided eligibility file to verify s/he is eligible for Medicaid. If a member is pending approval, the interface alerts the CSR.

For members whose eligibility shows as pending, spend-down, or other special status, the CSR schedules transportation as requested and approved, flagging the trip for review. MTM reviews flagged trips throughout the month to verify whether the member has become eligible for NEMT services. We also use historical data to determine members frequently placed on spend down, so we can more efficiently schedule and verify these trips.

If the member is not on the eligibility file, the CSR accesses the West Virginia Medicaid Management Information System (MMIS) Automated Voice Response System (AVRS) or contacts BMS directly for verification. The Service Intake interface always checks eligibility against the member's home address, or other temporary alternative address as approved by BMS.

Need for NEMT

After confirming the eligibility of the member, the CSR interviews the member using a BMS-approved script to gather all pertinent information, including his/her normal means of transportation or access to alternative free modes of transportation through other coverage or programs, as Medicaid is the payer of last resort. If the CSR identifies a member as having alternative transportation resources available, such as a private vehicle or mass transit which s/he uses for ordinary activities of daily living, the CSR flags this information, and sets the trip using the lowest-cost mode.

When the member calls to request transportation in the future, this information pops up on the Service Intake interface, prompting the CSR to verify the availability of alternative resources. If the member's alternative no longer exists, the CSR schedules the next available appropriate mode of transportation.

When determining need for NEMT services, the CSR accepts information provided by a member, or person speaking on behalf of the member, as valid. If the member or representative gives the CSR cause to doubt the validity of information provided, the CSR notes the cause in the Service Intake interface, flagging it for review by a supervisor, and continues setting the trip. A Care Management Coordinator reviews all flagged trips, contacts the member, and/or the member's medical provider, case manager, or other service provider to assess the member's need for NEMT services as necessary.

Covered Services

After the CSR confirms eligibility and need, s/he verifies the NEMT service is to an enrolled, in-network, in-state Medicaid-covered service and/or MTM received prior authorization from the Utilization Management Contractor as necessary. For each trip, the CSR enters the trip reason. The Service Intake interface automatically alerts the CSR if the trip reason entered is a non-covered service. HIVE's Service Intake interface is preloaded with covered services established by BMS. Further, CSRs receive detailed training on covered services, instructing them to deny transportation to non-covered services.

Nearest Provider of Care

MTM enforces BMS' requirement of nearest provider of care by loading enrolled Medicaid providers into HIVE's Service Intake interface. When a member requests transportation, the interface verifies the proximity of medical providers to members' homes using Geographical Information Systems (GIS) technology. If the medical provider is not within the county, bordering county, or metropolitan area, the CSR refers the member to a closer facility, unless they meet specific exclusion requirements established by BMS. We monitor and report the frequency of authorizations for NEMT services with excessive distance on a monthly basis.

Mode of Transportation

MTM assigns the lowest cost, most appropriate mode of transportation based on the member's medical and cognitive abilities. For new callers, the CSR inquires if the member has any special needs affecting transportation services, such as the use of a mobility device, cane, or walker. The Service Intake interface retains information about permanent and temporary special needs such as the use of a mobility device or hearing impairment. If temporary, the CSR can confirm whether the member's needs have changed since their last trip. The CSR also certifies if a member requires door-to-door or hand-to-hand service.

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

To begin the LON process, the CSR faxes MTM's LON form to the member's medical provider directly from HIVE's Service Intake interface. Using the form, the medical provider indicates the member's transportation challenges, and 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 time period it applies. Once the medical provider returns the completed LON to MTM, a Care Management Coordinator evaluates the provided information and scans the document into HIVE, which stores the information in the member's file. The Service Intake interface helps CSRs quickly assign the most appropriate mode, by tracking all NEMT requests and immediately referring to previous determinations for each specific member 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:** As some areas in West Virginia, such as Bluefield, West Hamlin, and Petersburg, have significant access to public transit services, this is always the first mode of choice where available. Using the Service Intake interface, CSRs can determine if the member's pick-up and drop-off location are within ½ mile from a fixed route stop. We only assign public transportation to members who live within ½ mile of the stop or to members who request this mode, unless we arrange for transportation to and from the stop. Other factors considered include inclement weather conditions and compatible schedule times. If the member's medical provider indicates the member can walk to the fixed route stop and successfully navigate the system, the Care Management Coordinator approves the member to use public transportation. CSRs inform members when public transportation is the most appropriate mode; name the stop(s) nearest the member's origin and destination; and tells the member when s/he will receive passes in the mail.
- **Gas Mileage Reimbursement (GMR):** If a member 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 Care Management Coordinator approves GMR. CSRs use the Service Intake interface to predetermine direct mileage for a trip by entering the origination and destination addresses. MTM integrated GIS mapping into HIVE to provide the most accurate mileage possible. Members must complete and return trip logs prior to receiving GMR on preloaded debit cards.
- **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 Care Management Coordinator authorizes the most appropriate mode based on the member's physical and cognitive abilities. MTM applies the following LON rules in making such determinations:
    - A member 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 member 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 member 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 member who is in a mobility device, is not able to transfer, and has cognitive limitations receives door-to-door wheelchair transportation
- A non-ambulatory member who must remain in supine position but does not require basic life support or medical services receives stretcher transportation
- Exceptional transportation requests for commercial air, bus, or train, as well as meals and lodging, are handled by the Care Management Coordinator

MTM works closely with the medical community to ensure understanding of our LON procedures and the importance of their swift response. While the LON process is completed, CSRs temporarily certify members at their requested mode for two weeks.

Attendants/Escorts

The CSR can also confirm any attendants or escorts approved for the trip. Because the Service Intake interface retains information from previous trips, if an attendant or escort has traveled with the member in the past, the CSR can simply select them again. This saves members from having to repeat information for every trip request, especially when parents or caregivers travel to each appointment. MTM transports family member(s) and/or caregivers as space and conditions allow; we do not reimburse NEMT providers for persons other than the member.

Member Expiration

MTM understands we are not responsible for transporting the remains of a member who expires while receiving medical treatment. We instruct NEMT providers to immediately contact the nearest law enforcement agency in such instances, and will notify BMS within 24 hours.

B. Advanced Reservations

As stated above, MTM requires members and/or representatives requesting routine NEMT service to call with at least five business days' advanced notice. For urgent NEMT requests, CSRs refer to MTM's urgency guidelines:

1. The CSR 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 CSR documents the verification and approval in HIVE's Service Intake interface and proceeds with scheduling
3. The CSR verbally notifies the member of his/her arrangements
4. If the trip request is determined to be non-urgent, the CSR educates the member of the advanced notice policy

MTM completes this process within three hours of request, including those received last minute, after-hours, or on weekends or holidays.

Making Trip Changes

If trip details change, such as the NEMT provider is no longer able to accommodate the transport, a Short Notice Trip Specialist (SNT) arranges the trip with another eligible NEMT provider and calls the member with updated information. MTM never makes changes for our sole convenience. If a last minute trip change occurs, the SNT will work to place the trip with a qualified NEMT provider. Once the SNT identifies an available provider, the provider accepts the trip either by fax or electronic indication via our Transportation Provider Portal. Once the trip is accepted, a CSR calls all appropriate parties to notify them of trip changes. In the event the SNT cannot place the trip with a provider, a CSR will call all appropriate parties to notify and re-schedule.

MTM can further streamline our trip change process through Reveal if approved by BMS, which allows us to place trips with NEMT providers already in a service area near the pick-up location and/or with gaps in their schedule. We can send the trip addition or modification directly to the manifest shown on the Reveal app, where the driver can accept or decline in real-time.

MTM Marketplace

To facilitate the placement of unassigned or reassigned trips in a timely manner, MTM introduced an online dispatching tool in 2014 called Marketplace which allows NEMT providers to log in and quickly find available trips in their area that have not yet been assigned. Providers can "shop" for trips to increase their overall trip volume, and fill open spots in their schedules, filtering by zip code, date, time, mode of transport, etc.

If a provider finds a trip they want, they click on the trip, review the details, and confirm their ability to provide the service as shown in **Figure 9**. Once a provider accepts, the trip then appears real-time in their manifest.

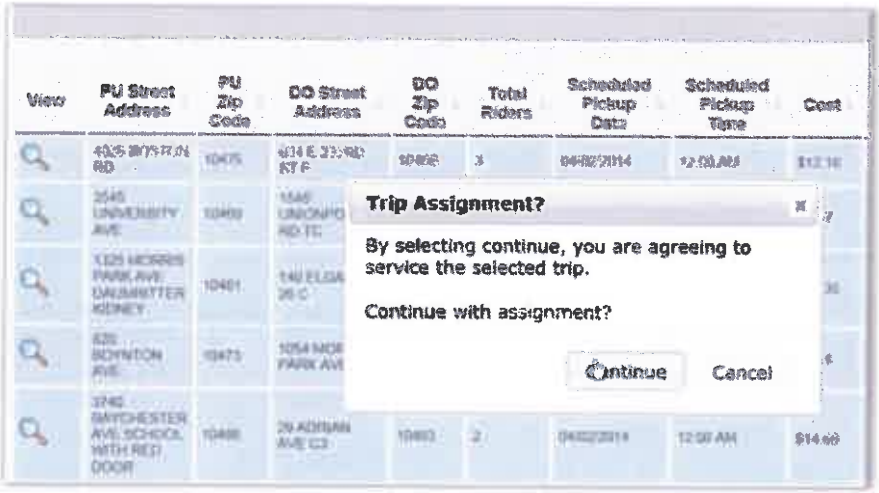


Figure 9: MTM Marketplace. NEMT providers can use Marketplace to find unassigned trips in their area.

If BMS approves MTM's request to implement Reveal software, detailed in ***Subsection 4.1, Appendix 2: Implementation Specifications,*** *IV. Data Systems Requirements*, throughout West Virginia, our personnel will be able to communicate with drivers in real-time, including assigning short notice or will-call trips, and/or removing trips from a driver's manifest whenever necessary due to a late route or service delay. Once a driver reads a message, Reveal will send a confirmation notification back to MTM. If a driver does not acknowledge a trip within a determined amount of time, we can reassign it to another available provider.

Educating to Avoid Non-Compliance

MTM educates members via our website, educational materials, and during call intake on the importance of complying with the advanced notice requirement, calling to cancel or change a trip, and being ready on time for trips. We also deploy the strategies explained in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *XII. Training and Education, D. Non-Compliant Member Education* to help reduce unwanted member behaviors.

C. Notification of Arrangements

Because we strive for first-call resolution, members learn the details of their transportation arrangements during their initial NEMT request whenever possible. At the conclusion of the phone call, the CSR restates all trip details, including pick-up time window, and pick-up and destination addresses, by following the script provided by the Service Intake interface.

Each member receives a pick-up window to allow flexibility for routing and scheduling of trips; unless s/he requests a specific NEMT provider verified as the most appropriate, lowest cost provider, the member does not learn the name of the provider performing their trip until the confirmation call, described below.

Confirming Trips

If for some reason, whether pending authorization or LON assessment, a trip cannot be scheduled during the initial call for NEMT services, a CSR calls the member after his/her trip is scheduled to confirm the details and provide the name of the NEMT provider assigned to the trip. MTM is 100% compliant with BMS' requirement to notify members of arrangements at least two calendar days prior to the date of service.

With BMS' approval, MTM can implement automated call reminders to confirm trips 48 hours before the transport is scheduled. The member has the option to speak with a live CSR to verify the details of their trip if s/he answers the call. If the member does not answer the call, the system leaves a confirmation voicemail, detailing the specifics of the trip.

If BMS approves the implementation of Reveal software, members will also have the ability to view and confirm trip details using the member app on their smartphone, receive text reminders for upcoming trips, and cancel scheduled trips as necessary.

D. Scheduling and Dispatching Trips

When scheduling a member's trip, the CSR can select from a menu of frequently used addresses retained in each member's file based on previous trips. This allows CSRs to effectively schedule transportation without requiring members, 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 member is eligible for gas reimbursement, a script appears for CSRs to promote this service. The Service Intake interface automatically populates the script with the correct mileage and reimbursement rate.

Assigning Trips to NEMT Providers

After we set up the trip and determine the appropriate mode of transportation, HIVE automatically identifies the most appropriate and lowest cost NEMT provider for the trip. This process occurs behind the scenes during the initial intake call. MTM does not give members absolute freedom to choose transportation by particular NEMT provider. However, we strive to build and maintain relationships between NEMT providers and members, and will place members with routine NEMT providers whenever possible.

We understand this builds trust between the member and provider, but also between the member and MTM/BMS. Further, establishing a routine leads to better on-time performance from providers, and better customer satisfaction for members. This is especially important for members receiving behavioral health services; MTM assigns these trips to licensed behavioral health centers or licensed providers as available/appropriate.

We strive to coordinate trips in the most cost-effective manner and look to route and multi-load trips as often as possible. We assign trips not easily multi-loaded or routed to NEMT providers able to provide individual point-to-point transportation. HIVE applies service parameters to trip assignment, including BMS' requirement of an average wait time of ≤15 minutes for pick-up, to ensure trips are assigned to NEMT providers who can deliver the service within the established standards.

Assigning Trips with Reveal

MTM is currently integrating HIVE with Reveal to route, schedule, and dispatch trips across our book of business. Reveal will allow us to offer advanced routing and multi-loading options and mobile trip management with GPS integration for providers to send real-time information to MTM from the field using in-vehicle tablets. We are currently piloting this in Mississippi and anticipate managing approximately half of the trip volume through Reveal by the end of 2017, with a target for full implementation for all trips and providers by March 2018. With BMS' approval, MTM would like to implement Reveal in the West Virginia NEMT Brokerage Program to streamline processes and improve services.

MTM's trip assignment process will become more intuitive with Reveal. Once a CSR sets a trip within the Service Intake interface, HIVE will send the trip to Reveal, in real-time, to be scheduled, assigned to a NEMT provider, and dispatched. Reveal uses custom scoring to select the lowest-cost, most appropriate provider for the trip, 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
- 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 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

Reveal schedules trips around templates of standing order templates, or trips assigned to NEMT 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 BMS' standards. Within Reveal, MTM can customize parameters according to travel time, on-time performance, and other metrics to find the best balance between meeting contract requirements and member needs. **Figure 10** depicts the trip scheduling and routing process.

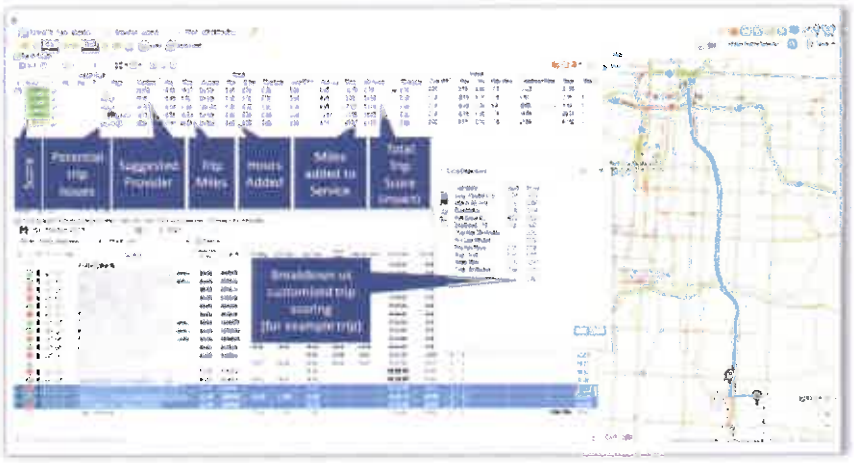


Figure 10: Trip Scheduling and Routing Process. Reveal optimizes trip routing within the parameters of the contract's performance requirements.

Reveal's Scheduling Workflow, shown in **Figure 11**, takes the rules for trip placement and factors in information such as a NEMT provider's historical on-time performance and/or complaint history.

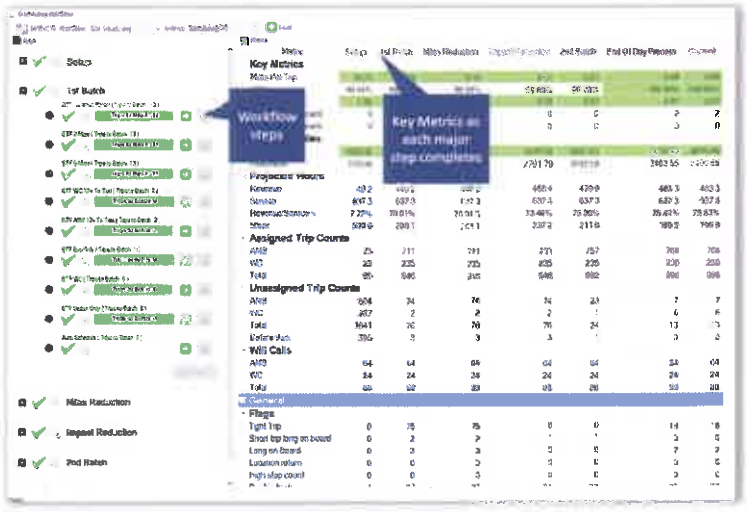


Figure 11: Reveal Scheduling Workflow. Reveal determines the most appropriate trip placement by evaluating various factors.

Reveal optimizes trips until the trip is less than 48 hours in advance, at which time they are "locked" so the NEMT provider and member can be notified of the final arrangements. Once manifests are created, Reveal allows for drag-and-drop alterations to the schedule as needed for late cancellations, no-shows, or breakdowns, which can be performed by either MTM or the NEMT provider 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.

An important aspect of providing the best service for the riders of the service is meaningful, actionable trending of key data. As MTM or BMS adjusts settings to modify the trip placement rules, Reveal trends data to compare key day-to-day metrics showing the impact of changes. **Figure 12** shows one of many dashboards available to both MTM's dispatchers and NEMT providers to ensure service is running smoothly; Reveal's dashboards can trend data for the entire service or by NEMT provider. These dashboards enable users to drill all the way down to trip level, where they can see how an individual trip was delivered, including captured GPS locations displayed on a map.



Figure 12: Reveal Dashboard. Reveal's dashboards can trend and display data for the overall program, by provider, or for an individual trip.

Dispatching Trips to NEMT Providers

After trips are routed, trip manifests are generated for each NEMT provider, containing specific information regarding the trip. Providers can download the manifests via the Transportation Provider Portal, or receive manifests by fax.

Once NEMT providers have Reveal software, MTM can send manifests seamlessly to in-vehicle tablets. NEMT providers may also download trip assignments daily in real-time via Reveal's portal. If we send a manifest to a NEMT provider less than 48 hours in advance, in the case of an urgent trip, MTM contacts the NEMT provider by phone to confirm they are able to accommodate the trip, and/or sends the trip directly to a driver on the tablet for acceptance. If a provider accepts the trip, they can confirm acceptance on the tablet to add the trip to their manifest, and dispatchers at MTM and the NEMT provider's office receive notification that the trip has been accepted.

Will Call Trips and Hospital Discharges

For will call trips where members do not have a timeframe for when they will need a return pick-up, we provide the member with a number to call when their appointment is completed. When the member calls this number, a CSR arranges for a NEMT provider to pick-up the member within one hour. MTM uses the same process for hospital discharges; the member or representative calls when the member is discharged, and MTM dispatches a NEMT provider to complete the pick-up within one hour. However, MTM's current wait time for hospital discharges is 4.26 minutes on average, because we work closely with hospitals to arrange transportation prior to discharging patients. This way, a NEMT providers is promptly available for pick-up whenever the member is discharged by hospital staff.

Accommodating Other Trip Types

Standing Order Trips

Many Medicaid members require medical treatments numerous times each month or year, such as for dialysis, chemotherapy, radiation, physical rehabilitation, and other services. When authorizing recurring appointments, we check member eligibility during the initial call, and continue to check eligibility on a regular basis to ensure the member does not lose eligibility during the course of the recurrent cycle. Additionally, we verify the order with the member's medical provider every 90 days.

Return Trips After Emergency Transports

MTM assigns the most cost-effective, appropriate mode of transportation to members requesting NEMT service after discharge from a medical facility. In such situations, our Care Management Coordinator obtains any special transportation-related needs to ensure we provide the right level of care. MTM arranges private auto, basic vehicle, wheelchair vehicle, or commercial air service for the member, and one attendant, as appropriate.



Brittni Stanley
Care Management Coordinator

"Being a West-Virginian, I find it very rewarding to help people in my community access health-care. Since the majority of West Virginia is rural, many members must travel long distances for care. I work with medical providers and facilities to coordinate transportation for members who wouldn't have the option to receive medical care if it wasn't for the NEMT Brokerage Program."

Air Travel

To ensure members can obtain necessary medical services despite distance limitations, MTM coordinates commercial air travel; we arrange approximately one to two air transports each month for the BMS program. If a member is unable to receive necessary medical services within reasonable proximity to their home or in the state of West Virginia, we authorize transportation for the member and up to one attendant to an out-of-state facility. MTM only arranges such transportation at the direction and authorization of the UMV or an MCO as required.

If we receive prior authorization and medical certification from the member's medical provider, our Care Management Coordinator makes arrangements, purchases tickets, and distributes them to the member and attendant, as appropriate. The Coordinator selects the most appropriate mode based on the member's medical condition, reason for transport, urgency of transport, and destination; this may include commercial air travel with or without an attendant, or a private charter flight.

When arranging such transportation, the Care Management Coordinator seeks the most cost-efficient options available, considering the number of transfers and/or travel time, as well as departure/arrival time based on the member's medical needs of the member. MTM only purchases coach-seating tickets for commercial air travel.

Due to the costly nature of such trips, MTM conducts pre-transportation validation checks on all air travel request. We also conduct retroactive reviews of authorization requests for air travel occurring after business hours, on weekends, and on holidays.

Ancillary Services

Our Care Management Coordinator also handles all requests for ancillary services, such as meals and lodging services when a member travels out-of-state for their medical appointment. When possible, we coordinate with facilities that provide complimentary or discount accommodations, such as the Ronald McDonald House. We also work with national motel chains that offer hospital rates and corporations that own corporate housing units offering long-term lodging. MTM only arranges ancillary services following prior authorization from BMS, and after completing a successful pre-transportation validation check

II. NEMT Providers

A. Network of NEMT Providers

MTM relies on our proven network management techniques to recruit, credential, contract, and monitor quality NEMT providers—a true strength of ours. We only contract with the highest quality NEMT providers, resulting in a sufficient network to meet BMS' NEMT needs. Additionally, we leverage gas mileage reimbursement (GMR) and public transportation throughout the state when appropriate. MTM assures BMS we do not, and will not, delegate services or allow any delegation of services under the contract.

MTM's Current West Virginia Network

As the incumbent vendor, MTM has an established network of NEMT providers throughout the state, as shown in **Figure 13**. These providers successfully accommodate over 2,000 trips each month across 42 counties in West Virginia.

MTM's West Virginia Network			
	Providers	Ambulatory Vehicles	Paralift Vehicles
Commercial NEMT Providers	60	425	215
Sole Source Providers	9	150	35
TOTAL	**69**	**575**	**250**

Figure 13: MTM's West Virginia Network. MTM maintains a network of NEMT providers representing almost 900 vehicles across the state.

Letters of Commitment

During the solicitation period, MTM obtained signed Letters of Commitment from 30 NEMT providers to serve the NEMT Brokerage Program, provided in **Appendix D**, along with letters of support from several NEMT providers serving the program under MTM's management. This is a testament to the relationships MTM has built with NEMT providers during our tenure as BMS' NEMT vendor. When we submitted our proposal in 2014, we received a limited number of letters due to apprehension regarding the broker approach.

During our implementation of the program, MTM maximized outreach efforts, holding additional informative meetings to explain the program, and directly contacting NEMT providers and behavioral health centers to offer contracts. Our West Virginia team has built on these efforts, and diligently worked to secure and maintain strong, reliable working relationships with providers across the state.

Current Network Adequacy

As part of normal practices, our Assistant Project Manager and Network Management Representative/Field Monitors regularly monitor network adequacy using an algorithm for vehicle coverage. Our most recent analysis of MTM's West Virginia network showed sufficient capacity of paralift vehicles, and a minor deficiency of ambulatory vehicles in only four counties, including: Berkeley, McDowell, Mercer, and Wyoming. The deficiency according to the algorithm is approximately one ambulatory vehicle in each of these counties; however, MTM's network of providers continues to exceed BMS' Service Level Agreements for transportation, including in these areas. While we use this algorithm as a guide for recruiting, there are some instances where providers can accommodate trip volume with less than the 'estimated' number of vehicles necessary. Our Network team closely monitors performance and service levels, and is proactively offering expansion opportunities for providers with unused capacity to serve the areas showing a mathematical deficiency. Should trips in these counties display any dip in service, MTM's Network Department will immediately address the situation by directly assigning NEMT providers in surrounding areas to take on trip volume.

MTM's Current West Virginia Network Stats

- ✓ 0.05% Provider No-Shows
- ✓ 0.21% Late/Missed Trips
- ✓ 100% Ride Time Compliance
- ✓ 4.26 Minutes Average Wait for Hospital Pick-Up
- ✓ 14.15 Minutes Average Wait for Scheduled Pick-Up

Contracting with NEMT Providers

MTM will add NEMT providers to our existing West Virginia network as necessary using a three-phase process to recruit, credential, contract, and train providers, as detailed below.

Phase 1: Recruiting

Using our mathematical network algorithm, our Network Department identifies where we need to develop our network. To recruit NEMT providers, MTM's Network Department hosts town halls across the service area, publishes information on MTM's website, and disseminates informational material directly to providers.

If a NEMT provider is interested in joining MTM's network, one of our Network Representatives explains the necessary contractual documents, general requirements, technical approach, and other pertinent personnel, vehicle, and insurance information. The Representative also works closely with providers during recruitment to negotiate fair and sustainable rates. MTM pays fair rates so NEMT providers can invest in their companies and retain qualified staff.

Phase 2: Contracting and Credentialing

Once the provider expresses interest in joining the network, MTM credentials the provider and all drivers. MTM's Network staff work with providers to acquire all appropriate credentialing information. With our Transportation Provider Portal, providers can enter their credentialing information online. As part of the credentialing phase, the Network Management Representative/Field Monitors meet with each provider to conduct an inspection of the provider's facilities and vehicles. The Representatives 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 Representatives conduct 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), to verify the eligibility of providers to join our network.

Also during this stage, we give the providers a copy of our Transportation Provider Service Agreement and Transportation Provider Manual. Upon agreement with our expectations, rates, and requirements, the provider moves to the next stage, training.

Phase 3: Training

Once the NEMT provider completes the contracting and credentialing phase, our Network staff conducts a training and orientation meeting. In this meeting, Network personnel explain all aspects of working with MTM. Following this meeting, the NEMT 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. NEMT providers are required to upload proof of training for each driver to the Transportation Provider Portal, where a Network Management Representative verifies them. Once a driver completes all required training, and the Representative verifies training documents on the portal, MTM assigns trips to the driver.

B. NEMT Provider Contracts

A copy of MTM's current NEMT Provider Contract used in West Virginia is provided in **Appendix G**. As previously stated, NEMT providers receive a copy of this contract to sign during Phase 2, Contracting and Credentialing. MTM maintains an electronic copy of the signed contract within the Transportation Provider Portal for each NEMT provider serving the West Virginia NEMT Brokerage Program.

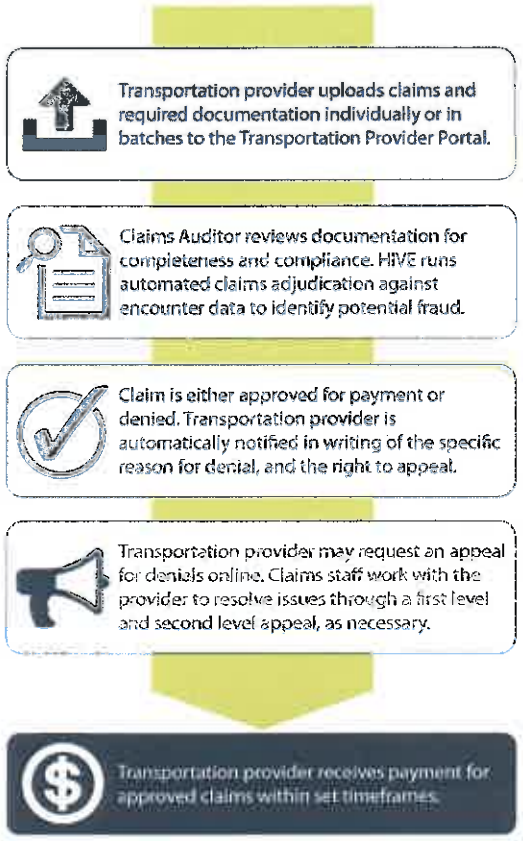
This contract meets the current requirements of the NEMT Brokerage Program; MTM will update the contract as necessary to meet any modified or additional requirements under the new contract term.

In accordance with BMS' standards, MTM offers, and will continue to offer, contracts to any willing NEMT providers, and licensed behavior health centers that meet BMS' and MTM's NEMT provider requirements.

C. NEMT Provider Reimbursement

To maintain NEMT provider satisfaction with MTM, we understand how imperative it is to ensure service reimbursement is made in a timely, accurate, and 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 BMS 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.

Transportation Provider Claims Process



MTM routinely hears from NEMT providers that our reimbursement practices are the timeliest in the industry; we average 27 days from submission to reimbursement for NEMT providers in West Virginia. Providers prefer working with MTM because they receive fair and prompt payment. Based upon our 22 years of experience reimbursing providers, we developed the following claims payment process.

Online Claims Submission

MTM built our adjudication process for claims to avoid claim errors by requiring all claim submissions to have the necessary information at the time of submission, and by validating the submitted information for accuracy prior to processing the claim.

NEMT providers submit claims via MTM's Transportation Provider Portal interface of HIVE. Through the portal, providers upload the appropriate supporting documentation in a packet containing an individual claim or multiple claims. For each claim, the provider must enter:

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

If the provider enters invalid information in any field, HIVE displays an error message, notifying the provider the data entered is invalid. The provider must correct all errors before moving on.

Once the provider enters valid information in all fields, HIVE automatically validates:

- The trip claimed was actually assigned to the NEMT 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 trip claimed is in a "Scheduled" status, and was not canceled, reassigned, or documented as a no-show.

If the claim passes the checks, HIVE adds it to the packet. Once a provider submits an error-free claim packet, HIVE requires the provider to approve the following trip information:

- The number of claims entered
- The price for each claim
- The total dollar amount for claims in the packet

HIVE then asks the provider to agree with the total, displaying a message stating that submission of the packet is a final agreement on pricing and MTM will not make price adjustments to a submitted claim. If the provider agrees, they submit the packet for adjudication and review, and HIVE updates the claim to "submitted" status with the appropriate time and date stamps. After submitting claims documentation, the provider can no longer edit or delete the claim documentation.

If BMS approves the implementation of Reveal software, MTM can further streamline our claims process, as providers can collect signatures, time-stamps, and location data electronically through the mobile app. Providers will still be required to submit claims for payment, but the process will be easier and result in faster reconciliation.

Claims Processing Narrative

Once a NEMT provider submits the claim, MTM processes the claim for approval and payment following the steps below. MTM pays clean claims within 30 days of receipt.

1. **Validation of Information:** A Claims Auditor reviews all documentation for completeness and compliance and places the claim in one of the following statuses:
    a. **Claim Approved:** Upon the receipt of a clean claim and successful review of all supporting documentation, the trip claim moves to step two of this process.
    b. **Claim Denied:** Reasons for denial may include lack of supporting documentation, discrepancy of information in HIVE vs. provider claim, or use of a non-credentialed driver/vehicle. MTM automatically notifies the provider in writing regarding the specific reason for any denials.

i. **First Level Appeal:** If the provider does not agree with a denial, they may request an appeal online. We strive to resolve all disputes within two weeks. Because NEMT providers supply most of the information directly, appeals are limited in nature and quantity. Our claims staff addresses the appeal and works with the provider to resolve the issue. The provider must follow a structured online 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.

   1. ***Appeal Review Approved:*** The Claims Auditor reviews supplementary information. Following evaluation, s/he annotates the trip as approved and the claim moves to step three. This occurs within two weeks of receiving any requested additional information.
   2. ***Appeal Review Rejected:*** If the Claims Auditor's review does not justify payment, s/he notes the reason(s) for rejection in HIVE. HIVE updates the provider on the status of the trip claim, and informs the provider of their right to submit a Second Level Appeal.

ii. **Second Level 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

2. **Payment Authorized:** Upon the successful completion of above, the provider receives payment for approved trips. For each adjudicated claim, MTM provides a remittance advice containing all necessary claim information, such as the trip ID number, date of the trip, amount billed, amount paid or if denied, reason denied, penalties assessed, liquidated damages incurred, and any other pertinent claim information mutually agreed upon with BMS.

Claims Adjudication

To further review claim submissions for errors prior to payment, HIVE adjudicates 100% of claims every night, reviewing various aspects of the claim to ensure it does not have any errors or other outlier qualities. We based our trip error analysis on verification audits we conducted for clients over the past 22 years of service. In performing such audits, we were able to identify several common trends for fraudulent activities, such as high utilization by the same member, high trip cost, high trip mileage, high travel time, trips assigned to NEMT providers with outdated credentials/contracts, etc. MTM noted these tendencies and programed filters into HIVE to catch trips demonstrating the filtered properties.

Each night, HIVE adjudicates all trips, regardless of status (scheduled, awaiting payment, paid), through the numerous property filters, flagging them as appropriate, and placing them in a queue for review by our Network, Care Management, Operations, and/or Claims departments. These departments conduct a review and/or verification of the trip as appropriate based on its status. **Figure 14** depicts HIVE's adjudication process.

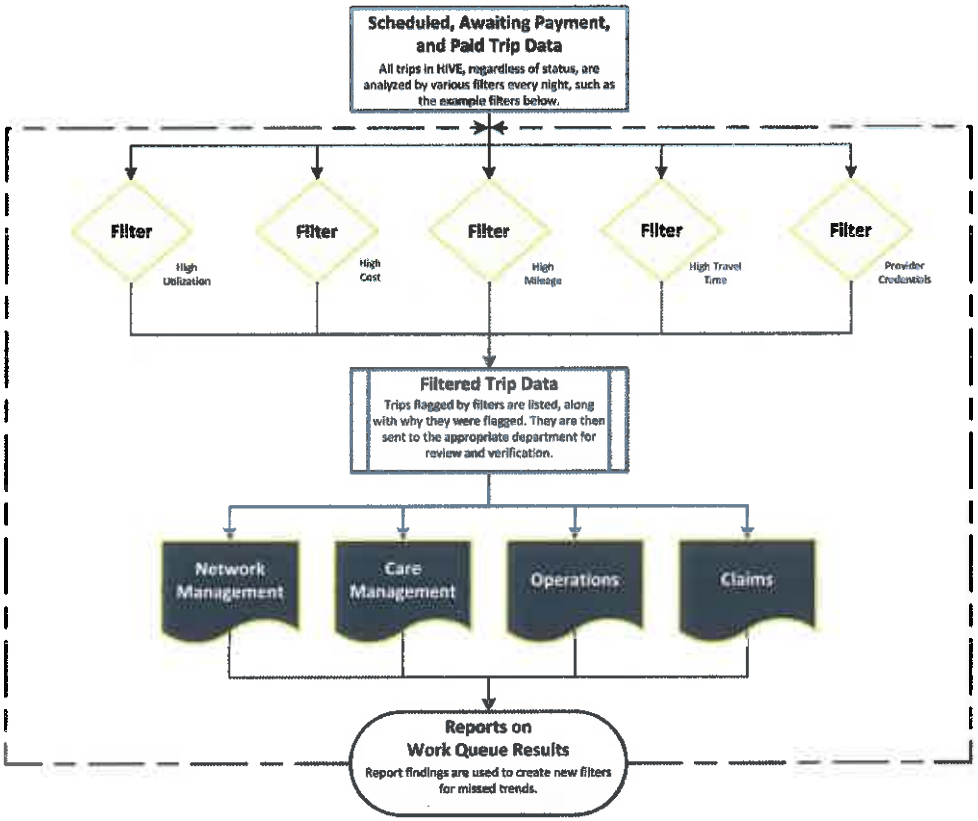


Figure 14: Claims Adjudication Process. HIVE adjudicates 100% of trips each night by filtering trips for fraudulent trends.

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, HIVE flags the member or NEMT provider as 'high risk;' the next time a high risk member calls to schedule a trip, HIVE notifies the CSR during the reservation to perform pre-trip verification to verify the member has an appointment with their medical provider prior to setting the trip. HIVE automatically pulls claims submitted by NEMT 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 HIVE for any trends and/or anomalies missed.

Trip Verification

In addition to conducting the comprehensive adjudication analysis above, MTM performs verification of 5% of all trips, consisting of 3% pre-trip and 2% post trip verification. We perform pre-trip verification for 3% of trips by calling medical providers and facilities prior to the trip to verify the member has an appointment for a covered service at the date and time for which the trip is set. We conduct post-trip verification for 2% of trips by calling the medical provider to verify the member attended their appointment. MTM includes fixed route, or public transportation, trips within our pre-transportation and post-transportation validation checks on at least 5% of all NEMT requests.

The verification procedure includes protocols for denying trips in which pre-transportation validation verifies an appointment does not exist. 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.

D. Geographic Coverage Area

Figures 15 and **16** show the current geographic coverage of MTM's NEMT provider network throughout West Virginia and neighboring states. As these heat maps depict, our network provides sufficient coverage to serve BMS' membership. Although some of the more rural counties show zero providers, MTM assigns trips to NEMT providers in neighboring counties as needed, and leverages our strong network of 47 approved volunteer drivers.



Figure 15: Active Vehicle Count in West Virginia. Our network represents almost 900 vehicles across the state of West Virginia.

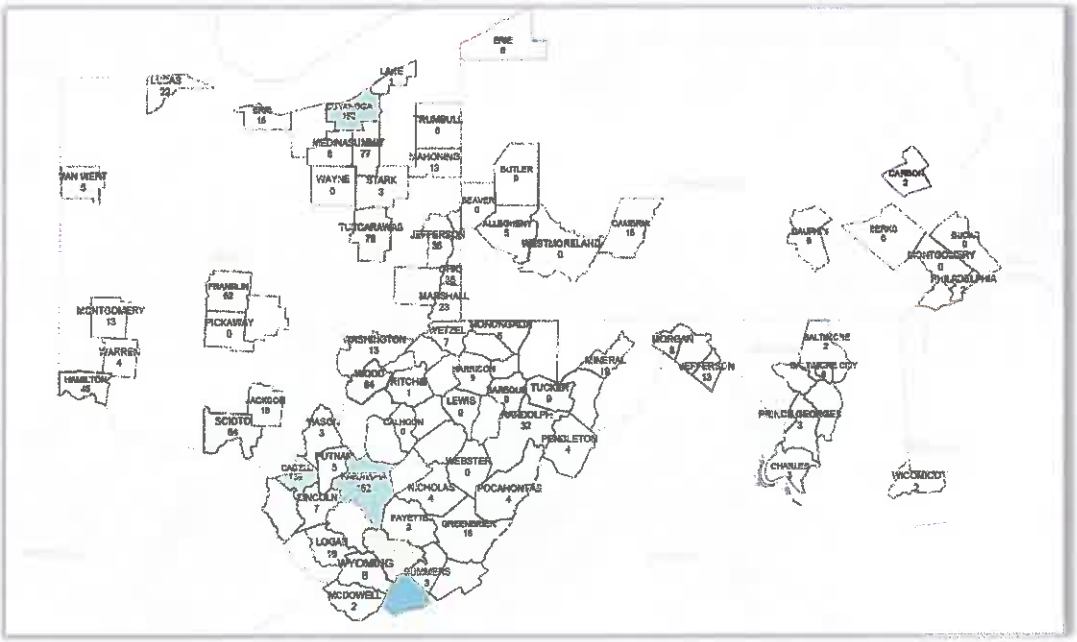


Figure 16: Active Vehicle Count Across Bordering States. MTM contracts with NEMT providers throughout West Virginia, as well as in bordering states, all of which can serve BMS' membership.

Monitoring Network Adequacy

MTM stores information regarding each NEMT provider's service area in our Service Area Builder tool. The Service Area Builder tool provides easy, visual retrieval of NEMT provider data during trip assignment. This tool allows NEMT providers to define their service area, coverage capabilities, and specifications for pick-up and drop-off locations. We use this information to avoid overbooking NEMT providers, or assigning trips outside of their designated service area.

The following screen shots depict how the Service Area Builder collects and stores geographical coverage and capacity information on each NEMT provider. NEMT providers or MTM's Network Management Representatives can use interactive drawing tools to define the geographic region of each provider as shown in **Figure 17**.

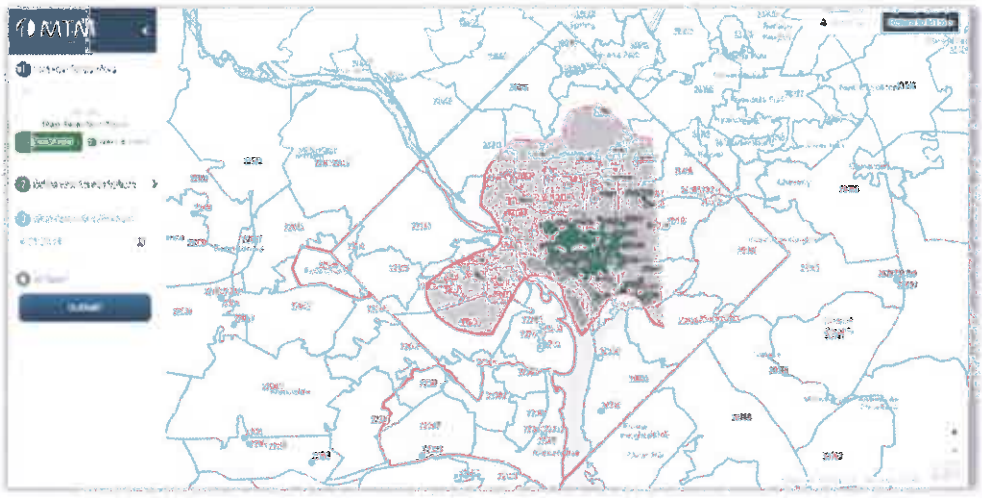


Figure 17: Service Area Builder. NEMT providers can define their service area using the tool.

Providers can specify vehicle type/mode information, and select zip codes where they will pick-up, drop-off, or do both as shown in **Figures 18** and **19**.

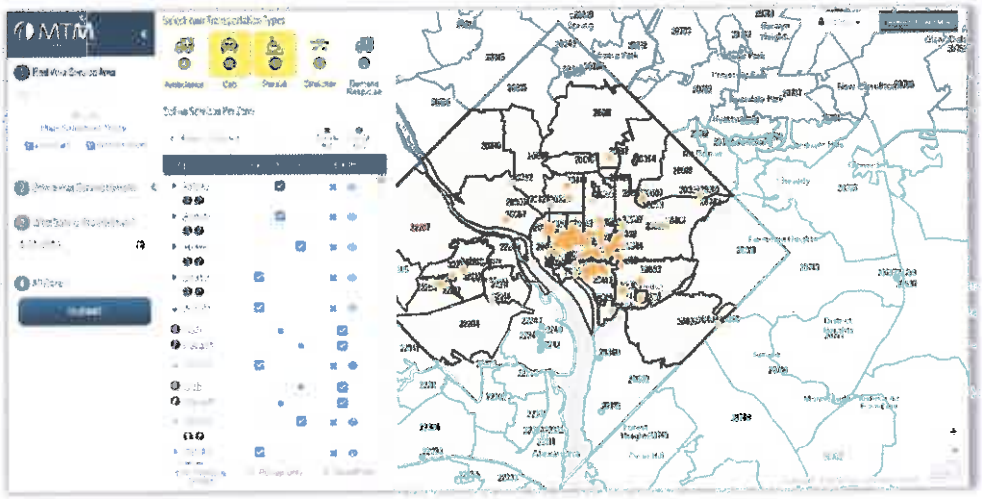


Figure 18: Vehicle Type/Mode. This map shows a visual presentation of the types and modes of vehicles available for pick-ups and drop-offs in a specific region.



Figure 19: Pick-Up/Drop-Off Designation. This map provides visual representation of NEMT provider services within the state.

MTM consolidates the data provided by each NEMT provider accurately determination coverage throughout a service area. Network staff continually monitor network adequacy to determine when and where they need to recruit. Should we find an area of inadequacy, MTM's Network Department will develop a comprehensive recruiting plan for that area, which we will provide to BMS. With our established network of transportation resources, MTM is confident there will be no issues concerning inadequacy under our continued management.

A. Fixed Route

Whenever available and appropriate for a member's needs, public transportation is MTM's first option for NEMT services. As previously detailed in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *I. NEMT Service Requests, A. Screening*, we only assign public transportation to members able to successfully navigate the public transit system. For public transportation requests, HIVE uses an automated and immediate web service calls to Google Transit to compare pick-up/drop-off address to transit stops and appointment times to route schedules. From this search, HIVE automatically notifies CSRs when a member lives within ½ mile of a fixed route stop and the pick-up/drop-off times fit within a fixed route schedule. If public transportation is an approved method for the member, the CSR is able to quickly assign the member to the appropriate fixed route service for the trip.

MTM Partnerships with WV Public Transit Agencies

Bluefield Area Transit
Central WV Transit Authority
Fairmont-Marion Transit Authority
Kanawha Valley Regional Transportation Authority
Mountain Line Transit Authority
Mid-Ohio Valley Transit Authority
Ohio Valley Regional Transit Authority
Eastern Panhandle Transit Authority
Potomac Valley Transit Authority
Raleigh County Community Action
Tri-River Transit Authority
Tri-State Transit Authority

In addition to the member's abilities, MTM considers the following factors when assigning public transportation to BMS' members:

- Weather conditions at the time of service
- Appointment time compatible with the fixed route schedule with a drop-off time no more than 90 minutes prior to the appointment and a pick-up time at least 45 minutes later than the estimated appointment completion time
- Special needs which require coordination with other providers

If a member declines fixed route service and is requesting a higher mode, our staff initiates the LON process, detailed in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *I. NEMT Service Requests, A. Screening*, to verify the need for a higher mode.

Our focus on public transportation, and the efforts of our Bus Department, helped us realize savings and increase bus utilization across our book of business. Since implementing the NEMT Brokerage Program in West Virginia, MTM has increased public transportation, as shown in **Figure 20**.

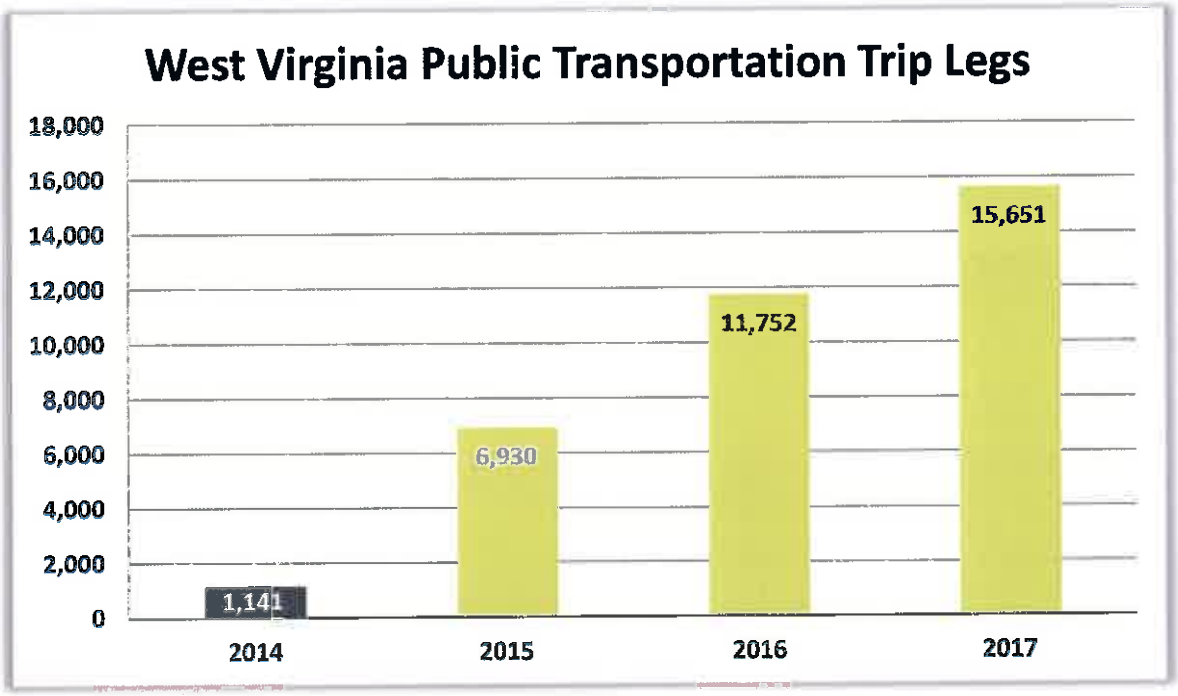


Figure 20: West Virginia Public Transportation Trip Legs. MTM has successfully increased public transportation use since implementing the program in 2014.

Bus Pass Distribution

To further leverage the cost-effectiveness of public transportation, MTM's Bus Department analyzes each member's trip patterns to determine when to send Single, Monthly, Daily, and/or Multi-Ride Passes. The Bus Department mails the appropriate pass to the member prior to the appointment date. In the near future, and with BMS' approval, MTM will streamline member use of public transportation by loading reimbursement for fare and passes on an MTM Transit Card. The MTM Transit Card is a restricted, reloadable card that can only be used to purchase public transit fare at public transit agencies/kiosks; the card cannot be redeemed for cash, cannot be used at retail locations, and cannot be used to purchase any other products, services, or goods.



B. Private Auto

If a member can be transported by a friend, neighbor, or non-legally responsible relative, MTM approves gas mileage reimbursement (GMR) as an appropriate mode. MTM reimburses members, their representatives, or family members, for travel expenses, including fuel, parking, and tolls. HIVE's Service Intake interface guides CSRs through setting GMR trips, as previously detailed in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *I. NEMT Service Requests, D. Scheduling and Dispatching Trips*. When a member is eligible for GMR, HIVE alerts the CSR and automatically calculates the mileage from the pick-up location to their drop-off location using pre-loaded GIS technology. Prior to reimbursing a member for this level of service, MTM requires the member or family member to submit proof of a valid driver's license, vehicle inspection and registration, and insurance coverage, which we store within the member's profile in HIVE.

Members receive reimbursement on reloadable debit cards at the BMS-approved rate. MTM authorizes reimbursement once the member provides written verification that the trip was completed, was to a covered service, and was with an enrolled medical provider. Members submit this information on trip logs, which they can email or fax to MTM.

Demonstrating our commitment to quality, MTM operates one of the most successful, fraud-free GMR programs in the industry. On average, we process approximately 58,500 GMR claims each month the West Virginia NEMT Brokerage program, which accounts for approximately 60% of overall utilization. Beyond our standard trip adjudication and verification procedures, detailed in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *VII. Validation Checks*, MTM implemented an audit pilot for GMR claims for BMS' NEMT Brokerage Program. Through this audit, an Appointment Validation Specialist verifies attendance to the medical provider indicated on the member's trip log; if the Specialist cannot verify the appointment following a paid claim, MTM deducts funds from members' future reimbursements to recuperate the ineligible amount paid.

Deterring GMR Fraud in West Virginia

MTM focuses on rooting out GMR fraud through pre- and post-trip validation checks. We save BMS approximately $40,000 every month by identifying fraudulent GMR trips and claims.

To promote this cost effective mode, MTM plays educational messages for members during on-hold times, and publishes messages on our website. We also incentivize CSRs to set GMR trips with monthly bonuses, incentive Paid Time Off (PTO), and/or gift cards.

C. Basic Vehicle

Following public transportation and private auto, basic vehicles are the next most cost-effective mode of transportation for members who do not require a wheelchair lift, stretcher, and/or monitoring during transport. Basic vehicles are usually categorized as sedans or minivans.

D. Enhanced Vehicle

Generally, MTM authorizes enhanced vehicle services for members who are unable to transfer from a wheelchair into a basic vehicle, safely reach their destination from the curb or vice versa, safely exit the medical provider's facility, or locate the vehicle independently. In certain situations, a member may be able to arrive at the medical facility utilizing public transportation or basic vehicle services, but due to the nature of the medical treatment, require a higher mode of transport on the return ride. MTM has developed split-level certifications so we can appropriately accommodate such situations.



Justin Stowers
Network Management Representative/Field Monitor

"I do my best to ensure MTM keeps an adequate network of providers. I am especially proud of my efforts to establish a contract with the Eastern Panhandle Transit Authority, as their General Manager is very detailed and a tough negotiator. After lots of recruiting efforts/calls, I was finally able to get them signed up to accommodate West Virginia members in an underserved area of the state."

E. Other Transportation

Since 2014, MTM has built a dependable network of 47 approved volunteer drivers throughout the state. We have found volunteer drivers to be a responsible and cost-effective solution in many states, including West Virginia, which has several rural counties. Together, our network of volunteers transports approximately 274 trips each week and over 1,110 trips each month.

Using volunteers not only provides reliable transportation for members, it also saves valuable program funding. **Figure 21** shows cost savings MTM has realized by using volunteers for the NEMT Brokerage Program.

MTM West Virginia Volunteer Transportation Cost Savings				
2014	**2015**	**2016**	**2017 (Jan-May)**	**TOTAL**
$0*	$49,110	$406,728	$144,009	$599,847

Figure 21: Volunteer Transportation Cost Savings. Over the past three years, MTM has developed a strong volunteer network to help transport members.

*$0 cost savings for 2014 as administrative cost of onboarding volunteers offset savings



During scheduling, our CSRs enter pick-up and drop-off addresses into HIVE, which integrates with GIS mapping software. Looking for trips that provide optimal cost savings opportunities, HIVE automatically identifies where volunteers are available and appropriate for the member's needs. MTM holds our volunteer drivers to the same standards as our regular providers, and must provide satisfactory personal and vehicle credentialing information.

To accurately convey that volunteers must complete inspections and certifications alongside commercial NEMT providers, MTM refers to this network as Certified Community Drivers. We have found this designation makes members more comfortable with volunteer transportation; they can be hesitant to accept trips from drivers referred to as volunteers, for fear they do not receive adequate training and/or credentialing.

IV. Miscellaneous Operation Rules

A. Excessive Distance

As outlined in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *I. NEMT Service Requests, A. Screening*, HIVE's Service Intake interface uses GIS technology to verify each requested NEMT trip is to the closest, most appropriate medical provider. If the medical provider is not within the county, bordering county, or metropolitan area in a bordering state, we deny the request unless the member has medical certification or specific prior authorization by UMV on file, or the member has relocated within the past 90 days. In determining excessive distance, we consider all circumstances relating to the request and follow BMS protocol. We monitor and report the frequency of authorizations for NEMT services with excessive distance on a monthly basis.

B. On-Time Arrival

Drivers are required to record the time of each pick-up and drop-off on their manifest, and submit this information with for all trip claims. Once NEMT providers implement Reveal's in-vehicle technology, or integrate their mobile application with HIVE, MTM will automatically capture time stamps at each drop-off and pick-up point, tied to GPS coordinate data. HIVE will automatically validate this data against original manifests to verify timeliness.

Current On-Time Performance

MTM averages a 14 minute wait time for BMS' NEMT Brokerage Program.

MTM requires each driver to arrive within 15 minutes of the scheduled time and wait at least five minutes after the scheduled time to report a no-show. We enforce timeliness standards to meet BMS' requirement of no more than 5% late or missed trips per day.

Although we hold our NEMT providers accountable for their on-time performance, we do our best to enable timely pick-ups by carefully considering trip assignment, scheduling, and network adequacy.

Where's My Ride Support

Members and/or facilities can currently check the status of their trip and get an estimated arrival time for their ride by calling MTM's toll-free, 24/7 Where's My Ride line. If BMS approves the implementation of Reveal software, MTM can offer members and facilities access to the *Ride Reveal: Where's My Ride?* passenger-facing app under the new contract, in addition to a dedicated Where's My Ride telephone line. The mobile app, which is simple to load onto any smartphone, tablet, or computer, allows members to check the status of their ride from their phone; view scheduled trips; cancel scheduled trips; and request future trips. Members can also opt-in to text messages to alert them when the vehicle is approaching their pick-up point.

Managing Service Delivery With Reveal

MTM and NEMT providers alike will be able to better manage service if BMS approves the implementation of Reveal software. Timeliness management will improve, as Reveal recalculates on-time performance every minute through the GPS data. Reveal allows dispatchers to quickly determine which manifest is the best fit for various trip movements due to incidents, accidents, or vehicles operating behind schedule. Dispatchers will view a ranking of un-routed trips to quickly identify the closest vehicles at any given time, and they will immediately see the impact of a trip move when inserting a trip on another route.

Reveal ranks trip moves through a color-coded scoring system, helping dispatchers make the best decision on which route to move the trip to. In this way, Reveal offers NEMT providers significant functionality to improve the efficiency of their business and improve on-time performance. Using Reveal, NEMT providers will be able to identify trips projected to run late, or trips that have members on board longer than BMS' service parameters allow. Dispatchers will be able to use Reveal's AVL capabilities to determine if a vehicle will continue to be on-time, if it will cause another trip on the manifest to be late, or if it will extend the hours of the manifest.

Geocoding

Another Reveal feature that can improve service delivery is the ability to geocode addresses. Reveal interfaces with Google Maps, the most reliable mapping service available, to geocode all addresses, improving pick-up and drop-off location accuracy. If a driver arrives at a location varying from the geocoded address, Reveal creates a ticket in the workflow. Dispatchers receive an immediate alert for the ticket so they can address the discrepancy. Dispatchers can use Reveal's street view to verify correct geocoding and provide drivers with additional assistance when locating an address to which they have not previously provided service.

Figure 22 shows how dispatchers can adjust geocoding to ensure accuracy; dispatchers can easily move the geocoded location to the exact spot where the driver will perform the pick-up and/or drop-off by dragging the balloon representing the geocoded location. For example, if a member is attending an appointment at a hospital with multiple entrances, the dispatcher can set the geocode at the specific entrance the member will use.

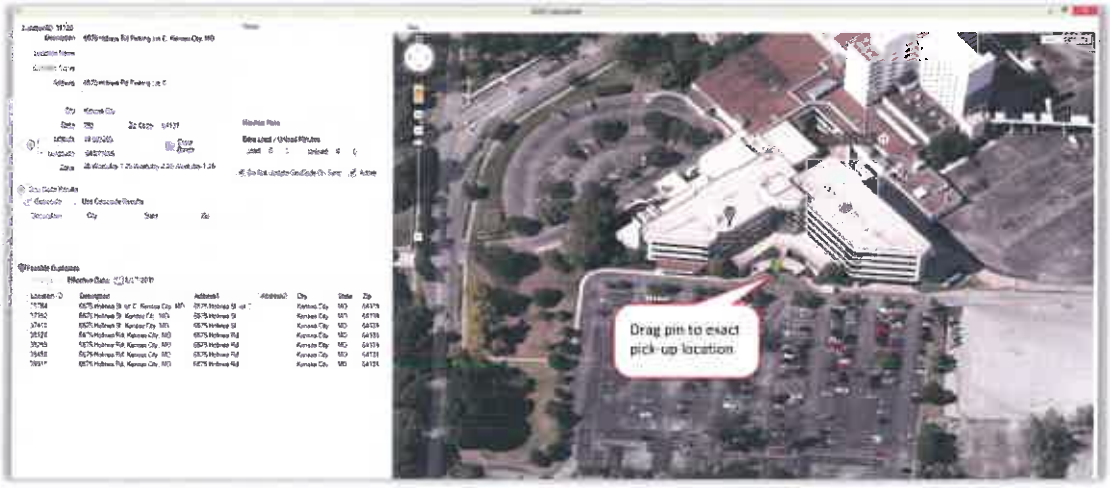


Figure 22: Reveal Geocoding. Dispatchers can use Reveal to ensure drivers pick-up and drop-off members at the correct door or part of a building to save time and reduce confusion.

C. Travel Time on Board

MTM manages travel time parameters through trip assignment, prioritizing timeliness as we assign trips to NEMT providers in multi-load situations, and we clearly outline time-on-board standards with NEMT providers. We schedule multi-loaded trips (excluding air transport) so members do not remain in the vehicle for more than 45 minutes longer than the average direct commute from the point of pick-up and destination. We verify travel time by reviewing trip logs submitted for claim reimbursement.

This service level can be more proactively enforced if BMS approves Reveal software for the program, as trips can be intuitively assigned and routed for providers based on real-time data. Reveal shows whenever a trip is running behind schedule, and can highlight travel times for specific members. A dispatcher can use this information to manage the trip as necessary to meet the travel time requirement.

D. Adverse Conditions Plan

MTM considers member safety to be the primary concern during adverse conditions. In most cases, we do not provide services if local public school districts close due to extreme weather. If schools have early dismissal, MTM stops all outbound transports and focuses on providing return rides to those already at their medical provider.

During severe weather, MTM staff and NEMT providers work together to contact members with scheduled trips to non-life-sustaining appointments during the forecasted inclement weather to inform them that MTM has temporarily suspended NEMT service. Members work with MTM staff to reschedule their appointments and transportation. Simultaneously, we coordinate with NEMT providers to schedule immediate return rides for those members already at their appointment. MTM works with a select number of NEMT providers to transport members who need dialysis or other critical medical care during such conditions as possible. Additionally, we arrange overnight stays for members at hotels near hospitals or treatment facilities during adverse weather to ensure no member is left stranded due to unavailable transportation.

Ensuring Transportation is Always Available

When possible, we take a proactive approach to a potential disruption in transportation. As an example, MTM implemented our policies for inclement weather while providing NEMT services during the June 2016 flooding in West Virginia. Call volume remained normal during this time, and we were able to keep our Charleston office open for business. However, several counties experienced massive flooding, requiring us to cancel transportation; the Governor declared a state of emergency for 44 out of the state's 55 counties. We reached out to members with scheduled trips in affected areas to alert them of the situation and reschedule their trips for later dates, after the water receded.

For more details on our emergency policies, see our Business Continuity and Disaster Recovery Plan in **Appendix J**. MTM will provide this plan to BMS for approval no later than two weeks prior to the operations start date, after making any revisions, and/or upon BMS' request.

E. Vendor as a NEMT Provider

As a true broker, MTM does not own or operate any vehicles in any of our current contracts. We do not, and will not, serve as a NEMT Provider for the West Virginia program. MTM assigns all trips for BMS' NEMT Brokerage Program to our subcontracted network of NEMT providers.

F. Post-Transportation Authorization Requests

As BMS' current vendor, MTM is well-versed in handling post-transportation authorization requests. MTM minimizes the need for post-transportation authorization requests, as members can reach us via phone 24/7/365. For back-dated eligibility issues, MTM reviews and approves GMR for trips which occurred during this period. We will submit our customized West-Virginia Post-Transportation Authorization Policy for BMS approval at least 30 days prior to the operations start date.

G. Accidents and Incidents

MTM defines incidents and accidents as the following situations:

- Vehicle accidents
- Assaults to a member or driver
- Injury to a member while on board the vehicle
- Allegations of abuse
- Medical attention being needed while en route
- Any occurrence that interrupts the trip, causing the driver to stop the vehicle including a breakdown or unruly passenger

In these scenarios, MTM develops a report including, but not be limited to, the name of the driver and member(s) involved; address, date, and time of incident; whether illness or injury was involved; description of the incident; and final disposition and resolution. BMS will receive a written report within 24 hours or 72 hours, depending on the severity of the incident; an investigation summary; and a quarterly report summarizing all incidents and accidents from MTM as required.

A. Denial Policies and Procedures

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 never discriminates against race, ethnicity, color, origin, or religion when making denial or approval decisions.

HIVE's Service Intake interface alerts CSRs during NEMT requests if any criterion warrants a denial, including non-covered service, member has access to a vehicle, or the request requires a service authorization. The CSR notifies the member of the denial during the call and logs a denial reason code, which initiates generation of a denial letter within HIVE. HIVE automatically fills in the necessary information within the letter, as shown in **Figure 23**.

Denial Letter Information
A clear statement of the decision
Specific reason(s) for the action being taken
Regulations that support or require the action
Explanation of member's right to appeal, including how to initiate an appeal and a description of the appeal process
Contact information

Figure 23: Denial Letter Information. MTM generates and mails letters for service reductions, denials, terminations, or suspensions.

MTM mails a copy of the letter to the member by the next business day following the date of a denial decision and maintains a copy within our files. MTM reports denials to BMS within our monthly reports. For reporting purposes, we do not include instances where a member does not have sufficient information to arrange transportation, or has to hang up and call back at a later time, as trip denials.

MTM will submit our denial letter for BMS' approval for use under the new contract no later than 30 days prior to the operations start date.

B. Denial Reasons

In accordance with BMS' established protocols, MTM denies NEMT service requests that meet one or more of the following:

- The member is not eligible for NEMT services on the date of service
- The member does not have a medical need that requires NEMT services
- The NEMT request is not for a covered medical service
- The NEMT request is for a medical service that requires prior authorization, which has not been obtained
- The member has access to affordable transportation
- The NEMT request is for a medical service covered under another program
- The NEMT request is for post-transportation authorization and was not received timely or did not meet established criteria
- The medical appointment is not scheduled or was not kept
- MTM cannot verify there was a medical appointment
- MTM cannot verify the member's physical address
- The member did not request the trip within an appropriate timeframe and MTM cannot accommodate the trip
- MTM requested additional documentation and the member did not submit the documentation within an appropriate timeframe
- The member refuses the appropriate mode of transportation
- The member refuses the NEMT provider assigned to the trip and another NEMT provider is not available
- The member's medical need(s) requires an ambulance level of transportation
- The service was done out-of-network without a prior authorization and did not meet policy criteria for an emergency or foster child placed out-of-state

In situations where a member requires an ambulance level of transportation, MTM refers the member to appropriate resources, such as local ambulance providers in their area.

VI. Timeliness

A. Route NEMT Services

MTM schedules 98% of all routine NEMT requests for the West Virginia NEMT Brokerage program within three business days' receipt, and 100% of requests within ten days after receipt. As outlined in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications, I. NEMT Service Requests, C. Notification of Arrangements***, MTM strives to schedule all NEMT requests during the member's initial call.

B. Non-Routine NEMT Services

If we require additional information to authorize a request for transportation, we place the trip on hold and request the information within 24 hours. If we do not receive the additional information within the timeframe requested, we deny the trip unless the service is to an appointment for chemotherapy, dialysis, or high-risk pregnancy. In those cases, MTM approves a single trip request and works with the member to obtain the necessary information to set up a standing order.

VII. Validation Checks

As detailed in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *I. NEMT Service Requests, A. Screening*, HIVE's Service Intake interface performs the first level of verification by ensuring NEMT requests are to a covered medical service with an enrolled medical provider. During the initial request, the CSR also verifies the necessity of transportation and approved mode. In addition, we conduct monthly validations checks on at least 5% of all NEMT service requests as detailed below.

Validation Checks

MTM exceeds BMS' standard for validation checks each month, averaging for FY2017:

- ✓ 11% Pre-Transportation Validation Checks
- ✓ 10% Post-Transportation Validation Checks
- ✓ 8% Fixed-Route Validation Checks

MTM will provide our current Validation Plan to BMS at least 30 days prior to the operations start date for review and approval under the new contract. The plan includes protocol for obtaining verification that appointments exists, processes for flagging trips as a result of busy signals or no answer, and denying trips in which pre-transportation validation verifies an appointment does not exist.

A. Pre-Transportation Validation Checks

MTM staffs a full-time Appointment Validation Specialist for the West Virginia NEMT program to conduct validation checks. Each month, the Specialist performs pre-transportation validation checks on over 3% all NEMT requests by contacting the member's provider to verify the member has a scheduled appointment for a covered medical service on the date of requested NEMT service.

If the Specialist finds the member does not have an appointment for the date of requested NEMT service, and/or the service is not a covered medical service, he indicates a failed validation check within HIVE, which initiates MTM's denial process, as outlined in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *V. NEMT Service Denials*.

If the Specialist cannot complete a pre-transportation validation check because the call to the provider resulted in a busy signal or no answer, he flags the member's NEMT request for a post-transportation validation check. MTM does not count these attempts towards our 3% rate.

B. Post-Transportation Validation Checks

Similar to the process above, the Appointment Validation Specialist conducts post-transportation validation checks on over 2% of all NEMT services requests every month by contacting the member's provider to verify the member attended an appointment for a covered medical service on the date of requested NEMT service.



Appointment Validation Specialist, James Robinson

If the Specialist finds the member had no appointment, did not keep the appointment, did not show for the appointment, or did not receive a covered medical service, he indicates a failed validation check within HIVE. MTM denies any claim for NEMT service that failed a post-transportation validation check. If the Specialist cannot complete a post-transportation validation check because the call resulted in a busy signal or no answer after three attempts, he flags the member within HIVE. During future NEMT requests, HIVE's Service Intake Interface alerts CSRs that the Appointment Validation Specialist must validate any request(s) to the specific medical provider before authorizing the trip.

C. Fixed Route

MTM includes fixed route, or public transportation, trips within our pre-transportation and post-transportation validation checks on at least 5% of all NEMT requests.

VIII. Suspected Fraud, Abuse, Waste, and Misuse

Preventing and Identifying Fraud, Waste, and Abuse

MTM believes in anticipating, rather than reacting to fraud, and places high importance on maintaining a corporate culture of detection and prevention. MTM checks eligibility for every trip prior to scheduling; uses software designed to identify potential fraud early; determines mileage and trip details during scheduling; and assigns the lowest cost, most appropriate mode of transportation.

We take all accusations and suspicions of fraud seriously; if we discover fraud on the part of a member, NEMT provider, or medical provider, we report the case to BMS' Office of Quality and Program Integrity and the BMS Contract Manager, as soon as possible, but no later than three days. A Compliance Auditor communicates all details to BMS including:

- The NEMT provider's name, Medicaid ID Number, the driver's name, and contact information
- The member's name and Medicaid ID Number
- The medical provider's name and number
- A narrative describing the situation including all substantiating research and data
- Indication as to whether the service was verified

MTM's entire staff will cooperate fully with any BMS, OIG, or law enforcement investigations and/or reviews and ensure transparency of data and circumstances relating to the incident in question.

Our Quality and Compliance Department, staffs Internal Auditors focused specifically on detecting and responding to fraud, waste, and abuse cases. Outside of our standard eligibility verification processes, MTM has established several prevention and identification methodologies, outlined in the following paragraphs.

Training Staff and NEMT Providers

MTM provides mandatory annual Fraud, Waste, and Abuse Training for all employees and NEMT providers. Upon completion of our course, each employee and NEMT provider completes a quiz to verify understanding and signs a completion document. MTM maintains quiz results in the employee's or provider's file. NEMT providers also receive guidelines on trip and billing requirements to help reduce the likelihood of committing fraud or documentation error.

Verifying Service Provision

MTM performs attendance verification and trip reconciliation, and our Fraud Review Team follows-up on any inconsistencies. Should MTM suspect a member has misrepresented a medical condition to justify need for NEMT, our Compliance Auditor calls the medical provider to verify the medical necessity for services. If MTM determines the member falsified a medical condition, we require authorization and verification by the member's medical provider for all subsequent trips.

Identifying High Cost Utilizers

Care Management Coordinators flag members associated with recurring, costly trips as high cost utilizers. Our Care Management Department creates a weekly report identifying these high cost utilizers. In addition to verifying members have appropriate authorizations on file and are using the lowest cost, most appropriate mode of transportation, Care Management Coordinators also look at opportunities such as offering GMR, multi-loading trips, using volunteer drivers, referring the member to a closer medical provider, or switching the member to a different NEMT provider in the area.

Using HIVE to Detect and Prevent Fraud and Abuse

MTM designed HIVE to identify potential fraud early and raise a fraud alert. HIVE confirms the member's eligibility and only allows scheduling to covered services and with approved modes. It also matches files sent by providers with scheduled trips. This process generates exception reports for a Claims Auditor. In the event MTM identifies suspicious activity from a member, we place the member on our fraud watch list. The next time they call, HIVE alerts the CSR to verify a scheduled appointment exists prior to arranging transportation, and to review other information for potential fraud.

IX. Vehicle Requirements

A. Americans with Disabilities Act (ADA) Compliance

Each NEMT provider receives with a copy of ADA vehicle requirements upon joining MTM's West Virginia network. MTM's Network Management Representative/Field Monitors inspect each vehicle serving BMS' membership prior to joining our network, and every six months thereafter to verify ADA compliance. We keep records of all vehicle inspections at our local office and within our Transportation Provider Portal interface of HIVE, where BMS has access as needed.

B. Other Compliance

MTM staffs two full-time Network Management Representative/Field Monitors within West Virginia who meet with each NEMT provider to conduct an inspection of the provider's facilities and vehicles and ensure providers entering our network have safe, qualified vehicles that comply with or exceed the manufacturer's, state and federal regulations including ADA, and safety and mechanical standards. MTM clearly defines vehicle requirements, including each of those established by BMS and included in IX Vehicle Requirements of the RFP, for NEMT providers during the recruiting, contracting and credentialing phases.



Network Representative/Field Monitor, William "Buck" Evans

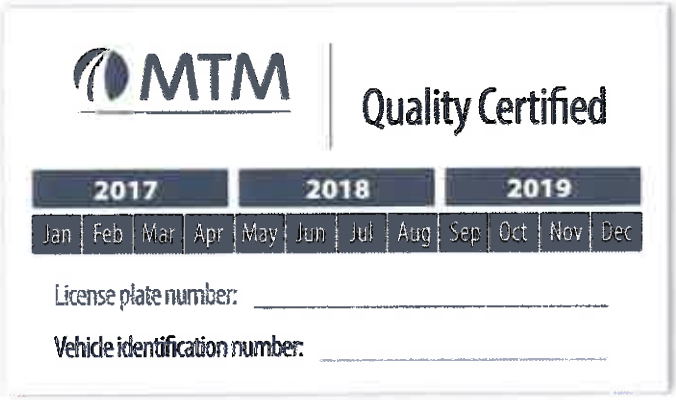
The Representative/Field Monitors also work closely with providers to make certain they understand all contract requirements such as documentation, registration, insurance requirements, driver conduct, and training. They determine if the NEMT provider has the necessary technology, hardware, and software capabilities to provide and maintain accurate and timely records, as required by MTM and BMS. The Representative/Field Monitors conduct scheduled and random on-site inspections throughout the life of this contract to verify compliance with driver and vehicle requirements and conduct retraining as needed. If the Representative finds a vehicle to be incompliant with Department of Transportation vehicle licensing requirements, safety standards, ADA regulations, or RFP requirements, s/he immediately removes it from service until the issue can be adequately resolved. The Representative/Field Monitors document deficiencies and actions taken within the vehicle's permanent records.

C. Vehicle Inspection

As stated above, MTM's local Network Management Representative/Field Monitors conduct initial and semi-annual vehicle inspections of every vehicle serving the West Virginia NEMT Brokerage Program. Through these inspections, our staff validates the vehicle is compliant with all MTM and BMS requirements; verify all communication equipment is working properly; and determine that it meets or exceeds all BMS, MTM, state, federal, and manufacturer standards.

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.

Following initial inspection, the Representative/Field Monitors complete inspections every six months to verify vehicles used by NEMT providers meet necessary requirements, and that safety and passenger comfort features are in good working order. NEMT providers serving the program are also required to make vehicles available for immediate inspection upon BMS' or MTM's request.



Upon passing our inspection, each vehicle receives an MTM inspection sticker, an example of which is shown on the left. During on-street observations, our Representative/Field Monitors check to ensure each vehicle transporting members is appropriately adorned on the outside of the passenger side rear window in the lower right corner with this sticker.

If the Representative/Field Monitor discovers a NEMT provider is using a non-MTM approved vehicle to transport members, we immediately take corrective action. MTM maintains records of all inspections electronically within HIVE, and are available to BMS upon request.

Please see **Appendix L** for policies governing our inspection process and a sample inspection form currently used by MTM in West Virginia. MTM will submit our final plan for vehicle inspection, forms, inspection sticker, and a list of trained inspectors to BMS at least 30 calendar days prior to the operations start date.

X. NEMT Providers' Drivers Policies and Procedures

A. Driver Requirements

MTM enforces safe transportation for all West Virginia members by conducting initial credentialing and annual re-credentialing. We require each NEMT provider to upload specific data and information for each driver serving the NEMT Brokerage Program to the Transportation Provider Portal, such as copies of driver's licenses, proof of driver training completion, certifications, etc. Then, on a biannual basis, the Portal notifies providers when they must update specific elements prior to expiration. If a provider allows any credentialing data to expire, HIVE automatically stops assigning trips to that provider until MTM's Network staff receive and approve the necessary information.



Network Representative/Field Monitor, Justin Stowers

For the BMS contract, our credentialing and re-credentialing requires NEMT providers to supply sufficient documentation proving their drivers comply with all MTM and BMS standards, including:

- At least 18 years of age
- A current and appropriate license through the state of West Virginia to operate the type of vehicle to which they are assigned
- No more than two chargeable accidents or moving violations within the last three years
- No license suspension or revocation within the previous five years
- Passed a criminal background check conducted by the West Virginia Law Enforcement Division, the National Crime Information Center, or an equivalent entity
- Completed a fingerprint check
- Abiding by state, federal, and local laws
- Not listed on the West Virginia Sex Offender Registry
- No convictions of a felony and/or misdemeanor for healthcare fraud, theft, embezzlement, or breach of fiduciary responsibility within the past five years; child abuse, elder abuse, domestic violence, sexual abuse, or patient abuse ever; and unlawful manufacture, unlawful substance use, or unlawful firearm use within the past five years
- Passed a five-panel drug test
- Maintained training and certification in CPR, first aid, defensive driving, blood-borne pathogen handling, passenger assistance, HIPAA compliance, and other related subjects

Drivers who fail any random drug test, are convicted of two moving violations or accidents while transporting BMS members, or whose license is revoked or suspended are immediately removed from service.

In addition to the requirements listed above, drivers must meet the following expectations while serving the NEMT Brokerage Program:

- Present a pleasant demeanor and is helpful and patient to all members
- Maintain a neat and clean appearance and visible, easy-to-read nametag
- Assist members curb-to-curb, door-to-door, and hand-to-hand as required
- Wait for the member to enter the residence or facility before departing the drop-off location
- Secure mobility devices for the member
- Assist members into the vehicle and confirm the use of seat belts
- Stop the vehicle in the event of member's behavioral outburst and notify the dispatcher immediately

- Park so members do not need to cross streets to reach the entrance of their destination
- Provide verbal directions to members as appropriate
- Notify MTM of all accidents, breakdowns, and incidents
- Report all no-shows immediately
- Never leave a member unattended
- Comply with MTM's Drug and Alcohol Policy
- Never smoke in or around the vehicle, or allow the member or other passengers to smoke in the vehicle
- Never wear headphones with the exception of a hands-free headset (which can only be used in the event of an emergency or contact with the dispatcher)
- Never touch a passenger except as appropriate for assistance or to administer first aid

MTM will not allow any driver who does not meet these standards to transport BMS members. We report biannual driver compliance data within our quarterly report to BMS.

B. Provider Daily Trips Logs

MTM requires all NEMT providers to maintain trip logs. Providers receive necessary training, support, periodic refresher training, and regular monitoring from our Network staff to ensure compliance with maintaining trip logs, inclusive of the information in **Figure 24**. MTM's Verification Specialist validates trip logs per our Validation Plan.

Trip Logs	
• Date of service • Driver signature • Vehicle Identification Number (VIN) • NEMT provider name • Mode of transportation authorized • Actual drop-off time (military)	• Driver name • Member name • Member or attendant signature • Trip ID Number • Miles driven per trip odometer • Pertinent notes regarding completion of the trip

Figure 24: Trip Log. MTM requires all NEMT providers to maintain trip logs for service performed under the West Virginia NEMT Brokerage Program.

Alternately, if the provider uses Reveal's driver app, they can collect the signature electronically. Reveal attaches the signature to the trip manifest, which will contain the same information as the traditional paper-based log.

C. Trip Manifests

Once MTM schedules trips, NEMT providers receive trip manifests. We distribute manifests to providers no later than 48 hours prior to the day of service, unless the trip is urgent. The trip manifest details all pertinent information for the driver to perform at the necessary level required by the member(s) assigned, including the information outlined in **Figure 25**.

Trip Manifest Information	
• Request tracking number • Member name • Member phone number • Address of pick-up location • Time for pick-up • Address of destination • Appointment time	• Name and phone number of facility / medical provider • Mode of transportation • Directions to the member's home, if appropriate • Return trip time(s), if appropriate • Any special needs of the member

Figure 25: Trip Manifest Information. All trip manifests sent to NEMT providers contain the information needed to provide the assigned trips.

NEMT providers download their manifests from MTM's Electronic Trip Download (ETD) feature of HIVE, or from via Secure File Transfer Protocol (SFTP) download; our Security Department monitors both methods, and both methods fully comply with all HIPAA, state, and federal privacy regulations. Per BMS' requirements, MTM also maintains a fax line for manifests.

If MTM assigns an urgent or last-minute trip to a NEMT provider less than 48 hours before pick-up, a CSR contacts the provider by telephone to provide the trip number, reimbursement amount, and to request confirmation that the provider accepts the trip.

If deemed acceptable by BMS, MTM can use Reveal to distribute a short-notice trip to a driver or NEMT provider, which they can accept with the click of a button. MTM will add the trip directly to a driver's manifest, or send the trip to the NEMT provider, who can assign it to a driver as they see fit. **Figure 26** depicts how the trip manifest will appear to the driver on the Reveal in-vehicle tablet.



Figure 26: Tablet Display of Trip Manifest. Using Reveal's in-vehicle software, drivers can access manifests and real-time updates made by MTM or the provider's dispatch personnel.

Figure 27 depicts how the routes on a manifest will appear to the NEMT providers' schedulers and dispatchers, as well as MTM's staff. In real time, dispatchers can see where the driver is on the map and system will alert dispatchers to important information like projected late trips and routes with slack time.

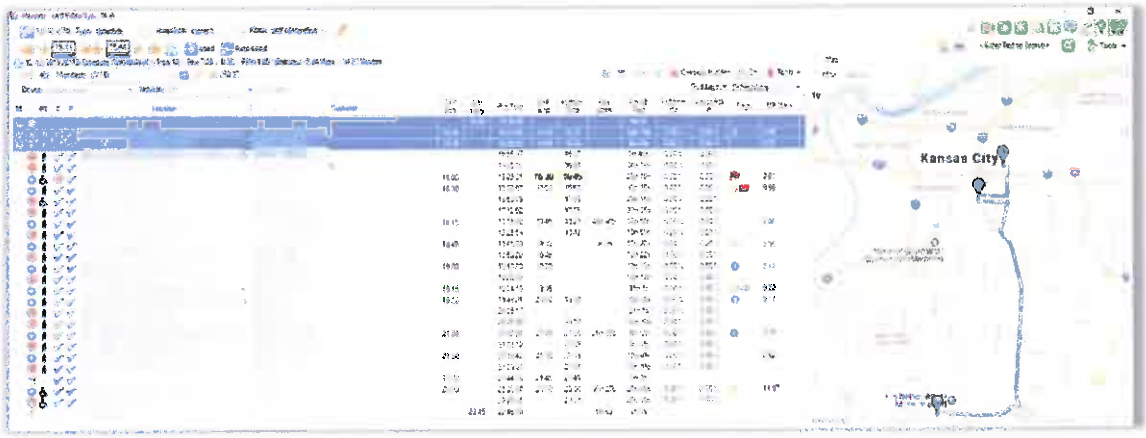


Figure 27: Desktop Display of Trips. NEMT providers will be able to view trips in real-time by accessing Reveal through a secure portal.

D. Real-Time Communication

As a transportation broker, MTM relies on our NEMT providers to develop and facilitate their own dispatching and radio communication processes and systems. As previously mentioned, our Network Management Representative/Field Monitors inspect vehicles to ensure each has a functioning two-way communication system; MTM does not accept pagers as a communication system.

In the event of a breakdown, accident, incident, or member no-show, the driver is responsible for contacting their internal dispatcher who communicates the information to MTM by calling the Transportation Provider Helpdesk, a service detailed in the following paragraphs. Conversely, if MTM needs to communicate a cancellation or delay to a deployed driver, our staff contacts the NEMT provider directly via phone; the provider's dispatcher is responsible for notifying the driver. Personnel within our Transportation Helpdesk Team handle all transportation communication. As Provider Relations Manager, James Stafford will continue to work closely with our network of NEMT providers, MTM Network staff, and Transportation Helpdesk staff to ensure compliance with this requirement at all times.

If BMS approves Reveal software, MTM will be able to communicate with NEMT providers through the Reveal mobile application in addition to or in lieu of a two-way communication device. Reveal's mobile application allows MTM to send text messages and alerts directly to the drivers in the field. Drivers will receive the alert immediately, but must to delay response until parking the vehicle. Further, because the Reveal application provides real-time GPS information, MTM will not need to contact NEMT providers to request current location or estimated times of arrival, as this information is available is calculated minute-by-minute in Reveal. NEMT providers' dispatchers and we can access the information directly within Reveal, and medical providers and members can contact MTM for an update, or access the "*Where's My Ride*" data themselves through our web portal or smartphone application. Drivers can also report member no-shows to MTM through the Reveal app immediately upon occurrence from in the field.

Transportation Provider Helpdesk

MTM created the Transportation Provider Helpdesk to provide a single point of contact for any questions or issues including ETD inquiries, rate changes, member no-shows, and billing questions. Providers can contact the Helpdesk staff via phone, or via a dedicated fax line and email address. The Helpdesk team is a dedicated, cross-departmental group of seasoned MTM employees with the knowledge and authority to assist our NEMT providers and resolve issues. New providers who join our network consistently indicate their satisfaction with the Transportation Provider Helpdesk and the improved communication with MTM staff compared to other vendors.

Reveal Mobile App for Drivers

With BMS' approval, MTM will offer the Reveal Mobile App for drivers, which operates on a smartphone or tablet. Reveal's mobile app offers the following features:

- Compatibility with both Android and Apple phones and tablets
- Turn-by-turn directions integrated with Google Maps, with live updates based on current traffic conditions
- In-field reporting of member no-shows and cancellations
- Real-time new trip alerts as they are assigned
- Ability to accept a trip immediately, or choose to view them at a later time
- Electronic member signature capture
- Simplified claim submission, resulting in faster payment, verification, and reduced fraud
- Access to view trip data, enter search criteria, review selected trip data in summary form, and display details of specific trips

- Time-stamped coordinates at each pick-up and drop-off for automated verification of performance and timeliness
- Real-time visibility of drivers in the field, enhancing performance monitoring capabilities and facilitating accurate ETA during Where's My Ride calls
- Caching capability, to collect and store data points and signatures, and automatically transfer the data to Reveal / MTM when the driver re-enters an area with cellular coverage or Wi-Fi accessibility

The mobile app will allow MTM and NEMT providers to perform instant route optimization, and make nimble changes based on developments during the service day. In addition to having access to Reveal via a tablet or phone, MTM will give NEMT providers access Reveal's scheduling and dispatching portal on a desktop to allow their schedulers and dispatchers to work trips assigned by MTM and view vehicle and driver performance in real-time.

Integration with Other Transportation Software

As an alternate to Reveal, MTM will offer integration through web services to NEMT providers already use their own RSD software, such as Trapeze, RouteMatch, or Ecolane, with tablets or mobile data terminals (MDTs) in their vehicles. This allows us to collect real-time pick-up, drop-off, and location data and import it directly into HIVE. Using data from the provider's mobile application of choice, MTM and BMS will have visibility into network performance, including real-time trip status. Additionally, we can use the data to identify fraudulent or incorrect claims.

This is one of the key differentiators of MTM's mobile app strategy: As long as we can push and pull data into our software, we support NEMT providers' RSD system of choice. We understand providers have taken great care in selecting their RSD solutions, and as a collaborative partner, MTM respects their investments and desire to maintain uniformity across operations. This flexibility results in improved adaptation rates and increased provider satisfaction.

Regardless of whether providers use the Reveal mobile app, or existing technology, by integrating their system with MTM they will receive the following benefits:

- **Automated Trip Download:** Providers do not need to manually pull and import trips into their routing and scheduling system.
- **Avoid Phone Calls:** MTM can manage "Where's My Ride" calls by reviewing GPS data instead of calling the providers' dispatchers.
- **Simplified Claim Submission:** Providers can submit claims automatically, without uploading individual claims.

E. Monitoring Plan

Crucial to the success of any NEMT program is a quality provider network held to established performance standards. We use the following tactics to ensure each provider adheres to all local, state, and federal laws and regulations and the performance standards, rules, and regulations found in our Transportation Provider Service Agreement and Provider Manual. MTM will submit our Monitoring Plan to BMS for approval at least 30 days prior to the operations start date.

Initial and Annual Credentialing

Prior to joining MTM's network, NEMT providers must complete our stringent credentialing process, previously detailed in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *II. NEMT Providers, A. Network of NEMT Providers*. Providers must upload information for each of their drivers and vehicles into our database, including driver's licenses, record checks, insurance coverage, Vehicle Identification Numbers, maintenance and inspections, and vehicle registration. Our Network Department guides providers through this process, helping them submit credentialing documents as necessary.

Providers must complete annual recredentialing, during which they re-submit expired information and documents. Our Transportation Provider Portal allows MTM to actively and automatically monitor provider recredentialing. For example, if the licensing on a vehicle is set to expire, the portal automatically sends a reminder to both the NEMT provider and their Network Management Representative, detailing the date the license will expire and providing a specific date by which the provider must submit new information.

Recurring Vehicle Inspections

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. If we deem a vehicle unsatisfactory to the requirements, we immediately remove the vehicle from service until the deficiencies are rectified.

Upon passing our inspection, MTM issues an inspection sticker for each vehicle. During on-street observations, our Network Management Representative/Field Monitors ensure each vehicle transporting members displays this sticker. The Representative/Field Monitors update certification stickers on each vehicle following the vehicle's annual inspection. If the Representative/Field Monitors discover a provider is using a non-MTM approved vehicle to transport members, we immediately take corrective action.

Random On-Street Observations and Field Monitoring

By viewing the trip close by, or posing as a passenger inside a vehicle, our Network Management Representative/Field Monitors observe driver behavior, driving records, member interaction, and trip timeliness. From these observations, Representative/Field Monitors generate a report for our Quality and Compliance Department, and the NEMT provider.

When necessary, we require providers to take corrective action; Representative/Field Monitors follow up with providers on corrective action to verify timely compliance. In addition to providing a high level of NEMT provider oversight, this monitoring also increases medical facility satisfaction. Following monitoring, the Representative/Field Monitor 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.

Measuring On-Time Performance

Currently, MTM measures on-time performance by evaluating NEMT provider's trip logs and collecting member feedback during satisfaction surveys. With the roll-out of Reveal, we will be able to monitor NEMT provider performance in real-time, collect GPS information and time stamps for pick-ups and drop-offs, and use AVL to verify a vehicle's location at any given time of service. These capabilities will greatly improve MTM's insight into provider on-time performance, and allow us to develop training, incentives, or penalties for providers based on the root causes of untimely transport.

Monthly Performance Monitoring

MTM keeps NEMT providers in the know about their service level by distributing reports via the Transportation Provider Portal. Data reported includes on-time performance, no-shows, complaints, and trip turn-backs, as shown in the example report in **Figure 28**. These reports allow NEMT providers to benchmark their performance against the average for the local provider network. NEMT providers are entrepreneurs; this type of feedback creates competition amongst providers to be the best in their service area.



Figure 28: NEMT Provider Report Card. MTM keeps NEMT providers updated on their performance to foster improvement.

Driver Incentive Program

In our efforts to maintain a network of NEMT providers as partners, we introduced an incentive program to reward drivers for providing safe, timely services. This program, Driven to Excellence, recognizes our top drivers and NEMT providers, while encouraging other providers to join MTM in our quality-driven mission. Providers and drivers are rewarded for demonstrating safe performance (no accidents or incidents); low complaint rates; successful onsite observations and field monitoring results, including vehicle quality and cleanliness, as well as driver behavior and appearance; compliments from members and other stakeholders; and low turn-back and no-show rates. Based on these objectives, we award incentives to the top providers in the categories of Most Improved, Lowest Number of Complaints, Lowest Turn-back Ratio, Lowest Number of Incidents and Accidents, and Driver and Vehicle Compliance. Providers receiving commendation receive an increase in trip volume, which has proven to be a strong incentive for performance.

Response to Vehicle and Driver Complaints

We take all complaints about member safety seriously. If at any time we receive a complaint about vehicle and/or driver safety from a member, medical facility, or BMS, our Network staff initiate an investigation with an unscheduled inspection. If the complaint is substantiated, MTM removes the vehicle/driver from service, and places the NEMT provider on a performance improvement plan (PIP) with possible sanctions.

Addressing Provider Non-Compliance

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 NEMT provider. If the incident is serious or unresolved, Network places the provider on a PIP. A Network Representative follows up with the provider's PIP in intervals of 30, 60, and 90 days to make sure they achieve compliance. If the issue is severe, we suspend the provider/driver, or, as a last resort, remove them from the network.

F. Member Satisfaction Surveys

MTM assesses member satisfaction through surveys, conducted via phone every six months. To ensure results remain bias-free, we use an independent, third-party organization to survey a statistically-sound member sample. During the survey, a representative asks members a variety of questions regarding reservation, driver/CSR courtesy and assistance, and the condition of the vehicle. **Figure 29** shows the questions MTM's surveyor currently asks during member surveys for West Virginia, as well as our YTD (January to June 2017) satisfaction ratings for the NEMT Brokerage Program. MTM would be happy to update our questions for the new contract as BMS sees fit.

Member Satisfaction Survey Questions	
Phone Service Questions	**NEMT Provider Questions**
Was your call answered as quickly as you liked? Did the person who answered your call treat you with dignity and respect? Was the person you talked to helpful? Was the operator able to complete all of your requests at the time of the call? When you called did you get the kind of service you wanted?	Did the driver tell you his name and why he was there? Did you get to your appointment on time? For your ride back home, did the driver pick you up within one hour? Did the driver treat you with dignity and respect? Did the vehicle have working seatbelts or car seat if needed?
2017 YTD Phone Satisfaction: 94.76%	**2017 YTD Transportation Satisfaction: 95.71%**

Figure 29: Member Satisfaction Survey. By asking members the above questions, MTM can stay in tune with overall satisfaction.

An MTM representative inputs all gathered data from the survey into HIVE for reporting and tracking. BMS receives an analysis of survey responses within 60 days. Further, 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).

By conducting satisfaction surveys with members, MTM can make accurate, timely changes to the program. Soliciting this feedback gives BMS a positive image while proactively improving the program.

XI. Call Center

A. Facility

As BMS' current vendor, MTM has an established call center and business office located at 2 Hale Street, Charleston, West Virginia 25301. The location is 0.4 miles, an eight minute walk, from BMS' office at 350 Capitol Street. MTM has used this facility for the West Virginia NEMT Brokerage Program since its inception in 2014. From this location, our experienced and qualified West Virginia team performs all call center activities for reservations, trip inquiries, and complaints.



MTM's West Virginia Call Center and Business Office

MTM assumes all costs related to securing and maintaining our call center for the duration of the contract, including:

- Hardware and software
- Improvements
- Janitorial services
- Transportation
- Maintenance
- Utilities
- Security
- Insurance
- Lease hold
- Office equipment and supplies
- Storage

B. Telephone Access

To ensure optimum service for BMS' members, our office operates from 7 a.m. to 6 p.m. Eastern Time, Monday through Friday, excluding state holidays. By calling our dedicated, toll-free telephone line, members or their representatives will have the ability to schedule NEMT services and/or discuss inquiries concerning the NEMT program with a live CSR. MTM will release all toll-free numbers used for the West Virginia NEMT Brokerage Program lines to BMS upon termination of the contract.

The call script MTM currently uses to determine the member's eligibility, appropriate mode of transportation, purpose of the trip, and all other pertinent information can be found in **Appendix H**. We will submit this script to BMS prior to the operations start date of the new contract for modification and approval, as necessary.

By definition, NEMT services do not include transportation provided on an emergency basis, such as trips to the emergency room in life-threatening situations. Instead of processing such calls, the CSR answering a call for immediate emergency medical assistance will instruct the caller to call 911 or the appropriate local emergency service.

24/7/365 Access to a CSR

Members can request NEMT services outside of operating hours through the call center. MTM provides after hours, weekend, and holiday, and back-up support through our call centers in Lake Saint Louis, Missouri and Pulaski, Virginia, which operate 24 hours a day, seven days a week, and 365 days a year. Genesys automatically rolls over calls placed during these timeframes to these 24/7/365 locations. CSRs at these locations are trained to handle calls from West Virginia members to ensure members can schedule their transportation at any time. MTM never routes calls outside of the continental United States.

Where's My Ride Line

Any member seeking information on their ride and/or estimated arrival time can call MTM's toll-free Where's My Ride line, which operates 24 hours a day. The CSR answering the call contacts the NEMT provider to request their estimated arrival time, or dispatches the trip to another provider if the predicted arrival time is unacceptable.

MTM can streamline this process with the addition of Reveal software, as the CSR answering the call can review the driver's exact location in Reveal for an accurate ETA. If the predicted arrival time is unacceptable, the CSR can also dispatch the trip to an available NEMT provider.

TTY and TDD Services

MTM processes calls for hearing or speech impaired members through teletype (TTY) and telecommunication devices for the deaf (TDD) services. By using these services, members, regardless of their specific needs, never experience communication barriers with MTM.

C. Language Requirements

MTM realizes how extremely important it is for BMS' vendor to deliver service to all members in a culturally competent and responsible manner. We prevent language barriers for members by offering interpretive and/or communication services upon request to meet their needs. MTM has several methods in place to ensure we are able to arrange services for members with various language/communication needs:

- **Culturally and Linguistically Appropriate Standards (CLAS) Govern Cultural Sensitivity:** To ensure all members receive high quality service, we educate our staff on cultural competency. 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 has adopted the CLAS standards that apply to NEMT management, and tailored them to the industry, effectively promoting sensitivity, and communication that respects cultural diversity.
- **Hiring Bilingual CSRs:** Rather than relying solely on third-party interpretive services, MTM hires bilingual CSRs who speak prevalent foreign languages in the community.
- **Utilizing Voiance Interpretive Services:** To meet the needs of callers who speak languages not covered by our staff, we use Voiance interpretive services. Voiance uses certified interpreters that specialize in the medical industry to accommodate more than 200 languages, and will be a beneficial tool in meeting the needs of stakeholders. As required by the RFP, we do not allow members under the age of 18 to use interpretive services from a family member or acquaintance.

D. Customer Care



George Bramble
Customer Service Center Supervisor

"I enjoy resolving complex transportation issues that occasionally arise with our members. For the past two years, I have led a very successful and consistent team with a goal of reducing fraud, waste, and abuse while maintaining high quality customer service! Over these two years, our West Virginia call center has maintained ratings of over 98% in customer satisfaction."

By recording 100% of our calls and closely monitoring calls as described below, MTM ensures our CSRs provide service that promotes an outstanding member experience. Each month, MTM monitors at least two live calls for each CSR to obtain an accurate portrait of the service offered to BMS' members. In our ten existing call centers, we use Genesys to monitor over eight million calls each year. Through Genesys, coaches, supervisors, our quality team, and BMS itself can access live and recorded calls, capture notes during monitoring, and archive each call for later access. MTM saves all call recordings for up to 12 months, or longer, at the direction of BMS. We encourage BMS to audit our call intake at any time through Genesys.

MTM's ACD system automatically notifies members that their call will be monitored when they call to request NEMT. During call monitoring, our Quality Service Evaluators listen to call intake as it occurs and document adherence to protocols; timeliness of answering and completing calls; accuracy of information relayed; and soft skills, including:

- Representing MTM and discussing the BMS program courteously
- Responding helpfully and politely to members, providing accurate information
- Demonstrating an understanding and prompt accommodation of the member's needs
- Displaying sensitivity to the diverse population
- Using sound methodology for ensuring member satisfaction and responsiveness
- Treating each caller with dignity and respect, maintaining privacy in all communication
- Greeting callers when answering, call presentation skills, call management, and closing
- Properly dealing with threatening or abusive callers and/or escalating calls
- Reporting resolved complaints or issues
- Transferring emergency requests to 911 or an appropriate local emergency service

To maintain objectivity, Quality Service Evaluators rotate assigned contracts on a quarterly basis. Several Evaluators monitor West Virginia calls each year to ensure fair, unbiased quality reviews.

The Evaluators make notations through Genesys, which are tied to the actual call recording for coaching, as shown in **Figure 30**.

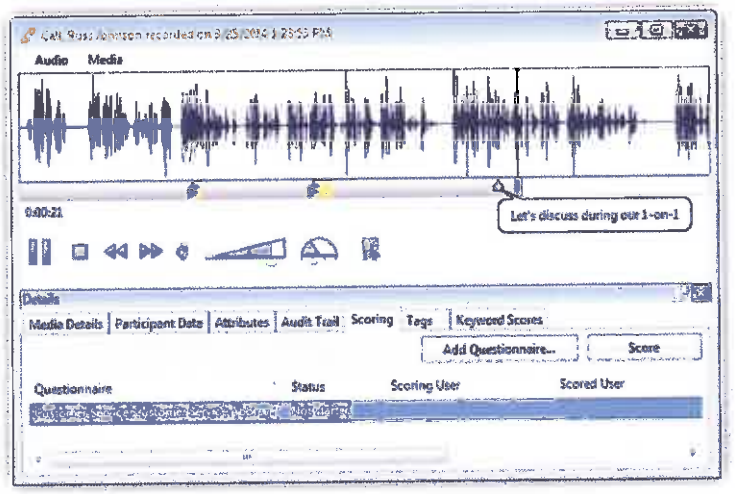


Figure 30: Call Recording Notations. Genesys allows the Evaluator to make annotations at specific moments of recorded calls for future training and coaching.

Call monitoring results and quality ratings are stored in individual files for each CSR for internal use during employee performance reviews and training development. Genesys maintains quality scores, and displays a dashboard showing each CSR's performance over time, depicted in **Figure 31**. Based on call monitoring and review outcomes, each CSR receives a monthly quality rating. The quality rating indicates areas of excellence, satisfactory performance, and areas needing improvement. These ratings have a direct impact on the incentives the CSR is eligible to receive.

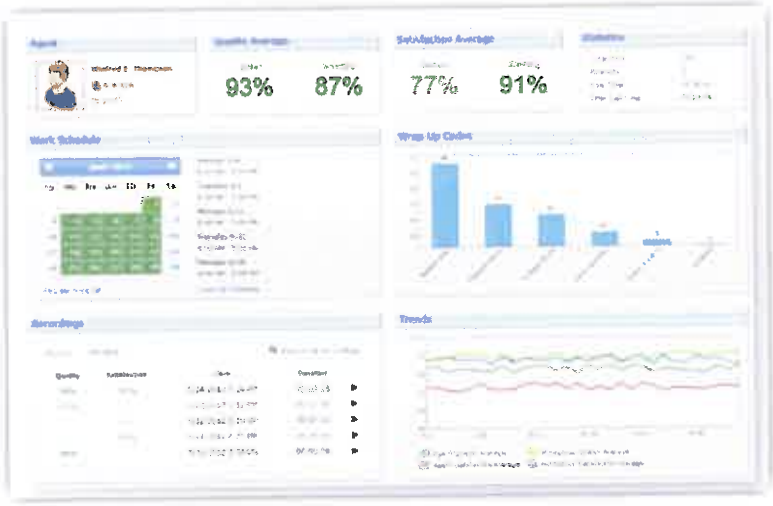


Figure 31: Performance Dashboard. Genesys simplifies call monitoring with scoring features, search capabilities, reports, and the ability to easily share information.

Real-Time Call Monitoring

In addition to live and recorded call monitoring, we have CSC Supervisors on the floor to review our CSRs' performance, as well as assist with any issues throughout the day. These individuals monitor Genesys dashboards to verify which call stations are active, the current hold times, speed to answer, abandoned calls, and callers in queue and make modifications to meet performance measures. Further, MTM installs monitors in our call centers to display live feeds of performance statistics such as average speed to answer, hold time, and talk time so our staff have up-to-the-minute data and can make adjustments as necessary.

E. Automatic Call Distribution System

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

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

Using this scoring, the ACD system operates under two main scenarios: (1) there are many CSRs available to take an interaction. In this situation, the system assigns the best CSR to take the call; and (2) there are many calls waiting and a CSR becomes available. In this case, the system selects the best call for that CSR to answer. **Figure 32** depicts these scenarios.

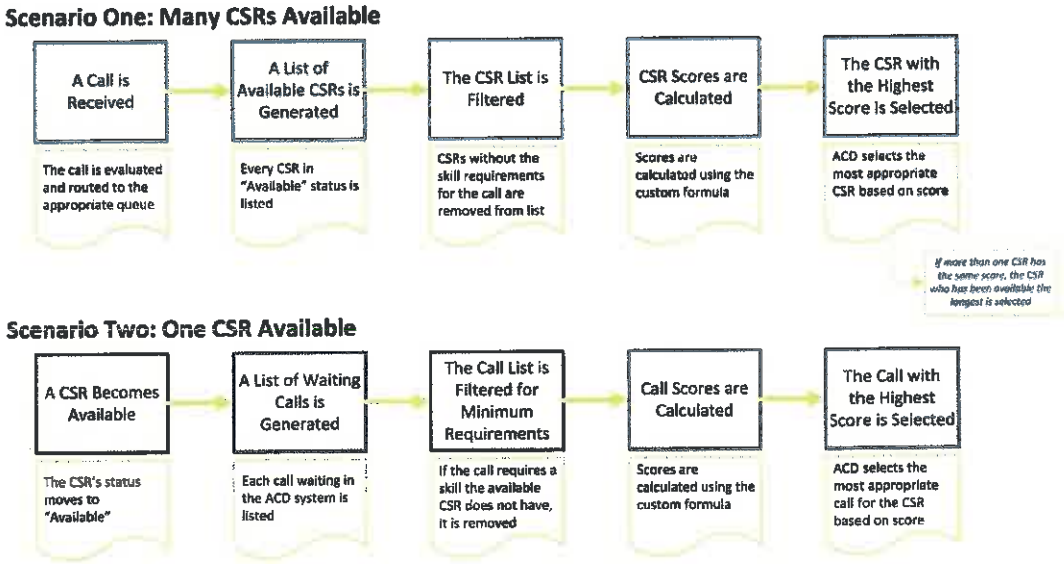


Figure 32: ACD System Schematic. MTM's ACD system intuitively routes the most appropriate call to the most appropriate CSR, and vice versa.

Further, scoring allows us to place CSRs at our back-up call centers in the queue, and rates them at a lower score. In this way, the system automatically routes calls received during peak times to alternative sites as appropriate, but only if a local CSR is not available.

ACD Reporting

The ACD platform provides routing, recording, and cradle-to-grave reporting across multiple channels including voice, email, web chat, short message service (SMS) text messaging, and social media. Our ACD system collects information on an hourly, daily, weekly, and monthly basis for the call center as a whole and for individual CSR, including:

- Number of incoming calls.
- Number of answered calls
- Average time for a call to be answered by a live CSR
- Number of abandoned calls during the wait in queue for interaction
- Average abandonment time
- Highest call abandonment time (to the nearest 15-minute increment)
- Average talk time
- Identity of CSR taking the call and authorizing the request
- Daily percentage of abandoned calls and calls answered by a live CSR
- Number of available CSRs by time of day and day of week, in hourly increments
- Number of complaint calls
- Reason for complaint
- Identification of supervisor who addressed the complaint

We can also collect and report ACD data on an ad hoc basis, as requested by BMS. As part of our call center reporting, MTM maintains daily ACD logs, which we tally and send to BMS by the 15th day of each month, following the month of report.

F. Data Analysis

Using data collected from our ACD system, MTM analyzes our call center operations on a monthly basis, both at a local and corporate level. We use this data to perform quality assurance and improvement activities, fulfill reporting requirements, and ensure adequate staffing. MTM will document compliance in these areas upon BMS' request.

G. Multiple Queues

As previously stated, and depicted in **Figure 32**, our ACD system routes incoming calls to multiple queues based on the caller's needs and the CSR's skills, including non-English speaking members and providers. MTM will not implement any queue not-specified in the contract without BMS' prior approval.

H. Sufficient Resources

Staffing Resources

MTM has a specialized Workforce Management Department to monitor call volume, flow, and performance metrics. This team uses call patterns and data to create a staffing and forecast strategy. The team considers a number of factors, including:

- ***Call Patterns:*** Reviewed at monthly, daily, and hourly intervals to establish staffing requirements for estimated volume, as well as basic schedules.
- ***Production:*** Call handling time averages monitored to determine work time required per call. Average compared to daily and hourly call volume estimates to establish staffing requirements and schedules.
- ***Shrinkage:*** Staffing model built on a 95% utilization/available time rate. This rate provides a cushion in the call forecast for potential volume spikes and allows time for CSR training. Turnover and call-in rates monitored and staffing adjusted to meet service levels.

To determine daily and monthly forecasts, we use historical data to establish long-range monthly call intake estimates. Once long-term trends are established, they are applied to recent call data (typically the last three months) to establish accurate monthly estimates.

To complete forecast of estimated volume, the Workforce Management Team analyzes historical data using Genesys' workforce optimizer tools. Once call volume is established, the team analyzes the most recent historical data in conjunction with Genesys to create daily and hourly staffing requirements and schedules. After schedules are created and implemented, the Workforce Management Team uses Genesys to monitor call queues, agent status, agent availability, occupancy, and schedule adherence to ensure call metrics stay within contractual requirements.

In our experience, proper planning, historical information, and schedule adherence are the keys to managing and exceeding expectations. Using our proven workforce management processes and leveraging our experience in call center staffing, we maintain sufficient resources to meet BMS' performance measures, including:

- Answer all calls within 3 rings
- Maintain an average queue time of ≤ 5 minutes after initial interactive voice response (IVR) greeting
- Maintain an average abandonment rate of ≤ 5%

MTM's Current West Virginia Call Center Performance

- ✓ 32 Seconds Average Queue Time After IVR
- ✓ 2.73% Abandonment
- ✓ 100% Calls Answered in 3 Rings

Telephony System



CSR Roy Welch

MTM uses a VoIP solution from Cisco Systems and Genesys (formerly branded as Interactive Intelligence) for our telephony platform, which includes IVR, and multi-channel ACD. We maintain separate queues based on call reason so the ACD transfers each caller to the appropriate CSR or staff member. Genesys allows MTM to record different messages for each queue, so callers on hold hear a recording specific to their call purpose. For example, members holding in routine scheduling queues may hear messages promoting GMR. We can also broadcast temporary messages such as weather related issues or holiday closure reminders.

Separate queues, including our "We Care" line for complaints, toll free line for reservations, and Transportation Provider Helpdesk line for NEMT providers, allow us to track calls by caller type, as well as call nature. We can also track whether a call results in a scheduled transport by aligning call tracking information from Genesys with trip information from HIVE.

Telephony Capacity and Scalability

MTM's highly-scalable telecommunication system can handle high call volumes. We have 112 T1 primary rate interfaces (PRIs) split across two geographically diverse locations providing 2,656 call paths. Our unified communications platform currently operates over 100 toll-free and local call-in phone numbers, each with its own unique IVR and routing configuration. Our system can accommodate up to 5,000+ CSRs; we currently operate at only 10% of capacity. MTM closely monitors call volume on a monthly basis and adds voice trunks, known as DS3 and DS1 circuits, as necessary. We have redundant pairs of these circuits installed in geographically diverse data centers, so we can absorb the loss of a circuit and reroute calls to another center.

Global Resource Management and Emergency Back-Up

A benefit of our advanced telephony system is the ability to manage our ten call centers as one global resource pool, using each call 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 call center in the case of an emergency or power outage. Battery back-up at our call centers allows CSRs to complete calls without disconnecting members. MTM will notify BMS of any interruption in call center operations, including when we route calls to a back-up call center. If necessary, MTM has manual procedures for taking requests if we experience an outage with HIVE.

A. NEMT Provider Manual

As the current vendor for BMS' NEMT Brokerage Program, MTM has an established, and BMS-approved, NEMT Provider Manual; a copy of this manual is provided in **Appendix G**. The manual contains all policies and procedures for NEMT providers, including:

- Provider enrollment and participation requirements
- Provider file maintenance and recordkeeping requirements
- Claims adjudication process and reimbursement requirements
- Covered and non-covered services
- References to West Virginia Administrative Code and other relevant State, Federal, and local regulations
- Vehicle and driver standards and qualifications
- Inspection protocols and requirements
- Limitations and considerations of BMS services
- Complaints and appeals processes
- Accident and incident reporting procedures
- Contact names and information for Network staff and the Transportation Provider Helpdesk

We will resubmit our manual to BMS for approval at least 30 days prior to the operations start date of the new contract. MTM's Network Department reviews the manual annually, upon any operational changes, and at BMS' request; we will obtain BMS' approval of any changes before institution. We will make any BMS-requested modifications within ten business days. Each NEMT provider and MTM staff member associated with the project receives a copy of the NEMT Provider Manual during training, and a downloadable copy of the document is available on our West-Virginia website. Further, MTM is happy to email any stakeholder a copy of the manual upon request.

B. NEMT Provider and Provider Training and Education

When a new NEMT provider joins MTM's network, they complete training, as previously detailed in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *II. NEMT Providers, A. Network of NEMT Providers*. MTM facilitates provider training through the Transportation Provider Portal, detailed in ***Section 4, Subsection 4.1, Appendix 2: Implementation Specifications,*** *IV. Data Systems Requirements, E. Web-Based Inquiry System*, which provides access to track, validate, and report training activities for each provider, driver, and attendant.



Network Management Rep/Field Monitor, Milford Zeigler

MTM's Network Department trains providers and drivers according to the specific population they transport, including minors, dialysis, and behavioral/mental health members, each with their unique needs and nuances. This specialized training ensures the highest level of safety, quality, and continuity of service for members. For instance, drivers transporting dialysis patients are educated on the vital importance of getting members to their appointments on time, and on the toll dialysis takes, meaning the member may need additional assistance in boarding/alighting the vehicle during the return trip.

We supplement training via a variety of venues, including online WebEx training, in-person discussions, and manuals. In addition, we collaborate with training resources such as the American Red Cross and online programs to facilitate driver training. Upon completion of required training elements, the NEMT provider must upload proof of training to the Transportation Provider Portal for each driver. We ensure ongoing training through dedicated ETO staff, as well as Network personnel. Additionally, MTM requires NEMT providers to develop and maintain an annual Driver In-Service schedule for ongoing training.

As BMS' current NEMT vendor, every NEMT provider contracted with MTM to provide services for the NEMT Brokerage Program has received the appropriate training, and is certified to transport members per the requirements of the RFP. If BMS desires, we will host refresher training sessions for our NEMT providers in at least five locations across the state, at least 15 business days prior to the operations start date of the new contract. We will also submit our NEMT provider training plans and materials for BMS' review and approval at least 30 calendar days prior to the operations start date.

C. Member Outreach and Education Plan

Imperative to the success of any NEMT program is an effective Education, Training, and Outreach (ETO) Plan, dedicated to educating members and other stakeholders on NEMT availability and regulations. Understanding this, MTM developed a comprehensive ETO Plan for the NEMT Brokerage Program to ensure members understand available NEMT services and how to access them, as well as their rights and responsibilities.

Our current West Virginia ETO Plan, along with some materials we have created for the program, is provided in **Appendix K**. We will provide this plan for BMS' review and approval under the new contract term at least 30 calendar days prior to the operations start date.

We find having knowledgeable users reduces frustration, questions, and complaints, and assures confidence in MTM's management. The methods involved in our ETO Plan 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 NEMT 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 location.

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 being made to meet the needs stakeholders, including:

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

Working with Behavioral Health Centers in West Virginia

During our tenure in West Virginia, MTM is particularly proud of the relationships we have built with the behavior health centers across the state. When we started operating the NEMT Brokerage Program in 2014, these centers were very vocal about their place within the NEMT operation, and were not keen about the prospect of changing current processes. However, MTM identified a need to control costs related to behavior health center transports. With much effort and collaboration, we successfully implemented new policies and procedures to control the centers' spending without jeopardizing their operations or sacrificing quality of transportation for their members. We are confident during the new contract term, MTM can continue to build relationships with West Virginia's behavioral health centers, and realize more benefits for the NEMT Brokerage Program.

Written Educational Materials

As the current NEMT vendor, MTM has BMS-approved brochures, informational packets, instructional materials, and other written materials for dissemination to stakeholders, samples of which shown in **Figure 33**. We will use these materials to create 'refresher' documents to disseminate to stakeholders, including members and medical providers, 30 days prior to the start of the operations start date of the new contract, with BMS' approval. These documents will emphasize the availability of NEMT services, eligibility for these services, standing orders, medical documentation of need, and how to request and use NEMT services.



Figure 33: Written Materials. MTM has a library of written materials for the West Virginia NEMT Brokerage Program from our implementation of the program in 2014.

All educational materials developed by MTM developed in an easy-to-understand format, and written at the fifth grade reading level as verified by the Flesch-Kincaid ease of readability index, and produced in prevalent foreign languages for members who do not speak English, as required by BMS. In addition, we can develop materials in Braille and large-print to meet the needs of visually impaired and elderly members.

User-Friendly Stakeholder Website

In our experience managing NEMT programs, we have found members 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.

To deliver on this need, MTM provides BMS' NEMT stakeholders with 24/7/365 access to information regarding available services, eligibility requirements, and how to access transportation via a West Virginia-specific website. This user-friendly website enables members and other stakeholders to learn about their program, as well as receive updates about changes as they occur. **Figure 34** shows a screenshot of MTM's current West Virginia NEMT website.

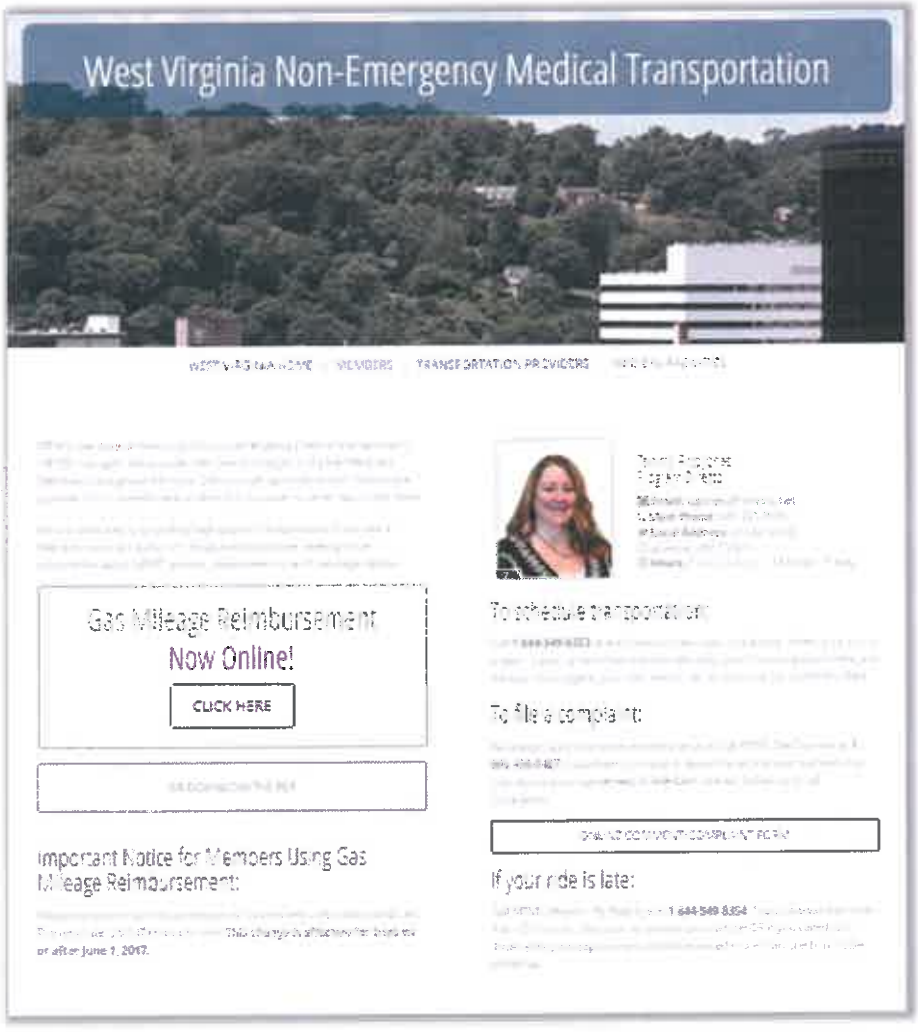


Figure 34: West Virginia Website Screenshot. The screenshot shows MTM's current West Virginia homepage.

Advisory Committees

Through our ETO Plan, MTM also established local Advisory Committees and Subcommittees specific to BMS' NEMT stakeholders, including members, healthcare providers, NEMT providers, and the community at large. Advisory Committees allow us to maintain healthy relationships with stakeholders and provide invaluable input and feedback on NEMT, its services, network adequacy, and actions required to improve and enhance the program. MTM encourages BMS to attend the meetings of each Advisory Committee, as outlined in **Figure 35**.

Advisory Committees		
Committee	**Members**	**Role of Committee**
Provider Advisory Committee	NEMT providers	• Advise MTM on issues that affect NEMT providers • Review NEMT provider polices and policy changes which affect them • Discuss program concerns
Regional Advisory Committee	Members, healthcare providers, human services agency representatives, NEMT providers, advocacy organization representatives, behavioral health centers, FQHCs, BCF representatives, DOTs, and BMS	• Assist MTM in addressing concerns from each group of individual stakeholders • Identify areas of potential services issues and gaps • Guide changes and improvements to implementation activities

Figure 35: Advisory Committees. MTM has two Advisory Committees for stakeholders to deliver input on the NEMT program. Members of these committees serve for one year.

The Regional Advisory Committee is key in identifying member concerns and issues regarding NEMT service delivery. Under the new contract term, we will work with BMS and key medical facilities to identify members interested in becoming part of this committee. In addition, we will solicit interested individuals within the refresher educational materials we send to members prior to the operation start date.

Outside of the formal Advisory Committee and subcommittees, we welcome input from members, BMS, and other stakeholders at any time. With our convenient online complaint and comment site, detailed in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications, XIV. Complaint Policies and Procedures***, stakeholders can provide input quickly and easily.

D. Non-Compliant Member Education

In any NEMT program, non-compliant members are an unavoidable issue. Therefore, it is important for the broker to have procedures in place to handle such situations. MTM has established polices for handling no-shows, lateness, and other abusive behavior, for which we have received BMS' approval. These policies address members who consistently fail to use arranged NEMT services without cancelling with MTM; demonstrate abusive behavior or misconduct towards NEMT providers, other members, or MTM staff; habitually violate the advance notice policy; and are habitually late.

Handling No Shows

No-shows create additional financial burden on NEMT services and limit the resources available to members who adhere to program rules. NEMT providers are to wait at least five minutes after the scheduled pick-up time before issuing a no-show notification to MTM. When a NEMT provider reports a no-show, an MTM dispatcher documents the circumstance in HIVE.

With the prospective implementation of Reveal, dispatchers can validate no shows in real time by pulling up a street view of the vehicle's location at that time. The dispatcher can then advise the driver if s/he is in the incorrect location, or at the incorrect area (i.e. at the front of the building when the pick-up is set to occur at the back entrance). If the dispatcher verifies the no show is valid, s/he flags the trip as a no show, which automatically initiates the disciplinary process.

Handling Aggressive Member Behavior

MTM does not tolerate aggressive or threatening behavior. If a member exhibits verbal or physical aggression en route, the NEMT provider is instructed stop the vehicle, stabilize the situation, and contact the Transportation Provider Helpdesk and/or authorities, depending on the severity of the situation. If appropriate, MTM may dispatch another NEMT provider to complete the transport for the member and/or other passengers in the vehicle.

Disciplining Non-Compliant Members

Disciplinary actions include:

- Counseling or verbal warning
- Written warning, including door hangers left on the member's door during a no-show
- Requirement for the member to confirm all trips
- Reduction of services to mileage reimbursement only
- Temporary suspension of services

When a member demonstrates non-compliant behavior, we send out a series of two educational letters informing him/her of the seriousness of their actions. If the member has three no-shows in one month, or continues aggressive behavior, we impose a 30 day suspension of NEMT services. If the behavior continues, we reduce the member's NEMT services to mileage reimbursement only. Prior to reducing or revoking services, MTM will seek BMS' approval based on specific reasoning and documentation. We keep detailed records regarding disciplinary actions, which BMS may request and/or view in our reporting package.

XIII. Operations Procedures Manual

As BMS' current NEMT vendor, MTM already has a West Virginia-specific Operations Procedures Manual detailing the procedures we use in scheduling and delivery NEMT services to BMS' members. MTM will amend the manual as necessary to meet new requirements. Our Operations team and key personnel will coordinate with BMS to ensure the content for each policy and procedure is accurate, complete, and current. We will submit a copy of our Operations Procedures Manual for the new contract term at least 30 calendar days prior to the operations start date, and will modify the manual within 10 business days to accommodate any modification requested by BMS.

MTM incorporates our West Virginia Operations Procedures Manual into all training for new employees serving the NEMT Brokerage Program, and reviews the manual on an annual basis to ensure its relevance.

XIV. Complaint Policies and Procedures

To ensure all stakeholders have a path of recourse, MTM has a fair process for receipt, research, communication, and education to resolve complaints from all stakeholders, including:

- Members
- NEMT providers
- Medical providers and facilities
- Social workers/case managers
- BMS

Complaint Resolution Process



We abide by our BMS-approved Complaint Policies and Procedures Manual, which we will provide to BMS for approval under the new contract term at least 30 calendar days prior to the operations start date. Our Quality and Compliance Department reviews our complaint policies and procedures every six months. Project Manager Tammy Pritt-Jones will notify BMS if any amendment to a policy/procedure is necessary. Once BMS approves the amendment, MTM will publish and distribute an amendment manual to relevant stakeholders within 30 calendar days.

A. Member Complaint Resolution and Appeal Process

If a member, medical provider, NEMT provider, BMS, 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, as shown in **Figure 36**. Through this feature, stakeholders may also submit compliments, or leave comments regarding MTM's service. A Compliance Coordinator receives complaints collected via the website.

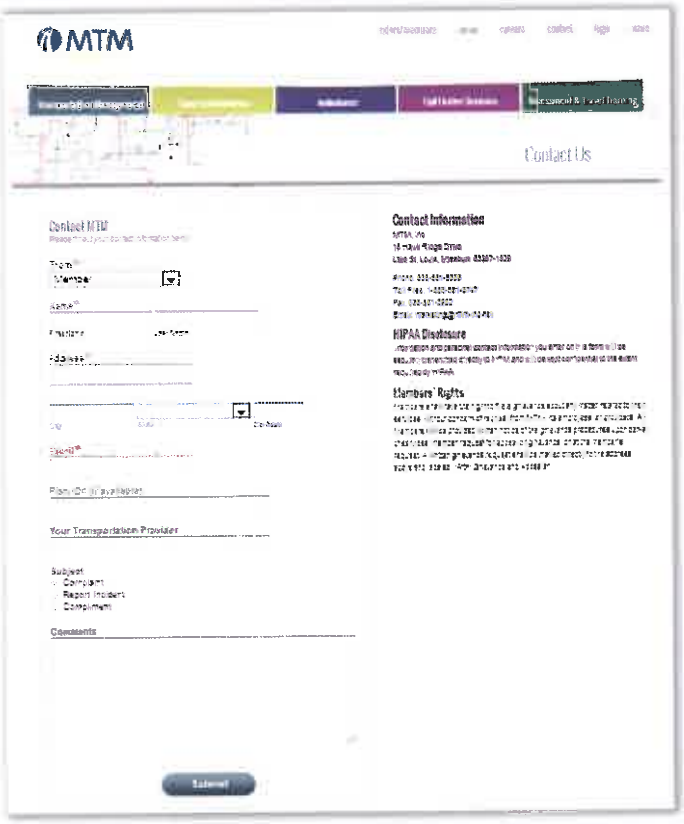


Figure 36: Online Complaint Form. Members can report complaints, or compliments, via MTM's website.

The Compliance Coordinators documents the complaint in writing, with all circumstances surrounding a complaint; date stamp the item; assign the complaint a unique tracking number and a high, medium, or low priority; and inform the complainant that the complaint was received within one business day.

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 to ensure accuracy. The Compliance Coordinator 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 Compliance Coordinator closes the complaint.

Reveal, if approved by BMS, will enhance our ability to investigate and resolve complaints. If a member 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 provider used, and confirm details such as speed. If the member claims that the provider was a no-show for the trip, we can confirm whether or not the provider was actually at the correct location, correct entrance, and the time they arrived and departed. We will also be able determine if the 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.

MTM understands BMS has final approval on member complaint resolution. As necessary, we will provide pertinent complaint information to BMS, including:

- Documentation or testimony from the Project Manager or other medical / expert consultant(s) familiar with and able to testify to the case
- Records and documentation regarding a denial of a NEMT service
- Comprehensive documentation specific to the case

If BMS overturns a denial made by MTM and authorizes NEMT services, MTM will notify the member and NEMT provider of the appeal decision, approve the requested NEMT services, and reimburse the NEMT provider.

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.

Complaint Prevention

Although we have a process for complaint resolution, MTM proactively reduces complaints by monitoring repeat NEMT provider and member behaviors, before these behaviors result in complaints. Our Care Management Department creates a biweekly report with the following information:

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

Depending on the behavior, Care Management takes action to educate the necessary individual(s) to ensure 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.

As evidence of the success of our complaint reduction efforts, **Figure 37** depicts the number of complaints MTM received company-wide for 2014 to 2016 in relation to the number of trip legs provided. As shown, while trip volume increased, our complaint percentage decreased. This is a result of company-wide effort to reduce complaints by collaborating to address challenge areas.

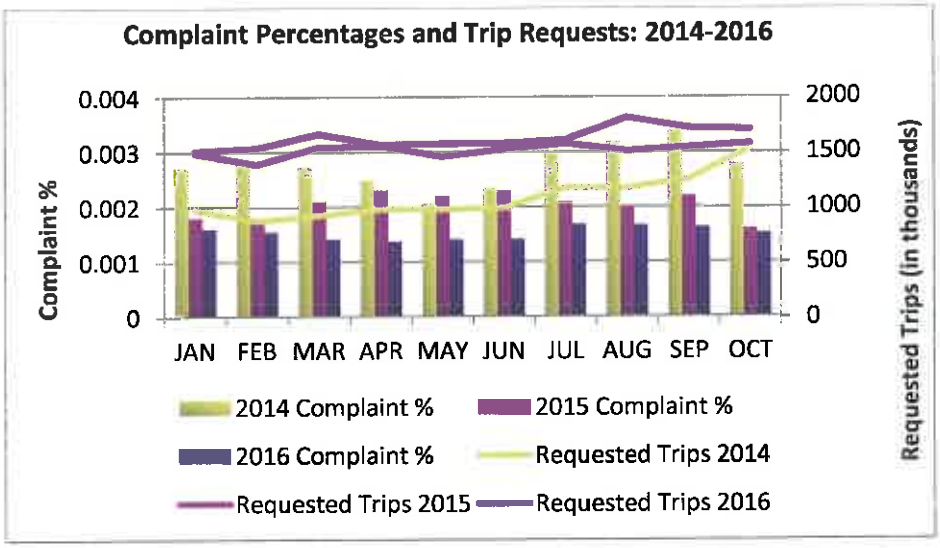


Figure 37: Complaint Percentages. MTM proactively reduces complaints by monitoring problematic NEMT provider and member behavior.

B. NEMT Provider Complaint Resolution and Grievance Process

The process for reviewing complaints and grievances submitted by NEMT providers is the same as complaints made by members and medical providers, as outlined in ***A. Member Complaint Resolution and Appeal Process*** of this section. We assign a unique tracking number to each complaint or grievance received from a NEMT provider, and allow providers 15 calendar days to request a review of MTM's and/or BMS' decision. If a provider fails to request a review within 15 calendar days, MTM waives the NEMT provider's right to request a review.

XV. Contract Close-Out and Turnover Procedures

A. Turnover Plan

In the event of contract expiration, non-renewal, termination, or cancellation, MTM will provide assistance for an orderly and controlled turnover to BMS and its new broker. Within 14 days after notice of award, we will provide BMS with a detailed Turnover Plan for approval. Our Turnover Plan will allow us to remain conscientious of the new broker, minimize service disruption, and provide smooth program turnover on the final date of service. Our Turnover Plan will address:

- Proposed approach to turnover
- Schedule and milestones for turnover
- Training
- Tasks and subtasks for turnover
- Operational resource requirements
- Electronic transfer of data, documentation, files, manuals, materials, and other records related to the NEMT Brokerage Program

B. Turnover Notification and Turnover Period

MTM understands BMS will give us written notification of the need for turnover at least 90 calendar days prior to the termination date of the contract. We will begin turnover duties on the date specified in BMS' notice, and meet all obligations as required by BMS, even beyond the termination date of the contract.

C. Specific Close-Out Requirements

MTM will continue delivering our contractual duties and handling requests for NEMT services up to 11:59 p.m. ET on the termination date, including:

- Screening, authorization, scheduling, and providing NEMT services
- Submitting all utilization data to BMS
- Generation and sending all required notices to providers and members
- Conducting validation checks
- Submitting and correcting, as necessary, all reports

D. Agency Access

BMS has full remote access to all records kept under this contract via independent web-based portal, and full access during regular business hours to any information stored at our local office. This access will continue during the Turnover Period.

E. Specific Turnover Requirements

To assist with a smooth transition, MTM will provide the following information to BMS, upon request:

- The number, review status, and completion date of all scheduled, authorized, or provided transportation up to and including 11:59 p.m. ET on the termination date not transmitted to BMS for processing
- The number, review status, and completion date of all scheduled, authorized, or provided transportation up to and including 11:59 p.m. ET on the termination date returned to MTM as unprocessed with an error code
- Information on any pending deliverables as of 11:59 p.m. ET on the termination date including:
    - Any outstanding reports
    - Status of any unresolved complaints or grievances
    - Status of any scheduled or in-process BMS hearings

F. Vendor Response to Questions

MTM will cooperate fully with BMS and its new broker throughout the turnover period, answering questions in writing within five business days of receipt.

G. Turnover Meetings

We will send two proficient, knowledgeable representatives to all meetings related to turnover to aid BMS and its new contractor in the transition process.

Appendix 2: Implementation Specifications

MTM clearly understands the overall engagement and services to be provided, and we will meet or exceed all deliverables and components of Appendix 2, Implementation Specifications. The following pages detail our proposed methods for meeting these components.

I. Implementation Work Plan

To demonstrate our ability to seamlessly continue operation, we provided an Implementation Work Plan in **Appendix A.** This plan includes all additions and updates to operations, and details the activities, milestones, responsible parties, and timeframes necessary to implement the new contract, and meets all RFP requirements. MTM will provide a final Implementation Work Plan to BMS, both electronically and in hard copy, no later than 14 days after contract award.

A. Work Plan Tasks

As the current vendor, MTM can forego a number of implementation activities:

- **Acquire office space, furniture, and telephone equipment:** MTM has an established call center and office in Charleston, with space to accommodate new employees if needed
- **Hire and train staff:** MTM employs trained, knowledgeable staff dedicated to BMS' program, currently serving BMS' members in West Virginia with ease
- **Recruit, credential, and train a network of NEMT providers:** We maintain a trained, credentialed, contracted network of over 60 NEMT providers throughout the state
- **Inspect vehicles:** All vehicles serving BMS' members have up-to-date inspections proving their compliance with contract requirements
- **Credential drivers:** All drivers serving the NEMT Brokerage Program are fully licensed and credentialed in accordance with BMS' standards
- **Test operational readiness and systems:** MTM currently uses our systems and processes to manage this program, proving our readiness to continue operations
- **Install scheduling, reservations, and dispatch systems:** MTM's HIVE Technology Suite is fully implemented and operational in West Virginia
- **Educate stakeholders:** All program stakeholders, understand MTM's policies and procedures related to the NEMT program; know how to arrange NEMT services through MTM; and have working relationships with MTM to facilitate processes
- **Develop deliverables:** MTM has all necessary reports, procedures, manuals, plans, and programs in place to serve the existing contract, which we can easily amend as necessary to meet new requirements

As such, we will use the implementation period to focus on updates and enhancements to the program such as the implementing Reveal software.

II. Quality Assurance Plan



CSR Diarra Harris and CSC Supervisor Cheryl Woods

In all areas of our business, MTM's goal is to exceed average performance standards and continue to build on our reputation as the industry leader in quality NEMT management. Our Quality Assurance Plan, in **Appendix I**, details the methods MTM uses to ensure our operations are of the highest quality, including strict policies for authorizing NEMT services; verifying that trips actually occurred; reducing fraud and abuse; resolving complaints and appeals; monitoring NEMT providers; and reviewing call center operations. Aside from these procedures, we use performance metrics and thresholds to evaluate compliance with MTM's standards and BMS' protocols.

MTM will submit our Quality Assurance Plan for BMS' review and approval under the new contract term at least 30 days prior to the operations start date. Throughout the contract term, we agree to indemnify BMS against any causes or claims of payment brought by NEMT providers or members.

URAC Accreditation Shows Quality Commitment

As a demonstration of our commitment to ensuring high quality service, MTM was one of the first companies in the NEMT industry to pursue and receive Utilization Review Accreditation Committee (URAC) Core Standard accreditation. For those companies with such industry standard quality accreditations, CMS bestows greater confidence and requires less oversight from state Medicaid agencies like BMS. Our URAC accreditation ensures BMS that MTM meets established national standards and promotes quality improvement in the following areas:

- Organizational structure
- Regulatory compliance
- Oversight of delegated functions
- Information management
- Staff qualifications
- Policies and procedures
- Inter-departmental coordination
- Business relationships
- Quality improvement/management
- Staff management

MTM's proactive and continued URAC accreditation means BMS can be confident of our ongoing commitment to quality and ability to perform successfully as its broker. We understand the impact transportation has on healthcare outcomes, which is why we are dedicated to providing the highest quality services in the NEMT industry.

III. Operational Readiness Review

MTM will be prepared for BMS to conduct an operational readiness review approximately two weeks prior to the operations start date. Since BMS has already approved our systems and manuals, the updating process will be simple and require fewer resources from BMS staff to perform the readiness review.

A. Readiness Review Deliverables

MTM will submit the following deliverables at least 30 calendar days prior to the operational readiness review for BMS' review and approval:

- Data systems
- Information systems screen prints and logic
- Brokerage process, including authorization, scheduling, dispatch, coordination, management, generation of denial letters, and reimbursement process
- NEMT Provider Network and Geographic Coverage Report
- Proof of NEMT provider network sufficiency
- Adverse Weather Plan
- Post-Transportation Authorization of NEMT Services Policy
- NEMT Service denial criteria and service denial letter
- Validation Policy
- Vehicle Inspection Plan
- Proof of compliance with vehicle and driver requirements
- NEMT Provider Monitoring Plan
- Final NEMT Provider Manual
- NEMT Provider and Provider Training and Education Plan
- Final Member Outreach and Education Plan
- Verification that education of Medicaid members, NEMT providers, providers, and other agencies occurred
- Operations Procedures Manual
- Final Complaint Policies and Procedures Manual
- Quality Assurance Plan
- Business Continuity Plan and Disaster Recovery Plan
- Reporting capabilities, including the ability to produce BMS-specific reports

As the incumbent, MTM already has these deliverables customized to the West Virginia NEMT Brokerage Program.

B. Call Center Readiness Requirements

As mentioned above, MTM has an established call center serving BMS' members in West Virginia. We demonstrate compliance with all of the following contract requirements:

Data collection

- Method for recovering member information and displaying information on screens used by call center staff
- Method by which call center screens display BMS-issued overrides and/or special instructions
- Ability to determine member eligibility
- Ability to produce denial letters to members, NEMT providers, and medical providers, as appropriate
- Functionality of web-based inquiry system for NEMT providers
- Quality control procedures and edits
- Reporting capabilities, including the ability to produce BMS-specific reports
- Appropriately trained staff
- Sufficient staff to meet timeliness and telephone system requirements



CSRs Scott Murphy and Ashlee Roy

C. Remediation & Start-Up

Although we do not foresee any issues, MTM will make any corrections requested or required by BMS prior to operations start date, and will submit documentation verifying correction as necessary. Should BMS re-award the contract to MTM, we will never stop taking calls for NEMT requests.

IV. Data Systems Requirements

MTM's technology offering consists of three primary componenets, as shown in **Figure 38**:

- **HIVE Technology Suite (HIVE)** - This proprietary system guides our management model, and is already programmed with BMS-specific protocols and policies, and automates virtually all of our processes.
- **Genesys (formerly branded as Interactive Intelligence)** - Genesys, our call center management software provides ACD, call routing and queuing, and recording and monitoring tools.
- **Reveal** – Upon approval from BMS, MTM seeks to round out our technology arsenal with Reveal routing, scheduling, and dispatching software to improve scheduling and provide GPS data for tracking and monitoring.

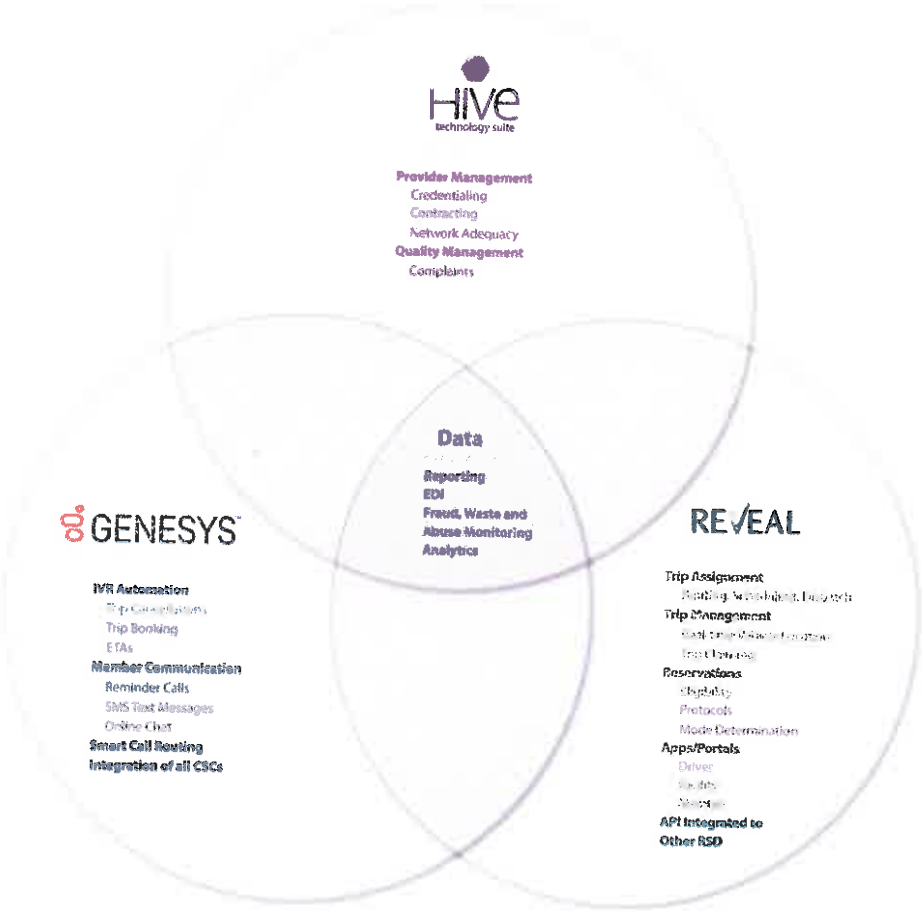


Figure 38: MTM's Technology Components. MTM's technology for BMS includes MTM's proprietary HIVE Technology Suite, Genesys, and Reveal.

HIVE Technology Suite

Since submitting our proposal to manage BMS' NEMT Brokerage Program in 2014, MTM has rebranded our NET Management System as HIVE Technology Suite (HIVE) to more adequately convey the numerous interfaces encompassed by the database. Despite the name change, the capabilities of HIVE remain the same, with some enhancements.

HIVE is MTM's proprietary state-of-the-art, web-based data system, capable of processing thousands of trip requests daily. HIVE is ever-evolving, developed through repeated enhancements to our previous software, including features such as improved web and smartphone capabilities, integration with RSD technologies, improved screen logic to streamline call intake, better accuracy in claims and encounters, and enhanced reporting.

Built specifically for MTM's successful NEMT management model and combined with commercially available software, HIVE is an integrated suite of the most comprehensive, reliable software available in the industry. With this suite, MTM is able to seamlessly blend unique NEMT requirements with standard technological software to create a best-in-class system that automates virtually every aspect of transportation management. HIVE collects and stores required data elements during and after the trip request process for utilization tracking, and provides reports detailing these data elements. It also supports and tracks daily operational functions, including service authorizations and denials, trip scheduling, mileage calculation, and other information. In short, it allows MTM to successfully manage the day-to-day operations of NEMT programs for the delivery of cost-efficient, appropriate services.

Our more than 22 years of experience managing NEMT services informed HIVE's programming, and continues to dictate changes made to the software. We designed the HIVE to be completely customizable to each client's protocols and contract requirements. The configurable system automates call intake and scheduling, provides secure information exchange of member 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 39** outlines the specific services and functions HIVE accommodates.

HIVE Technology Suite Capabilities	
Function	**Description**
Provides Web Portals	Provides web portals for BMS, NEMT providers, medical providers, and members providing a range of services and data based on the user's access rights
Accommodates Call Intake Processes	Facilitates call intake, automatically loading member information when the CSR enters member's name or ID number
Manages the Level of Need (LON) Assessment	Initiates the LON assessment for new members, analyzes the data returned, determines the most appropriate mode of transportation, and manages renewals prior to expiration
Manages NEMT Requests	Manages trip scheduling, including verifying eligibility; determining the most appropriate mode of transportation; grouping rides for maximum utilization in accordance with timeliness standards; and ensuring the trip is to a covered service with the closest enrolled provider
Selects a NEMT Provider	Connects with RSD technology to route trips and select the most appropriate NEMT provider using an algorithm based upon the trip details and cost, as well as the provider's availability, quality ranking, and location

HIVE Technology Suite Capabilities	
Function	**Description**
Notifies Providers of Assigned Trips	Uploads trip assignments to the Transportation Provider Portal, where the provider can easily download its manifest
Reimburses Members	Verifies the member meets criteria for GMR and/or ancillary service reimbursement, and determines the amount that should be applied to their debit card
Detects Fraud and Abuse	Applies proprietary data mining algorithms to detect fraud and abuse by filtering all trip data on a nightly basis for fraudulent trends and comparing it to data obtained through other sources, including analysis of driver and vehicle utilization, attendance verification with medical providers, on-street observations, member-supplied information, and quality assurance audits
Creates Reports	Develops reports in approved format, delivers them via SFTP, and accommodates generation of hard copies of data for each authorized trip
Develops Encounter Files	Captures, stores, and creates compliant encounter files; electronically transmits the files in accordance with regulations; and ensures the encounters reflect actual services with a 98% pass rate
Facilitates Member Communication	Creates letters customized for members for denied services or educational purposes
Stores Member and Trip information	Stores information linked to specific members and trips, including special needs, approved modes of transportation, denials, cancelled and rerouted trips, and other information; generates and posts daily member changes
Interfaces with BMS	Exchanges information and data files with BMS in secure electronic format
Receives and Stores Member Extract Files	Interfaces with BMS 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 member extract files
Captures NEMT Data	Captures and retains data, to develop required reporting packages, ad hoc data, and other files requested by BMS
Pays NEMT Providers	Reconciles trip data, authorizes reimbursement, and develops an appropriate check. Reviews available providers to ensure only credentialed providers/drivers are considered. Compares provider service area to requested pick-up location to determine the most appropriate provider based on cost and location
Connects to Telephony System	Connects to the Cisco and Genesys phone system to record all phone calls and document call data

Figure 39: HIVE Capabilities. MTM's proprietary software automates several aspects of NEMT service.

Reveal

MTM recently formed a strategic partnership with Reveal Management Services, Inc. (Reveal) which will integrate with HIVE to deliver routing, scheduling, and dispatching capabilities. Through Reveal, MTM offers mobile trip management for NEMT providers through a mobile app; desktop tools for NEMT providers to route and dispatch trips to their internal fleets; and a smartphone app for members to track drivers' location. The table in **Figure 40** outlines the key capabilities of Reveal. Additionally, in **Appendix E**, we have a provided a letter of support for Reveal from one of our current NEMT providers using the technology in Florida.

Reveal Capabilities	
Function	**Description**
Routing and Scheduling	Automated smart trip routing and driver assignment based on location, capacity, level of service, cost, and preferred provider. Improved capacity planning to reduce vendor no shows and turnbacks
Automated Multi-loading	Multi-loads trips according to program parameters
Driver Mobile Application	Provides smartphone application for Android and iOS users that includes manifest information, navigation with live traffic updates, and signature capture capabilities
Member Smartphone Application	Members can download a smartphone application for Android and iOS that allows individuals to view driver locations and estimated times of arrival. Future development will also allow trip scheduling and cancellation through the mobile app.
Vehicle Visibility	Medical facility staff, members, and BMS can view driver location, history, and real-time ETAs via the mobile application or online portal
Automatic Trip Download	Trips are automatically pushed to providers, without the need to go to a separate site to download manifests
GPS Tracking and Time Stamping	Mobile technology captures GPS data and time stamps for each pick-up and drop-off which may be viewed in real time, or as historical data
Imminent Arrival Alerts	Uses GPS data to trigger an automatic call or SMS text to members when the vehicle is nearing the pick-up location
Analytics	Provides extensive reporting and the ability to trend data for network adequacy, on time performance, etc.
Late Trip Alerts	Projects late trips and creates actionable alerts for dispatchers to correct proactively.

Figure 40: Reveal Capabilities. Reveal offers MTM and NEMT providers tools to improve efficiency, improve on-time performance, and enhance monitoring of service.

Reveal Benefits for BMS

MTM carefully partnered with Reveal for enhanced transportation management technology across our book of business, and the West Virginia NEMT Brokerage Program will benefit from our partnership. **Figure 41** gives an overview of the benefits of the Reveal system.

Reveal Benefits		
MTM/BMS	**Providers**	**Members/Facilities**
✓ Improved data quality ✓ Real-time tracking of all vehicles and routes to monitor timeliness and provide accurate ETAs ✓ Ability to address late trips, no-show reports, and complaints through transparent oversight with verifiable data ✓ Ability to facilitate real-time, electronic interaction, reducing phone calls regarding trip additions, cancellations, no-show notification, etc. ✓ Dashboard displaying real-time network performance ✓ Enhanced ability to group and multi-load long distance trips ✓ Visibility into provider location and vehicle availability to streamline short notice trip, stranded members, or late ride scheduling	✓ Ability to optimize routes and productivity resulting in greater efficiency and return on investment ✓ Allows providers to hold drivers accountable to schedules ✓ Allows providers to manage non-MTM revenue sources through the same software for overall fleet management and oversight ✓ Simplifies billing and claims through automated trip validation; once a trip is rendered and passes system tests for validity, automatic payment may be made with no billing interaction required	✓ Ability to confirm and/or cancel trips and track vehicle locations and ETAs via the Reveal web and smartphone applications ✓ Ability to receive automated alerts when the vehicle is on its way ✓ Future capability to book trips through the smartphone application

Figure 41: Reveal Benefits. Reveal offers unique benefits to key stakeholder groups.

As demonstrated above, Reveal offers significant benefits to all stakeholders. That said, MTM understands technology such as Reveal only works with the support and acceptance of local NEMT providers. What makes our offering unique is that we offer valuable tools for providers to help improve their businesses, which will in turn help us achieve high adoption rates.

As we researched potential technology partners, we interviewed providers regarding their needs and concerns, and ultimately selected Reveal based on this feedback. Using Reveal, MTM is able to collect extensive data, but providers will still have control of their own drivers and routes, and can adjust schedules to meet their needs. Our goal is to roll out Reveal software to 25% of our subcontracted NEMT providers within the first year of the new contract, focusing on providers with the highest trip volume. We will proceed with roll out into the option years, and/or as directed by BMS.

A. Eligibility Verification

Each week MTM uploads the Member and Provider Extract Files into HIVE within two business days of receipt. MTM verifies eligibility changes between extract files through the Automated Voice Response System (AVRS) using the West Virginia Medicaid Management Information System (MMIS).

B. Data Capture

As noted in the table, HIVE captures and retains all data used to administer the NEMT Brokerage Program. The data is sufficient to meet contract requirements and provide meaningful reporting to BMS.

In addition to accepting BMS' eligibility file, HIVE can also accept manually entered eligibility data, such as member name and ID number, which it reconciles against the Member and Provider Extract File to ensure data integrity.

C. Encounter Data

MTM submits encounter data to BMS on a monthly basis, by the 15th of each month, including:

- Member Medicaid ID number
- Date of service
- Cost of service
- Member name
- NEMT service type
- Number of units provided

Our encounter submission includes a monthly aggregate file and a summary report for reconciliation. We pull any paid claims for the prior month, ensure records have not been previously submitted and/or accepted, create x12 837 encounter files, and submit via SFTP transmissions. While acceptance rates vary, MTM typically maintains between 95-98% acceptances rates. We review response files timely upon receipt, and our analysts work both with the operation staff to correct data issues and to adjust encounter code in order to correct errors. Resubmissions typically occur within 60 days of notification of rejection.

MTM has an Electronic Data Interchange (EDI) team in place to ensure all encounter data is accurate and complete for all covered services. For data exchange, we use Dell PowerEdge R710, running Windows Server 2009 and the WS_FTP suite of secure file transfers. This supports SFTP, file transfer protocol secure (FTPS), and other secure file transmission protocols. The server provides 128-bit secure socket layer (SSL) encryption, which MTM can easily upgrade to 256-bit SSL if required.

MTM works with an EDI tool called Actian Data Integrator v.10 specifically built to handle and validate EDI formats. Actian Data Integrator allows us to manage multiple plans and group them together with finer grain formatting, which significantly cuts down on rejected records. Actian software has alerts and email notifications so MTM can automate the formatting, enabling us to detect issues immediately and proactively fix them, along with context-specific formatting to avoid trial and error testing and ensure all data is a comprehensive, accurate depiction of the processed claim content.

We also have many safeguards built into HIVE to ensure data submitted is accurate, complete, truthful, and all encounters are for covered services for eligible members. As with all of our operations, MTM's encounter transactions always comply with HIPAA rules and regulations.

D. Audit

BMS, federal personnel, or appropriate designee(s) will have access to MTM's systems, equipment, communication software, source code, and facilities to conduct audits and inspections. During any audits, MTM will provide access to data, systems, and documentation required by auditors and inspectors.

As stated previously, MTM uses GIS-mapping and interfaces with Google Maps to calculate reliable mileage. We stand by the accuracy of each mileage calculation, and will represent such in audit or legal proceeding as required by BMS.

E. Web-Based Inquiry System

In addition to being able to schedule trips by calling MTM, medical providers and facilities can schedule transportation via MTM's Service Management Portal (SMP) that links directly to HIVE. The SMP is a portal customized to allow medical providers/facilities to arrange trips independently at any time of the day, in lieu of calling MTM, and access program data. In addition to setting trips, medical providers/facilities can also review upcoming trips, and even cancel trips online. In accordance with HIPAA regulations, medical providers/facilities are only able to view trips for their patients.

To use the system, each user receives a unique login ID which authorizes them for SMP. 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. **Figures 42** through **45** provide screenshots facilities see when scheduling trips online through SMP.

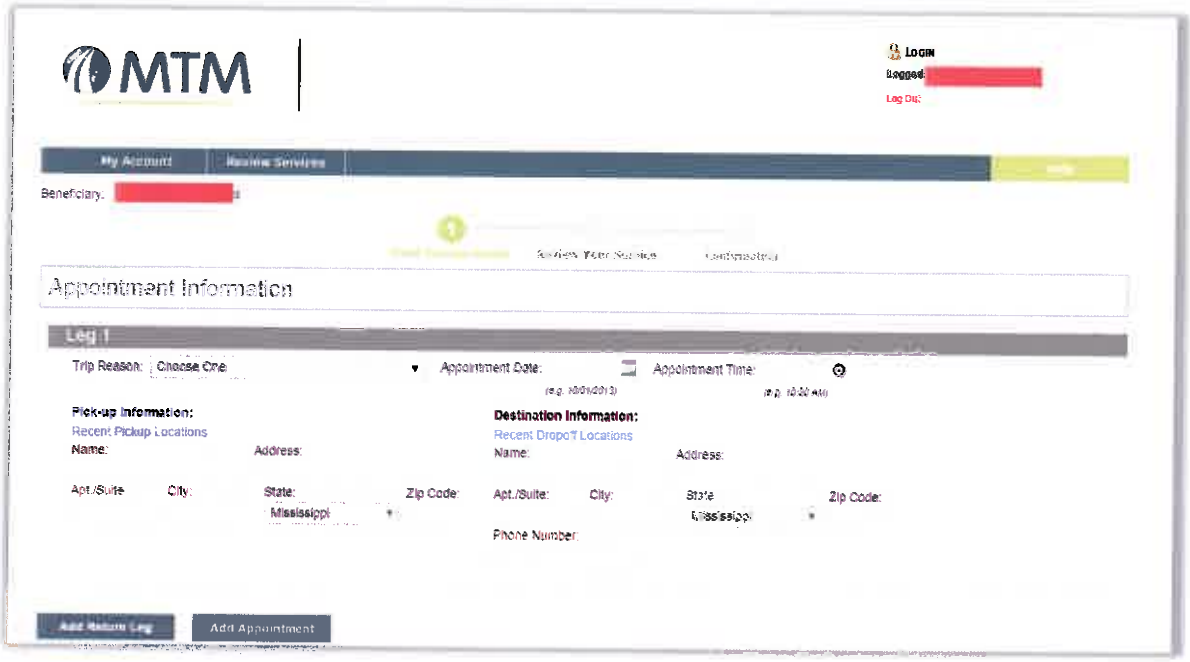


Figure 42: Trip Scheduling. Intuitive screens lead the user through the trip scheduling process.

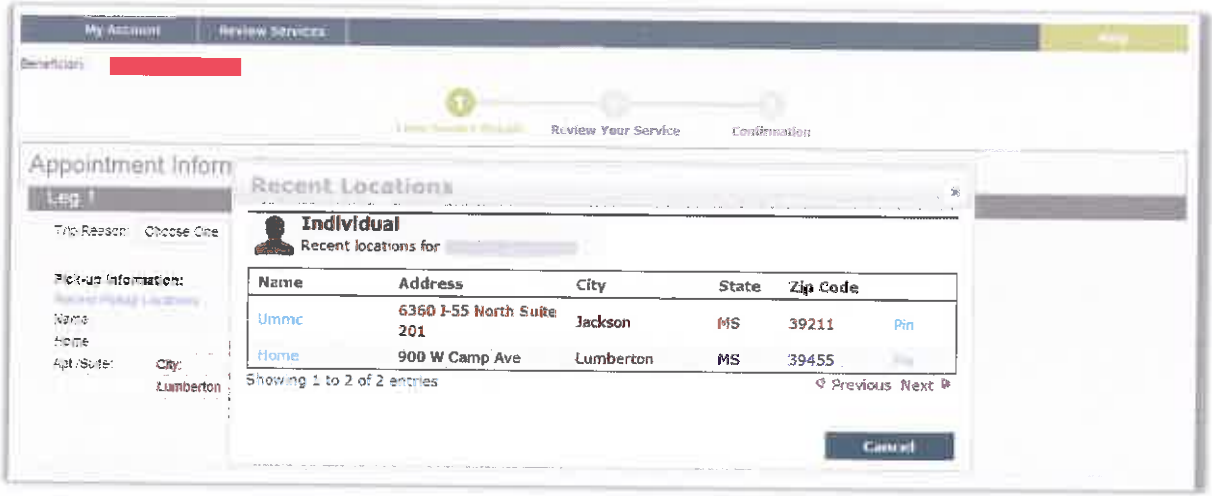


Figure 43: Trip Scheduling. As with our Service Intake Interface, SMP stores recent pickup and destination locations, offering drop-down options during subsequent requests for convenience of use.

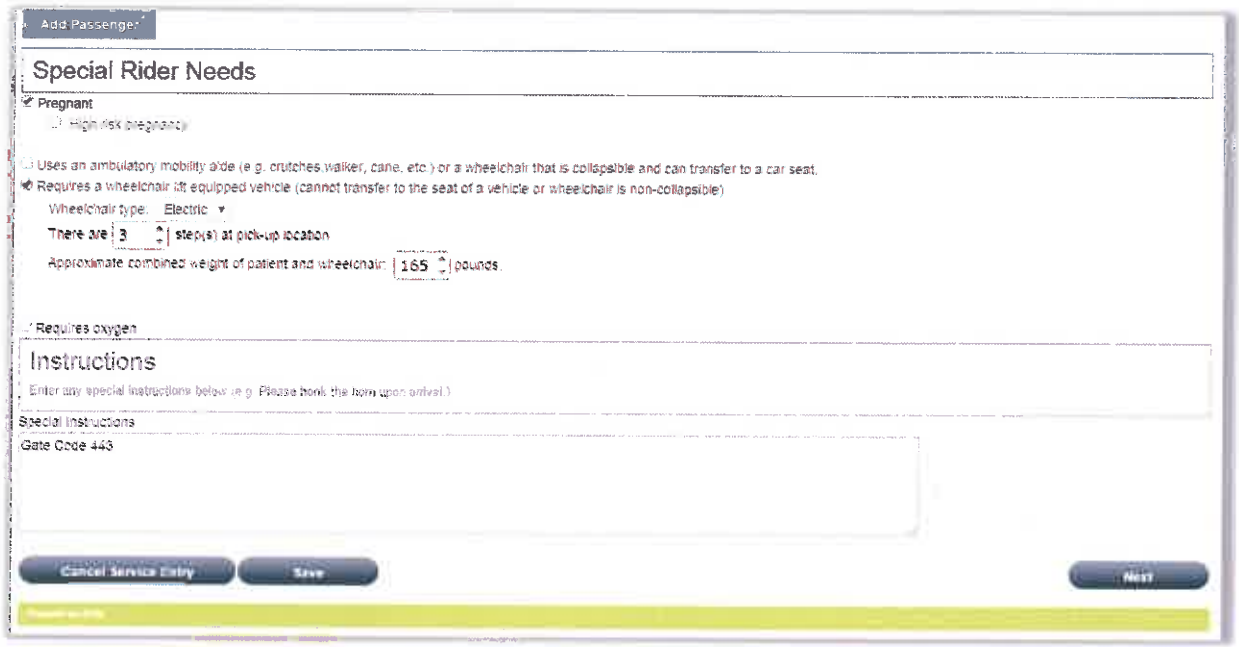


Figure 44: Trip Scheduling. Users can enter special transportation needs for the member.

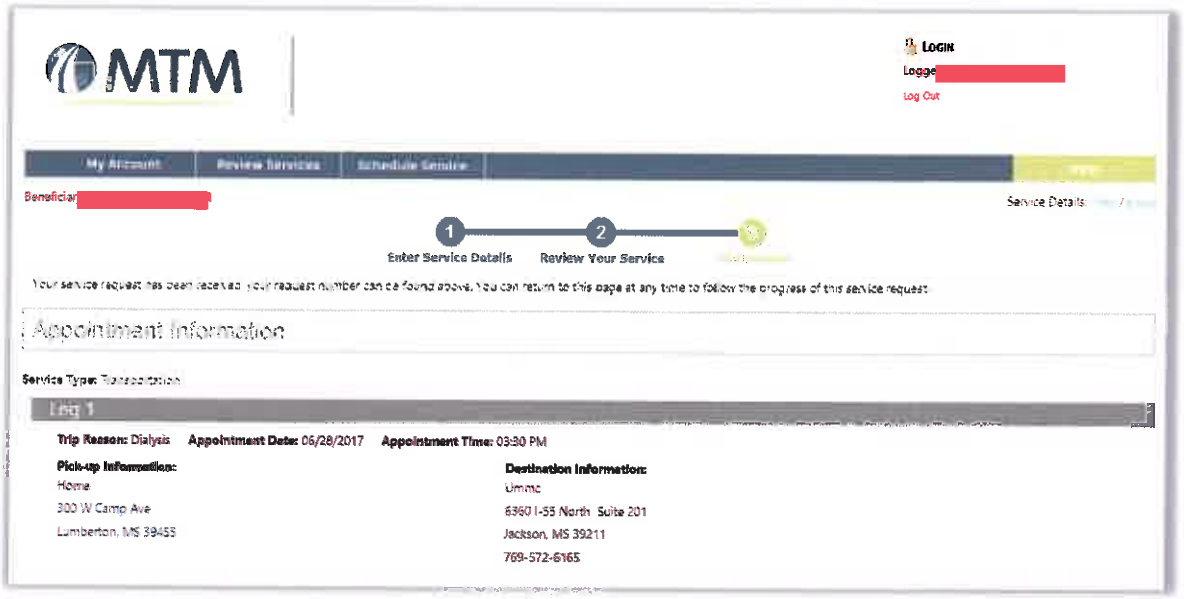


Figure 45: Trip Scheduling. A confirmation screen displays trip details and confirms trip reservation receipt.

Transportation Provider Portal

All NEMT providers within MTM's networks have access to our convenient Transportation Provider Portal, which serves as an intuitive, web-based inquiry system. The portal gives providers the online ability to:

- Manage credentials
- Electronically view and download assigned trips through a customized download format
- Update, accept, and decline trips
- Mark trips as no-shows
- View report card data
- Update service parameters (hours of operation, service areas, available vehicles, etc.) and business information (contact information, disadvantaged business certifications, etc.)
- Submit claims and enter pick-up and drop-off information, vehicle/driver details

Using the portal, providers may view and/or download standard and customized reports in Microsoft Excel format, by date range, vehicle type, and other criteria. In accordance with HIPAA regulations, the data available to NEMT providers is restricted to that required to perform the services assigned.

NEMT providers can also claim trips through the portal. They can manually enter the required information, such as pick-up and drop-off times, vehicle identification numbers, and driver license data, or upload the data in Microsoft Excel format. In both cases, the portal provides immediate feedback on the validity of information.

Further, the portal facilitates quick and convenient credentialing for providers. NEMT providers upload credentialing data and digital images of required documentation. The portal supports industry standard file and image formats including, but not limited to, Microsoft Word, Microsoft Excel, Adobe PDF, JPEG, and GIF. The portal immediately notifies MTM staff by email once a provider submits a credential, so we may review and approve it in a timely fashion. As soon as we approve the credential, providers can view the results online. If MTM does not approve a credential, the portal sends the NEMT provider detailed information and instruction on the next steps online to assist the provider in completing the process.

To avoid non-compliance, the portal notifies NEMT providers of any credential set to expire. The portal sends multiple notices of increasing severity as the expiration date approaches. Each time the NEMT provider logs into the portal, they receive notification of all outstanding actions with due dates for completion. **Figure 46** illustrates how the portal presents information to NEMT providers.

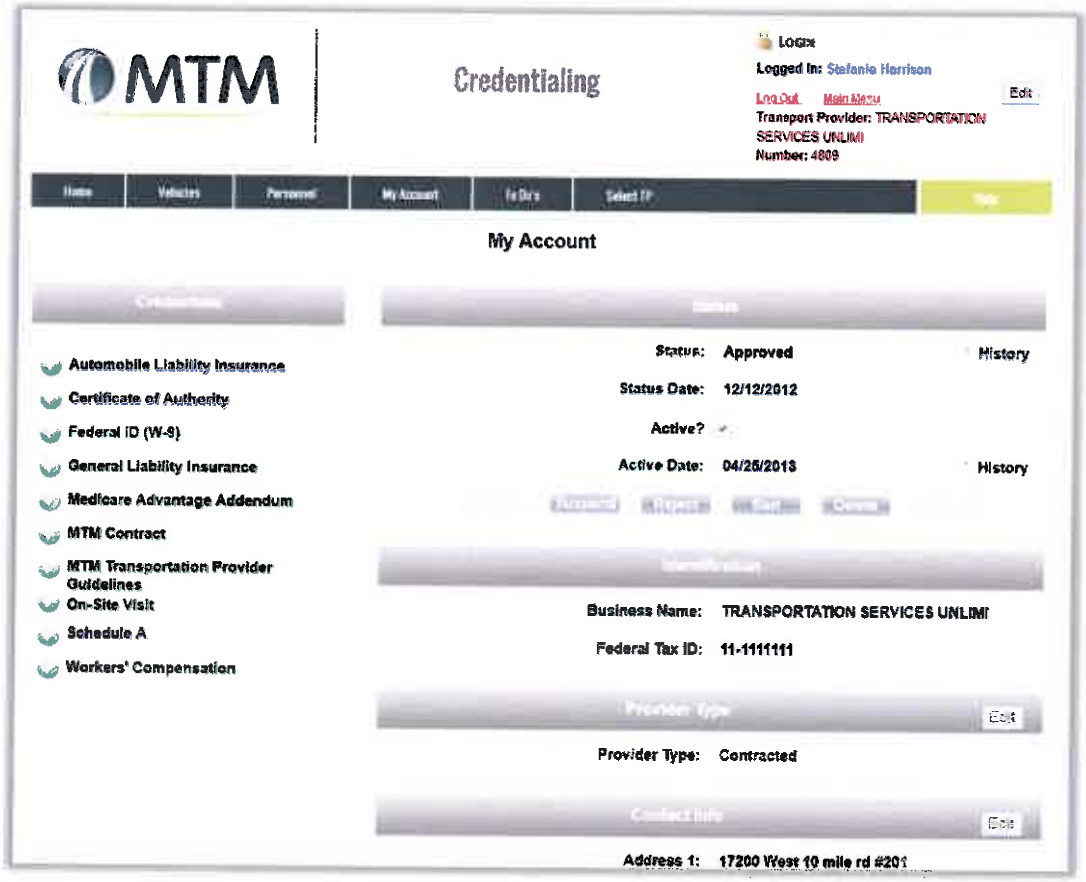


Figure 46: Credentialing Screen. NEMT providers can easily view the credentialing information of their drivers, update information, and identify any areas out of compliance.

In summary, this portal gives NEMT providers the ability to go paperless and benefit from streamlined processes.

Technology Security Measures

MTM takes member and program confidentiality seriously, and will continue to abide by BMS' policies regarding data security and integrity. We are proud that we are in the midst of obtaining certification from the Health Information Trust Alliance (HITRUST) to recognize our implementation of their common security framework as guiding principles for our Information Security program. While we expect formal certification later in 2017, MTM has seen the benefits from the CSF implementation through enhanced data protection. This certification will recognize the successful implementation of many policies, procedures, and verification by inside and external auditors of the program.

MTM has internal policies to ensure compliance with all state and federal safeguards, as well as 45 CFR Parts 160 and 164. We protect privacy by ensuring that data stored in the database is limited to that required to perform the contracted services; that release of information is limited to BMS and MTM staff, medical providers, and NEMT providers who have signed a Business Associate Agreement; and released on a need to know basis only.

All electronic data transfers occur via SFTP, or via HTTP over SSL with 128-bit encryption, or greater; by ensuring access to the database is limited to the information required to perform the task in hand; and verifying access is available only to those authenticated as authorized users of fully tested applications. We facilitate security through highly intuitive physical and logical security layers. MTM hosts our system in a secure environment architected in accordance with a layered security model illustrated and described in **Figure 47**.

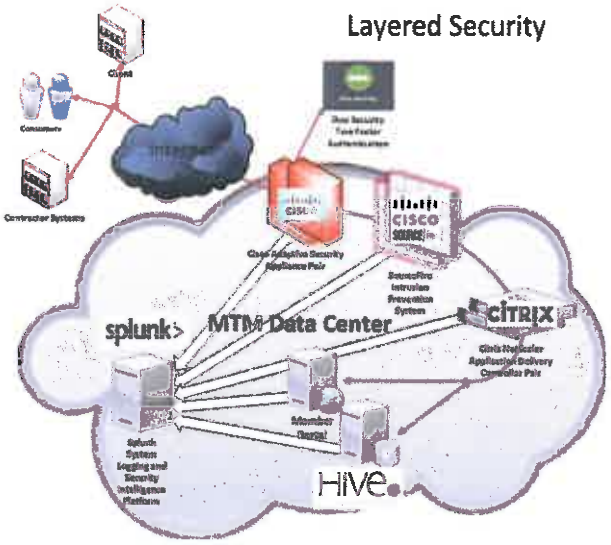


Figure 47: Data Security Levels. MTM provides a secure environment for data using industry best practices.

MTM's infrastructure connects to the internet over a high capacity Ethernet based fiber optic connection. Our inspection firewall solution consists of a network of Cisco Next-Generation Adaptive Security Appliances. Our firewalls provide exceptional services to protect traffic in and out of our network. Cisco's FirePOWER solution enhances the firewalls, providing Intrusion Prevention Services with the inclusion of the SourceFire product line. This capability provides our Enterprise Security team with real-time visibility into the data traversing our networks to identify behaviors and content that may be malicious. All of MTM's public facing network resources are located in a demilitarized zone (DMZ). This DMZ is a separate network located in the neutral zone between our private and public networks.

Further, MTM deploys Splunk as a log correlation and event management solution, which collects event information from all of MTM's network devices, firewalls, servers, individual computers, and hosted applications. The tool provides real-time alerts and dashboards used by MTM staff to detect situations as they occur and to respond without waiting for an impact. The solution also provides daily reports on user activity, anomalous behavior such as invalid logins, as depicted in **Figure 48**, or account lockouts, and reports on system stability. It is capable of mining system records in order to draw a complete picture as an event is taking place across multiple systems. Splunk correlates an anomaly on multiple individual systems into tracking a system failure or unwanted behavior, and MTM can customize the system to monitor and track events of importance for our focused operations.

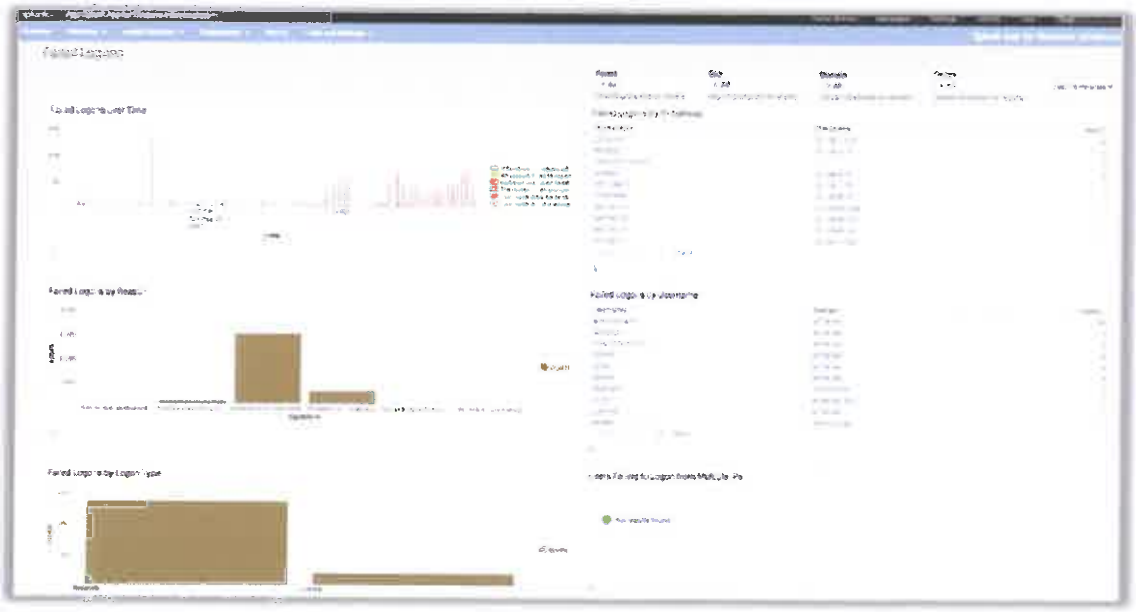


Figure 48: Splunk Logging and Alerts Screen. Splunk gives MTM higher insight into possible threats to data security.

Office Security Measures

A digital camera system monitors the interior and exterior of the premises housing HIVE. MTM uses keyless entry to secure entry into the general office; non-employees must show ID, sign in, and document their reason for entry, and must have an MTM escort for their entire visit. We also protect our locations using a remotely monitored security alarm system.

Within the premises, we store HIVE in a secure computer room accessible only by proximity cards and pass codes. MTM controls remote access to all computers and equipment in the computer room by login and a secure password. All work areas are in secure areas not accessible to the public, and employees return work-related documents to locked storage at the end of use. Additionally, all employees attend security training and sign confidentiality statements confirming compliance with HIPAA use and disclosure regulations.

Co-Location Data Center

In an effort to further reduce risk to business continuity and data loss, MTM's locates our core business applications in a professional SOC2 compliant data center in St. Louis, Missouri. This allows us to house our technology in a facility specifically built for hardware storage, offering multiple power feeds, backup generators, and redundant data and telephony carrier service options. This location provides a dependable and reliable environment, equipped with the necessary facilities for cooling, maintenance, security, and monitoring.

V. Business Continuity and Disaster Recovery Plan

Preparing for adverse situations by having contingencies in place is important for ensuring members receive NEMT services in spite of extreme weather conditions, power outages, and other disastrous scenarios. To handle these situations, we have built extensive redundancy into our program management and systematically apply recovery responses.

For example, each of our call centers are linked, allowing the automatic rerouting of calls to any of our ten locations. Specifically, our Jackson, Mississippi; Lake St. Louis, Missouri; Pulaski, Virginia; Houston, Texas; and Madison, Wisconsin locations employ back-up generators, ensuring service is always available. MTM's call center operations have unparalleled data network uptime due to the deployment of two fully-meshed MPLS networks from different telecommunications providers. In the event of an adverse operating condition or outage with one carrier, automated routing is able to sustain data flow and route traffic through the other carrier, ensuring our call centers remain connected to each other and to corporate resources.

We also provide back-up support with manual processes. Further, all data is stored within HIVE, which we back up on a nightly basis, keeping it safe and accessible despite failure. In the event of a system outage on BMS' part, our staff will continue to schedule trips without interruption; if eligibility data is unavailable, trips will be scheduled on conditional terms and upon repair, eligibility will be reevaluated.

In our Business Continuity and Disaster Recovery Plan, provided in **Appendix J**, MTM identifies our processes for minimizing disaster threats, continuing to accept calls and schedule transportation during emergencies, and minimizing the loss of records due to disaster. The plan includes an MTM contact list, back-up components, high availability details, and disaster recovery methods, and it addresses topics like employee training, key business functions, plan testing, and communication. We also outline the following scenarios and our response to each:

- HIVE goes down at all sites, but power is on and phones are up
- Phone server goes down for a reason other than power outage
- Power outage at corporate headquarters or remote location longer than a few hours
- Telephone lines down at corporate headquarters or remote location
- Natural disaster makes headquarters or remote location unavailable
- Inclement weather or flu type epidemic at corporate headquarters or remote location results in reduced staffing

Our Quality and Compliance Department reviews the plan annually to ensure it is up-to-date and consistent with industry standards. We will submit our Business Continuity and Disaster Recovery plan to BMS for review and approval under the new contract term at least 30 calendar days prior to the operations start date.

The Vendor's approach should exhibit an up-to-date knowledge and understanding of the NEMT Brokerage Program and NEMT Services in general, including the requirements of BMS Chapter 524 of the West Virginia State Medicaid Manual for Provider requirements, Chapter 27 of the West Virginia Bureau for Children and Families (BCF) Income Maintenance Manual (IMM) for member eligibility

Vendor Response:

Understanding the NEMT Program

As BMS' current vendor, MTM understands the West Virginia NEMT Brokerage Program, more than any other bidder. Every day, we manage the program in compliance with BMS Chapter 524 of the West Virginia State Medicaid Manual for Provider requirements, and Chapter 27 of the West Virginia Bureau for Children and Families (BCF) Income Maintenance Manual (IMM) for member eligibility.

More important than our understanding of the requirements for the program is our understanding of BMS' goals, challenges, and stakeholders. We are aware of the members' needs and how to best serve them. We know the medical providers and facilities, and the services they provide. We have positive working relationships with our network of contracted NEMT providers. This knowledge and understanding is something only MTM can contribute as BMS' vendor under the new contract.

Section 4, Subsection 4.2

The Vendor should list all subcontractors that the Vendor intends to use for any administrative functions of the NEMT Brokerage Program, other than NEMT Providers.

Vendor Response:

Using Subcontractors

MTM does not currently, nor do we intend to, use any subcontractors for any administrative functions of the NEMT Brokerage Program, other than NEMT Providers.

Additionally, for each subcontractor, the Vendor should:

4.2.1 List the subcontractor's name, address , contact person, and phone number.
4.2.2 Detail the exact nature of the subcontractor's responsibility for the NEMT Brokerage Program, and the projected dates the subcontractor will begin and end work.
4.2.3 Detail the time period, scope of work, and quality of performance for any past work performed by the subcontractor in conjunction with the Vendor.
4.2.4 Identify the policies and procedures for handling subcontractors when they fail to meet company, State and/or Federal regulations.
4.2.5 Provide three (3) references for the subcontractor.
4.2.6 Provide a draft of the proposed subcontract.

Vendor Response:

Not applicable.

Section 4, Subsection 4.3

The Vendor should describe their approach and methodology for developing and managing a database for a statewide NEMT brokerage system for a population similar to that of WV Medicaid, including the ability to submit data via batch mode, perform statistical analysis (including transportation utilization analysis), and provide detailed reports as listed in Appendix 3, and the flexibility to produce additional ad hoc reports based on the data collected.

Vendor Response:

Managing the NEMT Brokerage Database

MTM's proprietary HIVE Technology Suite (HIVE), the software which guides our transportation management model, automates virtually all of our NEMT processes, as fully detailed in ***Section 4, Subsection 4.1, Appendix 2: Implementation Specifications, IV. Data Systems Requirements***. MTM built our industry-leading HIVE with both proprietary and commercial software to capitalize on all available products and innovations. HIVE delivers on all BMS' database requirements, including the ability to:

- Submit batched data
- Perform statistical analysis (including transportation utilization analysis)
- Provide detailed reports, including ad hoc reports

Section 4, Subsection 4.4

The Vendor should describe their approach and methodology for report development and production and should also provide examples of reports produced for projects of the type, size and scope of that described in this RFP.

Vendor Response:

Developing and Producing Reports

With our sophisticated HIVE Technology Suite, MTM has the ability to produce meaningful, informative reports for the programs we operate. We assemble data into several accurate, complete reports and for BMS on a monthly, quarterly, and annual basis, and as otherwise mutually agreed upon. 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. BMS, members, and NEMT providers benefit from our extensive reporting capabilities.

As we have for the last three years, MTM will supply the reports outlined in **Figure 49** to BMS as required under the new contract term. We will submit monthly reports electronically by the 15th day of the month following the reporting month.

Reporting Package	
Report Name	**Frequency**
Broker Monthly Report Card	Monthly
Provider Monthly Report Card	Monthly
County Level Detail Report	Monthly
Call Center Report	Monthly
Staffing Report	Monthly
CSR Monitoring Report	Monthly
Reservation Summary Report	Monthly
Unduplicated Riders by Level of Service Report	Monthly
Complaint Summary Report	Monthly
Complaint Detail Report	Monthly
Denial Summary Report	Monthly
Denial Detail Report	Monthly
Network Report	Monthly
NEMT Services Scheduled Trip Requests Report	Within two calendar days of request
Provider Training Schedule	Monthly, as applicable
Accident and Incident Report	Within 24/72 hours, as applicable
Member Satisfaction Survey Report	Every six months
Suspected Fraud, Abuse, Misuse Summary	Quarterly
Annual Report	Annually
Vehicle Inspection Records	Monthly
NEMT Provider Monitoring Report	Monthly
Excessive Distance Report	Monthly
Encounter Data Reconciliation Report	Monthly
Multi-Passenger Trip Report	Monthly
Monthly Behavioral Health Transportation Report	Monthly

Figure 49: Reporting Package. MTM will continue to submit accurate, complete reports to BMS under the new contract term.

Section 4, Subsection 4.5

The Vendor should describe their plan, to include timeframes, to supply all deliverables as described in Appendix 3 (Reporting Requirements) and perform according to approved Service Level Agreements listed in Appendix 4 (Service Level Agreements).

Vendor Response:

Supplying All Deliverables

At the onset of a new contract, MTM develops a compliance matrix covering all contract requirements as specified in the final RFP and resultant contract. The Project Manager and the Quality and Compliance Department work closely to ensure all performance standards, milestones, and deliverables are identified on the matrix. The Project Manager then assigns each requirement to an employee who has oversight of that particular requirement, with the Project Manager overseeing the process as a whole. It is the responsibility of the internal staff person to ensure we have processes, procedures, technology, and/or manpower to perform or meet the necessary requirement within the required timeline. The Implementation Team tests the compliance matrix informally throughout the implementation process and formally during the readiness review. Thereafter, the Project Manager uses the matrix to guide our performance and adherence to contractual requirements.

Complying with Service Level Agreements

An internal Compliance Auditor audits our performance with regard to the compliance matrix on an annual basis. Items covered include on-time report submission as outlined in our response to ***Section 4, Subsection 4.4***, timely provider payment, credentialing of providers, and other contract requirements. Through this program, MTM conducts a continuous cycle of self-monitoring to achieve NEMT excellence, process integrity, and contract compliance.

Section 4, Subsection 4.6

The Vendor should describe their approach to supply all written material, including (but not limited to): reports, letters, training materials, Medicaid recipient education materials, Provider manuals and operations manuals to the Bureau for approval in advance of distribution.

Vendor Response:

Creating Written Materials

As the current vendor, MTM has a library of written materials customized for the West Virginia NEMT Brokerage Program. During implementation, we will compile all reports, letters, manuals, and materials for review by the appropriate personnel. Once department managers and directors verify the documents are relevant and updated with information for the new contract, we will upload them to our SFTP site, or provide them to BMS via a different preferred method.

We will make any necessary changes at BMS' request. We label each document with a version number to identify its stage in the review process so we track approval and deliver all written materials in accordance with BMS' timeline.

Section 4, Subsection 4.7

The Vendor should describe their plan to adjust and/or provide increased training of NEMT Providers without additional cost to the Bureau, if the Vendor or the Bureau determines that requirements, quality or other standards (Appendix 1) are not being met.

Vendor Response:

Training NEMT Providers

As outlined in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *XII. Training and Education, B. NEMT Provider and Provider Training and Education*, MTM provides comprehensive education to NEMT Providers via a variety of venues, including online WebEx training, in-person discussions, and our manuals. In the event BMS requests additional training, we will conduct additional mandatory sessions for specific providers, or to the entire network, at no cost to BMS. We are able to verify and document this training using our Transportation Provider Portal, where we require providers to upload documentation of completion before they are assigned additional trips.



Additionally, MTM is proactive in identifying potential educational opportunities for NEMT providers. We offer continual education through periodic WebEx training seminars and by sending out a Quality Tip of the Week, designed to remind providers of key contractual requirements and offer strategies for improving service delivery.

Section 4, Subsection 4.8

The Vendor should describe their plan to follow proprietary formalized change control procedures for all changes to project scope, including (but not limited to): changes arising during the Implementation and Operations phases of the project and changes necessitated as a result of new and amended federal and state regulations and requirements.

Vendor Response:

Following Change Control Procedures

BMS is seeking a best-in-class solution, but this is not a static goal. What is best-in-class today may become substandard in a short timeframe. MTM makes it a point to stay abreast of Centers for Medicare and Medicaid Services (CMS) regulations to help our clients maintain compliance and implement industry best practices. Our organizational structure and size allows us to be flexible and quickly implement new processes and procedures. Larger organizations may not be able to react as quickly or operate efficiently as a company the size of MTM.

MTM follows a five-step process for making programmatic changes as follows:

1. Identify the change. The first step is to identify and document the needed modification, its importance, and its overall impact.
2. Assess the circumstances. Following identification, we thoroughly research the issue and assess any associated risks or challenges that will accompany the change. We identify the key staff responsible for creating a plan to accommodate the change and assign the task as a deliverable.
3. Plan. During this phase, the team defines the plan for implementing the change and involves key stakeholders to ensure success.
4. Pilot/Test. As necessary, particularly for significant modifications, we build our solution, provide it for client review, and test it in a controlled environment with a pilot group of participants.
5. Implement. Following approval and successful testing, we implement the change with continual status reviews to determine effectiveness. We will report these findings to BMS and its stakeholders regularly to ensure transparency and understanding.

More involved issues may require the formation of a cross-functional task force to develop and operationalize a modification. Historically we have found our team can address most issues by developing or modifying an existing policy or procedure, reprogramming a portion of HIVE, re-engineering an operational process, or improving communication.

Through careful monitoring and a clearly defined change control process, MTM help BMS and its stakeholders react to and navigate an evolving NEMT program.

Section 4, Subsection 4.9

The Vendor should describe their communication plan that addresses communication with all stakeholders, including the Bureau, which could include face to face, video conference, internet conference or teleconference meetings to discuss and resolve administrative and operational issues.

Vendor Response:

Communicating with Stakeholders

Establishing clear lines of communication allows MTM to effectively interact with BMS and its stakeholders. Outreach and Communications Manager Kyle Bissell manages all communication and outreach for the BMS program. Members, NEMT providers, and medical providers can communicate with MTM 24/7/365 via phone, and have access to program information and services on our BMS-specific website. Furthermore, quarterly Advisory Committee Meetings, outlined in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *XII. Training and Education, C. Member Outreach and Education Plan*, facilitate face-to-face conversations between MTM and each stakeholder group.



CSC Supervisor, Cheryl Woods

BMS Communication Plan

Our local West Virginia management team coordinates MTM's interactions with BMS, assigning communication, tasks, and responsibilities to the appropriate manager and team. We minimize frontline staff contacts to BMS to proactively consolidate issues, reduce redundancy, and avoid confusion.

Collecting, analyzing, sharing, and using data to implement program enhancements is important to the success of every contract MTM operates. During implementation we develop and communicate a project status reporting schedule that adheres to all RFP and client requirements. We have outlined our standard approach to project status reporting meetings below, including frequency and information covered in each meeting. Typically, Project Manager Tammy Pritt-Jones leads these meetings. Our CEO, Vice President of Operations, and Vice President of Client Services will attend project status reporting meetings based on BMS' needs. As we have referenced throughout our proposal, our executive leadership team is vested in the success of this contract.

Monthly Updates

Project Manager Tammy Pritt-Jones is available to BMS staff face-to-face, via phone, or through a WebEx meeting to discuss and analyze the monthly reporting package. These reports, described in ***Section 4, Subsection 4.4,*** *Developing and Producing Reports*, provide an accurate and current status report. MTM submits these reports to BMS based on RFP requirements.

Quarterly Plan Performance Review

On a quarterly basis we trend monthly reporting data to assess performance and explore opportunities for improvement. The appropriate key personnel conduct this meeting face-to-face at a location and time convenient to BMS. Typical content includes quarterly program overview detailing utilization, trip reason codes, and days' notice, average miles per trip, vehicle type, most utilized NEMT providers, complaints, and call statistics.

Annual Strategic Planning Session

Outside of detailed monthly reports and Quarterly Plan Performance Reviews, we also provide BMS with reports and feedback during an Annual Strategic Planning Session. Project Manager Tammy Pritt-Jones also leads this session; BMS is welcome to invite team members as appropriate. During the session, MTM provides a statistical summary of services, including all program activity, accomplishments, challenges, and recommendations. From this annual project status update, BMS gains detailed knowledge on program successes and achievements. MTM also submits a written annual report following the end of each 12-month contract period.

Section 4, Subsection 4.10

The Vendor should describe their grievance process to ensure compliance with the Bureau's policy and procedures outlined BMS Chapter 800 (A) of the West Virginia State Medicaid Manual for Provider requirements process for Medicaid recipients and allow providers a review process.

Vendor Response:

Resolving Complaints and Grievances

MTM's thorough complaints and grievances process is detailed in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *XIV. Complaint Policies and Procedures*. Through our easy-to-use website, members, medical providers, NEMT providers, or BMS can submit complaints and/or compliments regarding MTM's service. Our capable Compliance Coordinators work with all involved parties to resolve complaints and grievances in a timely manner. MTM's Quality and Compliance Committee (QCC) trends complaints by program and across our book of business so we can identify areas for improvement and implement new processes as necessary.

Section 4, Subsection 4.11

The Vendor should describe their plan for contracting with qualified NEMT Providers, including examples of reasons they would terminate a Provider service agreement and timeframes.

Vendor Response:

Contracting with NEMT Providers

Please refer to ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *II. NEMT Providers, A. Network of NEMT Providers* for our detailed plan for contracting with qualified NEMT providers including the description of our three phase contracting process.

Our careful credentialing process, thorough training and education program, and proactive quality monitoring has enabled us to develop a strong, reliable network. Through our various monitoring activities, if MTM finds a provider is non-compliant with our service agreement, our Network team coordinates education with the NEMT provider. MTM seeks to employ corrective action before termination is an option. For many issues, corrective action comes in the form of a Performance Improvement Program (PIP), which acts as a progressive action plan. A series of letters accompanied by suspension periods are sent to the provider. As part of this plan, a Network Representative follow ups with the provider in intervals of 30, 60, and 90 days to make sure they achieve compliance. If the issue is severe, we suspend the NEMT provider or driver, or, as a last resort, permanently remove them from the network.

Additionally, we will remove any provider, driver, or vehicle from service if it is determined to be in the best interest of the NEMT program. We give our NEMT providers the tools and resources they need to be successful, and provide continual guidance as needed; therefore terminations are typically only a concern for companies who deliberately choose to be non-complaint. That said, because member safety is our primary concern, termination is a first step in the case of egregious acts of member abuse, recklessness, or fraudulent behavior.

Section 4, Subsection 4.12

The Vendor should describe their plan for screening of staff and providers to include but not limited to fingerprint-based background checks.

Vendor Response:

Screening Staff and NEMT Providers

Prior to providing any services, MTM requires drivers to complete our thorough credentialing process, which includes a background check and driving record inspection, as detailed in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *II. NEMT Providers, A. Network of NEMT Providers*. We also use batch search options through state and national databases, such as System for Award Management (SAM) and Office of Inspector General (OIG), to verify the eligibility of providers to join our network.

All MTM employees undergo a background check process via a third party company, Employment Screening Resources (ESR), which performs the following background checks:

- Multi-State/Multi-Jurisdiction Criminal Record Check
- Statewide Criminal History Record
- County Criminal Record History
- Statewide
- Social Security Number (SSN) Trace
- Address History
- Department of Justice (DOJ) National Sex Offender Record
- Terrorist Search
- Department of Motor Vehicles (DMV) / Motor Vehicle Record (MVR) Check, as necessary for position requirements

All staff members also undergo a Federal Excluded Parties Listing System (SAM) check throughout the year, as well as an E-Verify/I-9 documentation check to ensure they are authorized to work in the US legally.

Executive level, key staff, or those handling company finances may also be subject to additional screenings including an Employment Purpose Credit Report and Financial Institution Sanctions Search (FISS).

Section 4, Subsection 4.13

The Vendor should describe their plan/process to address Medicaid recipients that are non-compliant pertaining to safety issues, hostile behaviors/environment, and/or exhibit aggressive behaviors.

Vendor Response:

Addressing Non-Compliant Members

As addressed in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *XII. Training and Education, D. Non-Compliant Member Education*, MTM works to educate members to avoid non-compliant behavior. If a member repeatedly displays unsafe, hostile, aggressive, or fraudulent behavior, we initiate a series of disciplinary actions, such as mailings, service reductions, and in serious cases, service termination. MTM will seek BMS approval prior to reducing or terminating any member's NEMT benefit.

Section 4, Subsection 4.14

The Vendor describe their plan to work collaboratively with the Bureau's Utilization Management Vendor or the State's MCOs to assure that the most appropriate Level of Service is utilized for the members transportation needs.

Vendor Response:

Working with Utilization Management Vendor/State MCOs for Level of Service

During our tenure in West Virginia, MTM has developed relationships with the UMV and state managed care organizations (MCOs), including Aetna, Health Plan of the Upper Ohio Valley, Unicare, and WV Family Health. If we have questions regarding a member's requested level of service, we contact the UMV or MCOs directly to inquire and ensure members receive the appropriate level of service to meet their needs. MTM's full Level of Need (LON) procedure is detailed in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *I. NEMT Service Requests, A. Screening*.

Section 4, Subsection 4.15

The Vendor should describe their plan to work collaboratively with the Bureau's Utilization Management Vendor or State MCOs to assure that member services have met any prior authorization requirements prior to vendor scheduling and/or paying for member transportation.

Vendor Response:

Working with Utilization Management Vendor/State MCOs for Prior Authorization

MTM checks prior authorizations for members still enrolled in the Medicaid fee-for-service (FFS) program by logging-in to the UMV's prior authorization system. For members enrolled with state MCOs, we reach out to the organization directly using the Prior Authorization Form process. We also work in conjunction with the state MCOs when dealing with member issues or complaints, since we do not have access to their prior authorization information.

Section 4, Subsection 4.16

The Vendor should describe their plan/process to notify providers of expiring credentials, the renewal process and consequences of not recertifying by due date.

Vendor Response:

Maintaining NEMT Provider Credentials

Prior to joining MTM's network, NEMT providers must complete our stringent credentialing process, previously detailed in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *II. NEMT Providers, A. Network of NEMT Providers*. Providers must upload information for each of their drivers and vehicles into our database, including driver's licenses, satisfactory record checks, clean driving records, insurance coverage, Vehicle Identification Numbers, maintenance and inspections, and vehicle registration. Our Network Department guides providers through this process, helping them submit credentialing documentation as necessary.

Providers must complete annual recredentialing, during which they re-submit expired information and documents. Our Transportation Provider Portal allows MTM to actively and automatically monitor provider recredentialing. For example, if the licensing on a vehicle is set to expire, the portal automatically sends a reminder to both the NEMT provider and their Network Representative, detailing the date the license will expire and providing a specific date by which the provider must submit new information.

Addressing Provider Non-Compliance

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 NEMT provider. If the incident is serious or unresolved, Network places the provider on a PIP. A Network Representative follows up with the provider's PIP in intervals of 30, 60, and 90 days to make sure they achieve compliance. If the issue is severe, we will suspend the NEMT provider or driver, or, as a last resort, permanently remove them from the network.

Section 4, Subsection 4.17

The vendor should describe their plan/process for handling requests that are out of the members area, such as out-of-network/out-of-state services, how the service distance will be measured, and their plan/process for verification of the prior authorization of the Out-of-Network service by the Bureau's Utilization Management Vendor, Fiscal Agent, and/or MCO.

Vendor Response:

Handling Out of Area Requests

MTM's Care Management Coordinator handles out-of-network/out-of-state services, as previously detailed in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications, I. NEMT Service Requests, D. Scheduling and Dispatching Trips***. Due to the costly nature of such services, MTM only arranges this transportation at the direction of BMS' after we receive prior authorization. Further, we conduct a pre-transportation validation check with the member's medical provider on all out-of-network services.

HIVE's Service Intake interface measures distances for transportation requests using GIS software and integration with Google Maps, as described in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications, I. NEMT Service Requests, A. Screening***.

Section 4, Subsection 4.18

The Vendor should describe their plan/process for identifying possible fraud, waste, and/or abuse of the NEMT payments including, but not limited to: pick-up location verification, medical provider verification and repayments.

Vendor Response:

Preventing and Handling Fraud, Waste, and Abuse

As detailed in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications, VIII. Suspected Fraud, Abuse, Waste, and Misuse***, MTM uses a variety of methods to prevent and handle instances of fraud, waste, and abuse. We rely on both our personnel and our technology to identify and prevent possible fraud, waste, and abuse.

Corporate Compliance and Ethics
Trust in our People; Trust in our Future

In addition to these methods, MTM established a 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). MTM's based our comprehensive compliance program 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.

This proactive approach promotes adherence to legal and ethical standards in a systematic and thoughtful manner, while setting the expectation of compliance and ethics for our employees and subcontractors.

Members of the CCE not only ensure internal controls, they provide 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. As a whole, the CCE team helps MTM's clients navigate the evolving healthcare industry and proactively comply with federal regulations. 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 and training to all employees, board of directors, and subcontractors on the topics of compliance, Code of Conduct, fraud, waste, and abuse, and compliance hotline; training includes role play specific to the audience to identify and communicate potential fraud, waste, and abuse that might arise in day-to-day operations
- 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

Section 4, Subsection 4.19

The Vendor should describe their plan to establish an advisory committee comprised of NEMT stakeholders as approved by BMS, to include, but not limited to: members, healthcare providers, NEMT providers, and at large community members for the purpose of maintaining relationships and identifying program improvements and shortcomings.

Vendor Response:

Establishing an Advisory Committee

As BMS' current vendor, MTM has established an Advisory Committee, and appropriate subcommittees, as detailed in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *XII. Training and Education, C. Member Outreach and Education Plan*. We plan to recruit new members to serve on these committees for the new contract term to provide vital feedback on areas of improvement, as well as build on the relationships MTM has forged during our three years in West Virginia.

Attachment B: Mandatory Specification Checklist

Section 4, Subsection 5.1

The Vendor must at all times observe and comply with federal and State of West Virginia laws, local laws, ordinances, orders, and regulations existing at the time of, or enacted subsequent to, the execution of a resulting contract which in any manner affect the completion of the work. The Vendor must also comply with Chapter 524 of the West Virginia State Medicaid Manual, Chapter 27 of the West Virginia Bureau for Children and Families Income Maintenance Manual, 42 CFR § 440.170, and follow the Bureau's exclusions.

Vendor Response:

Complying with Laws, Ordinances, Orders, and Regulations

MTM agrees to comply with all federal, state, and local laws, statutes, ordinances, rules, regulations, court orders, consent decrees, corrective action orders, corrective action plans, and agreed settlements throughout the term of the contract, including:

- Federal Medicaid statutes and regulations
- West Virginia State Medicaid statutes and rules
- Federal and State statutes and rules governing transportation
- Chapter 524 of the West Virginia State Medicaid Manual, Chapter 27 of the West Virginia Bureau for Children and Families Income Maintenance Manual, 42 CFR § 440.170, and the Bureau's exclusions

We understand rules and regulations may change throughout the course of this contract, and we will abide by all changes given. All MTM policies and procedures for the West Virginia NEMT Brokerage Program conform to the above regulations.

Section 4, Subsection 5.2

The Vendor must agree to provide increased staffing levels if requirements, timelines, quality or other standards are not being met, based solely on the discretion of and without additional cost to the Bureau. In making this determination, the Bureau will evaluate whether the Vendor is meeting deliverable dates, producing quality materials, consistently maintaining high quality and production rates, and meeting contract standards without significant rework or revision. Beginning thirty (30) calendar days prior to the Operations start date and commencing through the end of the Contract, the Vendor may not reduce staffing without BMS approval.

Vendor Response:

Maintaining Appropriate Staffing

In ***Section 4, Staffing Plan***, we provided our proposed staffing plan. As the current vendor, MTM is confident in our ability to maintain adequate staffing to meet BMS' contractual needs, and we agree not to reduce staff within 30 days of the operations start date, or after, without BMS' approval. Should the program require, or BMS request, we agree to increase our staffing levels as necessary, without additional cost to BMS, to meet contract requirements.

Section 4, Subsection 5.3

The Vendor must agree to locate and operate the NEMT Call Center within 15 miles proximity of the West Virginia State Medicaid agency located at 350 Capitol Street, Charleston, WV in order for the Bureau to easily perform on-site monitoring duties. In conjunction with call center staff, Staff to be housed at this location are to include at a minimum: Project Manager, Assistant Manager, Provider Relations Manager, Outreach and Communications Manager, Call Center management staff, two (2) Care Managers, two (2) Quality Services Coordinators, two (2) claims processors, two (2) appointment verification staff.one (1) Business/data analyst. The Vendor shall never route calls outside of the continental United States of America or its territories. The Vendor will not delegate screening, authorization or scheduling duties to NEMT providers and/or subcontractors without prior approval from the Bureau. The Vendor may delegate dispatch activities to the NEMT Provider but the Vendor will retain responsibility for the proper performance of dispatch activities.

Vendor Response:

Operating a Call Center

As outlined in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications,*** *XI. Call Center*, MTM has an established call center and business office located at 2 Hale Street, Charleston, West Virginia 25301. The location is 0.4 miles, an eight minute walk, from BMS' office at 350 Capitol Street. Our capable staff handle all program calls received during normal business hours at this facility; calls received during non-working hours or periods of high volume are routed to our 24/7/365 call center in Lake St. Louis.



CSR Roger Payne

We agree to house all personnel required by BMS at this location, including:

- Project Manager
- Assistant Project Manager
- Provider Relations Manager
- Outreach and Communications Manager
- Call Center Manager
- Two Care Management Coordinators (Care Managers)
- Two Compliance Coordinators (Quality Services Coordinators)
- Two Verification Specialists and One Appointment Validation Specialist (claims processors / appointment verification staff)
- One Business Analyst

MTM does not, and will not, delegate any administrative duties, inclusive of screening, authorization, and scheduling. As a responsible, US-based company, MTM never routes calls outside of the continental US or its territories.

Section 4, Subsection 5.4

The Vendor must agree to provide NEMT services described in the RFP from the operations start date until service delivery is turned over to a successor Vendor at the end of the contract, including any optional additional periods or extensions. Any and all program changes to include, but not limited to, processes, protocols, flowcharts or any other program administration guideline changes/modifications must receive approval from BMS prior to changes/modifications being implemented by vendor.

Vendor Response:

Operating the NEMT Brokerage Program

MTM agrees to provide NEMT services described in the RFP from the start date until BMS turns service over to a successor vendor at the end of the contract, including any optional periods or extensions. As we have for the past three years, MTM will perform the following duties under the new contract without delegating any functions outside of transportation:

- Inform and educate members about available transportation services
- Operate a local call center to process all requests
- Screen for eligibility; assess the need for transportation, including specific modes; authorize services; and schedule and assign trips to qualified NEMT providers
- Coordinate trip information
- Operate call center services
- Build and monitor a compliant NEMT provider network
- Reimburse NEMT providers
- Implement quality management activities
- Collect data and submit management reports
- Provide administrative oversight
- Produce informational material at a sixth-grade reading level in English and any other BMS requested language, and in Braille if needed
- Protect member confidentiality
- Monitor for fraud and abuse
- Conduct in-person meetings with BMS as needed and provide monthly status reports

Throughout our tenure with BMS, we have developed customized processes and procedures to meet each requirement as outlined in the RFP, and demonstrated our ability to perform these duties in a manner which meets BMS' expectations. If BMS retains MTM as the NEMT Brokerage Program vendor, we will continue to offer excellent service throughout the life of the contract, including any renewal periods. MTM will obtain BMS' approval to any and all program changes, including processes, protocols, flowcharts or any other modifications prior to implementing them within the NEMT Brokerage Program.

Section 4, Subsection 5.5

The Vendor will be responsible for reimbursing NEMT Providers. The Vendor will not be required to reimburse for unauthorized NEMT Services to out-of-network providers. The Vendor will not use NEMT Providers with which the Vendor has not executed a contract. The Vendor must maintain an appropriate reserve equivalent to ten percent (10%) of the annual contract cost bid for NEMT services during the contract period. The vendor shall enroll as a West Virginia Medicaid provider and receive payment for services through the State's claim system, Medicaid Management Information System (MMIS).

Vendor Response:

Reimbursing NEMT Providers

MTM agrees to all payment terms outlined in the RFP. We outlined our procedure for paying NEMT providers in ***Section 4, Subsection 4.1, Appendix 1: Operational Specifications, II. NEMT Providers, C. NEMT Provider Reimbursement***. In accordance with BMS' requirements, MTM does not, and will not, use out-of-network NEMT providers; all trips are assigned to NEMT providers who have completed credentialing and training through MTM, and have signed a formal contract with MTM to serve the NEMT Brokerage Contract in West Virginia. MTM will continue to maintain a reserve equivalent to 10% of the contract costs throughout the term and post a 10% performance bond. Our company is registered to do business in the state of West Virginia (see certificate in **Appendix F**) and enrolled as a West Virginia Medicaid provider to accept payment through the MMIS.

Section 4, Subsection 5.6

At the conclusion of each state fiscal year, the vendor will report pre-tax net income to The Bureau and any amount over 7.5% profit will be returned to the state within 120 days of the start of the new fiscal year. This ensures that the vendor is not overpaid for services, and serves as cost containment ensuring the successful continuity of the program. For the purposes of computing the rebate, losses, if any, in one year will be carried forward to subsequent fiscal years.

Vendor Response:

Complying with BMS' Rebate Program

MTM agrees to comply with the rebate program required within Section 4, Subsection 5.6. As BMS will recall, MTM included this rebate offer in our proposal for the NEMT Brokerage Contract in 2014 as a value-add. We proposed the rebate to give BMS confidence in our pricing, and show that we truly understand BMS' needs and goals for the program: serve West Virginia members while containing costs for the Medicaid program. MTM is just as committed to the continuity of this program as BMS. In September 2015, MTM gave BMS a $1.9 million rebate for the first year of operation, as promised. Because MTM was the company to initiate the rebate process, BMS is assured we will continue to stand by our offer. At the conclusion of each fiscal year, we will report pre-tax net income to BMS, and return any profit over 7.5% to the state within 120 days of the start of the new fiscal year.

By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

Medical Transportation Management, Inc. (MTM)
(Company)

Elaine Macias President and CEO
(Representative Name, Title)

636.695.5503 (office); 636.561.2962 (fax)
(Contact Phone/Fax Number)

10/24/17
(Date)

Attachment C: Cost Sheet

MTM's completed Attachment C: Cost Sheet is provided in a separate, sealed envelope, per the requirements of the RFP.

DESIGNATED CONTACT: Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

Michele Lucas, Chief Marketing Officer
(Name, Title)

Michele Lucas, Chief Marketing Officer
(Printed Name and Title)

16 Hawk Ridge Drive, Lake St. Louis, MO 63367
(Address)

636-695-5536 / 636-561-2962
(Phone Number) / (Fax Number)

mlucas@mtm-inc.net
(email address)

CERTIFICATION AND SIGNATURE: By signing below, or submitting documentation through wvOASIS, I certify that I have reviewed this Solicitation in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that I am authorized by the vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

Medical Transportation Management, Inc. (MTM)
(Company)

 Alaina Maciá, President and CEO
(Authorized Signature) (Representative Name, Title)

Alaina Maciá, President and CEO
(Printed Name and Title of Authorized Representative)

10/23/17
(Date)

636-695-5503 / 696-561-2962
(Phone Number) (Fax Number)

REQUEST FOR PROPOSAL

Department of Health and Human Resources
Bureau for Medical Services
RFP # CRFP BMS1800000001

By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

Medical Transportation Management, Inc.
(Company)

Alaina Maciá, President and CEO Alaina Macia
(Representative Name, Title)

636-561-5686 / 636-561-2962
(Contact Phone/Fax Number)

10/23/17
(Date)

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

MANDATE: Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

EXCEPTION: The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Employer default" means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

"Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceed five percent of the total contract amount.

AFFIRMATION: By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (*W. Va. Code* §61-5-3) that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

WITNESS THE FOLLOWING SIGNATURE:

Vendor's Name: Medical Transportation Management, Inc. (MTM)

Authorized Signature: Dlaina Macini Date: 10/23/17

State of Missouri

County of St. Charles, to-wit:

Taken, subscribed, and sworn to before me this 23rd day of October, 2017.

My Commission expires February 9th, 2018.

AFFIX SEAL HERE

SARAH BEESE
Notary Public - Notary Seal
STATE OF MISSOURI
St. Charles County
My Commission Expires: Feb. 9, 2018
Commission # 14577394

NOTARY PUBLIC Sarah Beese

WV-10
Approved / Revised
12/16/15

State of West Virginia
VENDOR PREFERENCE CERTIFICATE

Certification and application is hereby made for Preference in accordance with ***West Virginia Code***, §5A-3-37. (Does not apply to construction contracts). ***West Virginia Code***, §5A-3-37, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the ***West Virginia Code***. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Vendor Preference, if applicable.

1. **Application is made for 2.5% vendor preference for the reason checked:**
☐ Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification; **or,**
☐ Bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification;
☐ Bidder is a resident vendor partnership, association, or corporation with at least eighty percent of ownership interest of bidder held by another entity that meets the applicable four year residency requirement; **or,**
☐ Bidder is a nonresident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification; **or,**

2. **Application is made for 2.5% vendor preference for the reason checked:**
☑ Bidder is a resident vendor who certifies that, during the life of the contract, on average at least 75% of the employees working on the project being bid are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; **or,**

3. **Application is made for 2.5% vendor preference for the reason checked:**
☐ Bidder is a nonresident vendor that employs a minimum of one hundred state residents, or a nonresident vendor which has an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia and employs a minimum of one hundred state residents, and for purposes of producing or distributing the commodities or completing the project which is the subject of the bidder's bid and continuously over the entire term of the project, on average at least seventy-five percent of the bidder's employees or the bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years and the vendor's bid; **or,**

4. **Application is made for 5% vendor preference for the reason checked:**
☐ Bidder meets either the requirement of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; **or,**

5. **Application is made for 3.5% vendor preference who is a veteran for the reason checked:**
☐ Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; **or,**

6. **Application is made for 3.5% vendor preference who is a veteran for the reason checked:**
☐ Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.

7. **Application is made for preference as a non-resident small, women- and minority-owned business, in accordance with *West Virginia Code* §5A-3-59 and *West Virginia Code of State Rules*.**
☐ Bidder has been or expects to be approved prior to contract award by the Purchasing Division as a certified small, women- and minority-owned business.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) rescind the contract or purchase order; or (b) assess a penalty against such Bidder in an amount not to exceed 5% of the bid amount and that such penalty will be paid to the contracting agency or deducted from any unpaid balance on the contract or purchase order.

By submission of this certificate, Bidder agrees to disclose any reasonably requested information to the Purchasing Division and authorizes the Department of Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.

Bidder: Medical Transportation Management, Inc. (MTM) **Signed:** [signature]

Date: 10/23/17 **Title:** President and CEO

**Check any combination of preference consideration(s) indicated above, which you are entitled to receive.*

West Virginia Ethics Commission

Disclosure of Interested Parties to Contracts

Contracting business entity: Medical Transportation Management, Inc. (MTM)

Address: 16 Hawk Ridge Drive, Lake St. Louis, MO 63367

Contracting business entity's authorized agent: Alaina Maciá

Address: 16 Hawk Ridge Drive, Lake St. Louis, MO 63367

Number or title of contract: Solicitation No. CRFP 0500 BMS1800000001

Type or description of contract: Non Emergency Medical Transportation

Governmental agency awarding contract: Bureau for Medical Services (BMS)

Names of each Interested Party to the contract known or reasonably anticipated by the contracting business entity *(attach additional pages if necessary)*:

None

Signature: Alaina Macia' Date Signed: 10/23/17

☐ Check here if this is a Supplemental Disclosure.

Verification

State of Missouri, County of St. Charles:

I, Alaina Maciá, the authorized agent of the contracting business entity listed above, being duly sworn, acknowledges that the Disclosure herein is being made under oath and under the penalty of perjury.

Taken, sworn to and subscribed before me this 23rd day of October, 2017.

SARAH BEESE
Notary Public - Notary Seal
STATE OF MISSOURI
St. Charles County
My Commission Expires: Feb. 9, 2018
Commission # 14577394

Sarah Beese
Notary Public's Signature

To be completed by State Agency:

Date Received by State Agency: _____

Date submitted to Ethics Commission: _____

Governmental agency submitting Disclosure: _____

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: BMS1800000001

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:
(Check the box next to each addendum received)

[✓]	Addendum No. 1	[✓]	Addendum No. 6
[✓]	Addendum No. 2	[✓]	Addendum No. 7
[✓]	Addendum No. 3	[ ]	Addendum No. 8
[✓]	Addendum No. 4	[ ]	Addendum No. 9
[✓]	Addendum No. 5	[ ]	Addendum No. 10

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Medical Transportation Management, Inc. (MTM)
Company

Diana Macia
Authorized Signature

10/23/17
Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.
Revised 6/8/2012

Purchasing Divison
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Request for Proposal
26 — Medical

Proc Folder: 313130

Doc Description: Addendum One-ORFP for Non Emergency Medical Transportation

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2017-08-10	2017-09-07 13:30:00	CRFP 0511 BMS1800000001	2

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Name, Address and Telephone Number: Medical Transportation Management, Inc. (MTM)
16 Hawk Ridge Drive, Lake St. Louis, MO 63367
636-561-5686

FOR INFORMATION CONTACT THE BUYER

Charles D Barnette
(304) 558-2566
charles.d.barnette@wv.gov

Signature X Diane Garcia **FEIN #** 43-1719762 **DATE** 10/23/17

All offers subject to all terms and conditions contained in this solicitation

Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Request for Proposal
26 — Medical

Proc Folder: 313130

Doc Description: Addendum Two-ORFP for Non Emergency Medical Transportation

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2017-08-31	2017-09-28 13:30:00	CRFP 0511 BMS1800000001	3

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Name, Address and Telephone Number:

Medical Transportation Management, Inc. (MTM)
16 Hawk Ridge Drive, Lake St. Louis, MO 63367
636-561-5686

FOR INFORMATION CONTACT THE BUYER

Charles D Barnette
(304) 558-2566
charles.d.barnette@wv.gov

Signature X Diana Garcia FEIN # 43-1719762 DATE 10/23/17

All offers subject to all terms and conditions contained in this solicitation

Purchasing Divison
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Request for Proposal
26 — Medical

Proc Folder: 313130

Doc Description: Addendum Three-ORFP for Non Emergency Medical Transportation

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2017-09-13	2017-09-28 13:30:00	CRFP 0511 BMS1800000001	4

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Name, Address and Telephone Number:

Medical Transportation Management, Inc. (MTM)
16 Hawk Ridge Drive, Lake St. Louis, MO 63367
636-561-5686

FOR INFORMATION CONTACT THE BUYER

Charles D Barnette
(304) 558-2566
charles.d.barnette@wv.gov

Signature X Elaine Nacci **FEIN #** 43-1719762 **DATE** 10/23/17

All offers subject to all terms and conditions contained in this solicitation

Purchasing Divison
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Request for Proposal
26 — Medical

Proc Folder: 313130

Doc Description: Addendum Four-RFP for Non Emergency Medical Transportation

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2017-09-20	2017-10-12 13:30:00	CRFP 0511 BMS1800000001	5

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Name, Address and Telephone Number:

Medical Transportation Management, Inc. (MTM)
16 Hawk Ridge Drive, Lake St. Louis, MO 63367
636-561-5686

FOR INFORMATION CONTACT THE BUYER

Charles D Barnette
(304) 558-2566
charles.d.barnette@wv.gov

Signature X Elaine Garcia **FEIN #** 43-1719762 **DATE** 10/23/17

All offers subject to all terms and conditions contained in this solicitation

Purchasing Divison
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Request for Proposal
26 — Medical

Proc Folder: 313130

Doc Description: Addendum Five-RFP for Non Emergency Medical Transportation

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2017-10-06	2017-10-19 13:30:00	CRFP 0511 BMS1800000001	6

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Name, Address and Telephone Number:

Medical Transportation Management, Inc. (MTM)
16 Hawk Ridge Drive, Lake St. Louis, MO 63367
636-561-5686

FOR INFORMATION CONTACT THE BUYER

Charles D Barnette
(304) 558-2566
charles.d.barnette@wv.gov

Signature X Diana Maciel **FEIN #** 43-1719762 **DATE** 10/23/17

All offers subject to all terms and conditions contained in this solicitation

Purchasing Divison
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Request for Proposal
26 — Medical

Proc Folder: 313130

Doc Description: Addendum Six-RFP for Non Emergency Medical Transportation

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2017-10-13	2017-10-26 13:30:00	CRFP 0511 BMS1800000001	7

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Name, Address and Telephone Number:

Medical Transportation Management, Inc. (MTM)
16 Hawk Ridge Drive, Lake St. Louis, MO 63367
636-561-5686

FOR INFORMATION CONTACT THE BUYER

Charles D Barnette
(304) 558-2566
charles.d.barnette@wv.gov

Signature X Elaina Macia **FEIN #** 43-1719762 **DATE** 10/23/17

All offers subject to all terms and conditions contained in this solicitation

Purchasing Divison
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Request for Proposal
26 — Medical

Proc Folder: 313130

Doc Description: Addendum Seven-RFP for Non Emergency Medical Transportation

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2017-10-19	2017-10-26 13:30:00	CRFP 0511 BMS1800000001	8

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Name, Address and Telephone Number:

Medical Transportation Management, Inc. (MTM)
16 Hawk Ridge Drive, Lake St. Louis, MO 63367
636-561-5686

FOR INFORMATION CONTACT THE BUYER

Charles D Barnette
(304) 558-2566
charles.d.barnette@wv.gov

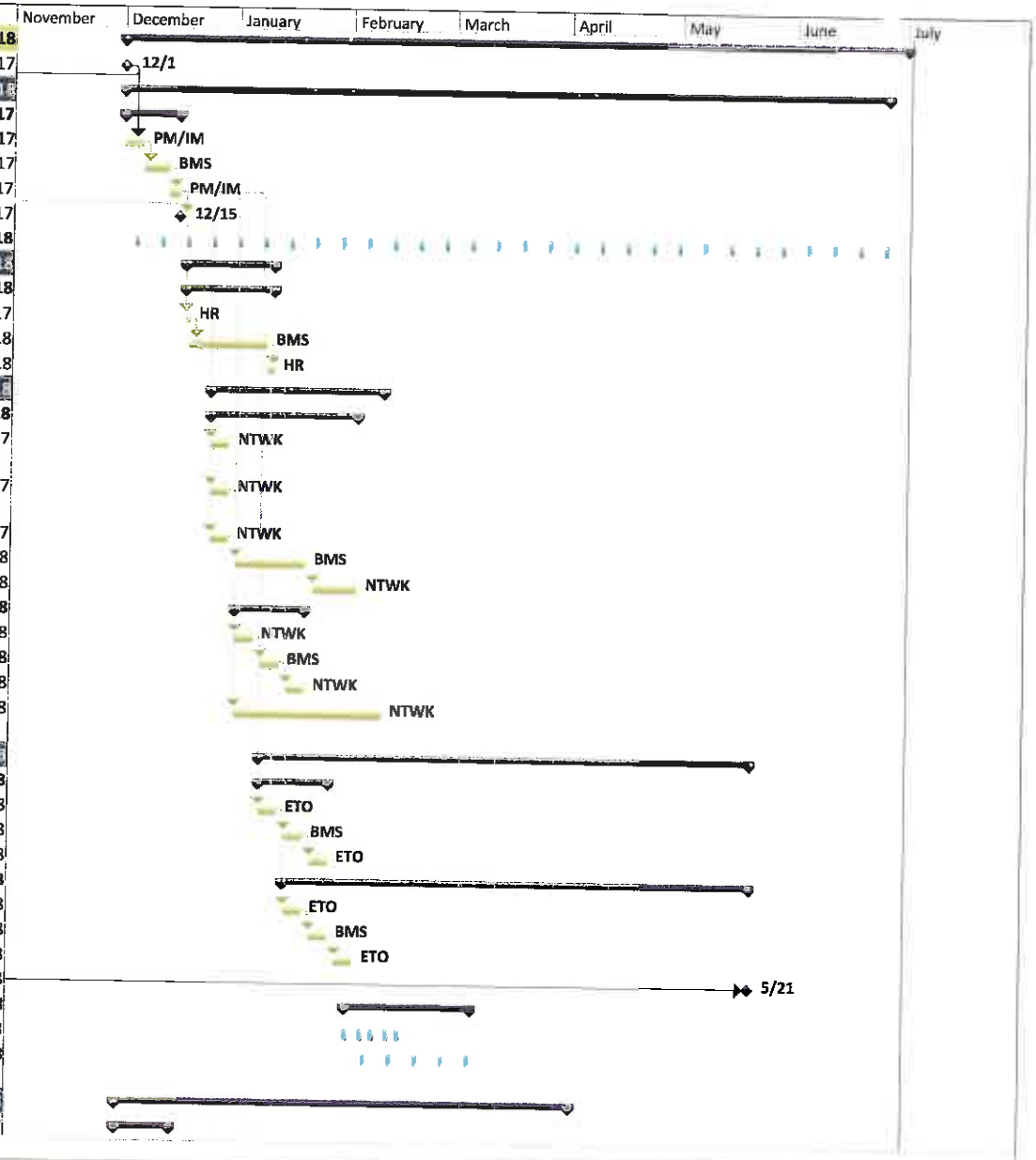
Signature X Blaine Moreau **FEIN #** 43-1719762 **DATE** 10/23/17

All offers subject to all terms and conditions contained in this solicitation

Appendices

A	Draft Implementation Work Plan
B	Resumes
C	Job Descriptions
D	Letters of Commitment and Letters of Support
E	NEMT Provider Letter of Support for Reveal
F	West Virginia Business Certificate
G	NEMT Provider Contract and NEMT Provider Manual
H	West Virginia Call Script
I	Quality Assurance Plan
J	Business Continuity and Disaster Recovery Plan
K	West Virginia Education, Training, and Outreach (ETO) Plan
L	Vehicle Inspection Form and Procedures

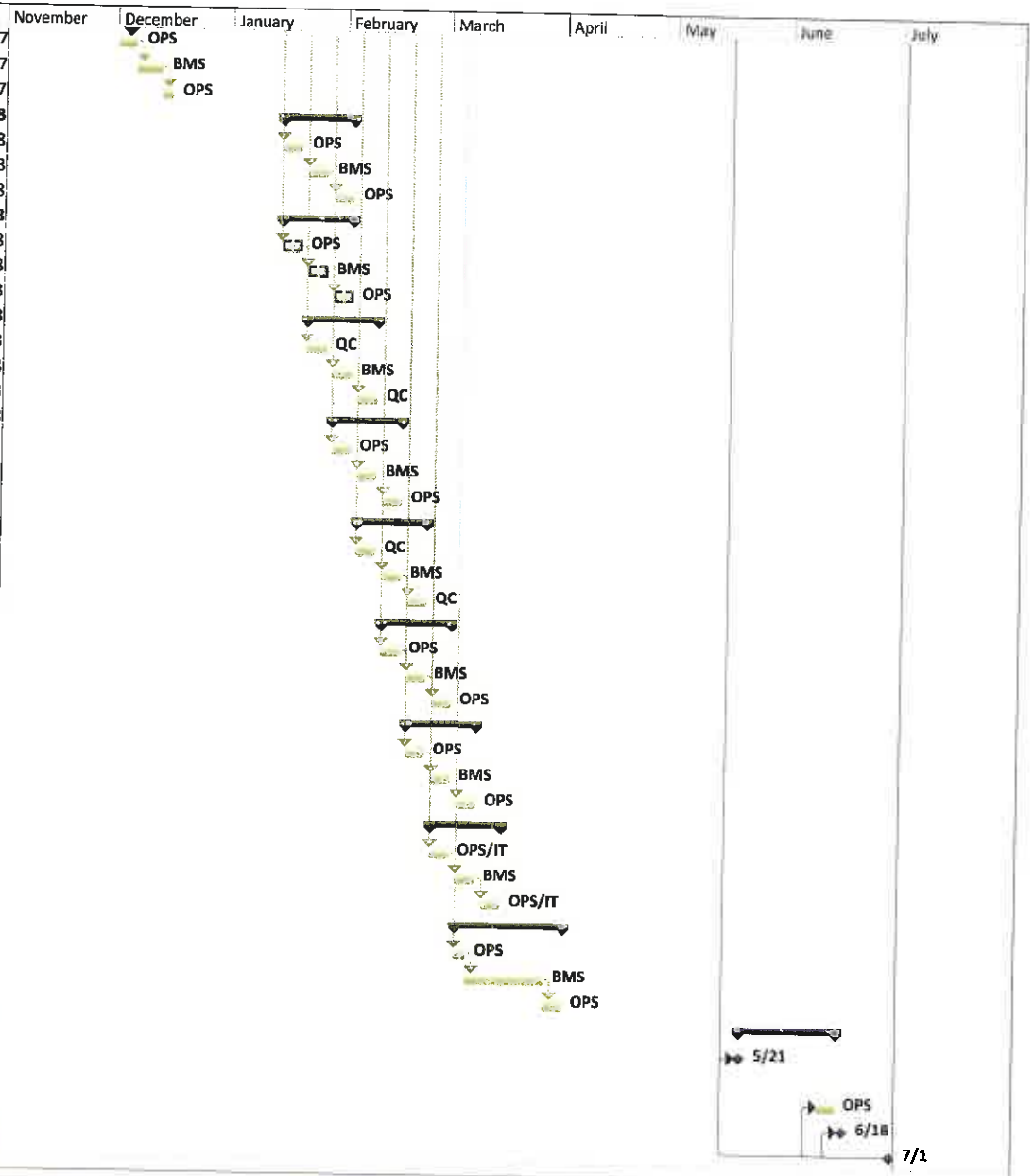
ID	Task Name	Duration	Start	Finish
1	**West Virginia NEMT Brokerage Program**	**151 days**	**Fri 12/1/17**	**Sun 7/1/18**
2	Estimated Award Date	0 days	Fri 12/1/17	Fri 12/1/17
3	**Project Management**	**147 days**	**Fri 12/1/17**	**Mon 6/25/18**
4	**Develop implementation work plan**	**11 days**	**Fri 12/1/17**	**Fri 12/15/17**
5	Draft and submit to BMS	3 days	Fri 12/1/17	Tue 12/5/17
6	Review/approve	5 days	Wed 12/6/17	Tue 12/12/17
7	Finalize	3 days	Wed 12/13/17	Fri 12/15/17
8	Conduct kickoff meeting	0 days	Fri 12/15/17	Fri 12/15/17
9	**Conduct weekly status meetings with BMS**	**146 days**	**Mon 12/4/17**	**Mon 6/25/18**
40	**Staffing**	**18 days**	**Mon 12/18/17**	**Wed 1/10/18**
41	**Staffing Plan**	**18 days**	**Mon 12/18/17**	**Wed 1/10/18**
42	Submit to BMS	1 day	Mon 12/18/17	Mon 12/18/17
43	Review/approve	5 days	Tue 12/19/17	Mon 1/8/18
44	Finalize	2 days	Tue 1/9/18	Wed 1/10/18
45	**Transportation Network**	**35 days**	**Mon 12/25/17**	**Fri 2/9/18**
46	**Network Plan**	**30 days**	**Mon 12/25/17**	**Fri 2/2/18**
47	Submit network and geographic coverage report to BMS	5 days	Mon 12/25/17	Fri 12/29/17
48	Submit vehicle inspection plan, forms, sticker, and list of inspectors	5 days	Mon 12/25/17	Fri 12/29/17
49	Submit NEMT Provider Monitoring Plan	5 days	Mon 12/25/17	Fri 12/29/17
50	Review	15 days	Mon 1/1/18	Fri 1/19/18
51	Finalize	10 days	Mon 1/22/18	Fri 2/2/18
52	**NEMT Provider Manual**	**15 days**	**Mon 1/1/18**	**Fri 1/19/18**
53	Update and submit to BMS	5 days	Mon 1/1/18	Fri 1/5/18
54	Review/approve	5 days	Mon 1/8/18	Fri 1/12/18
55	Incorporate changes/finalize	5 days	Mon 1/15/18	Fri 1/19/18
56	Inspect/credential all NEMT vehicles, providers, and drivers	30 days	Mon 1/1/18	Fri 2/9/18
57	**Education, Training, and Outreach (ETO)**	**95 days**	**Mon 1/8/18**	**Mon 5/21/18**
58	**Education and Outreach Plan**	**15 days**	**Mon 1/8/18**	**Fri 1/26/18**
59	Update and submit to BMS	5 days	Mon 1/8/18	Fri 1/12/18
60	Review/approve	5 days	Mon 1/15/18	Fri 1/19/18
61	Finalize	5 days	Mon 1/22/18	Fri 1/26/18
62	**Educational Materials**	**90 days**	**Mon 1/15/18**	**Mon 5/21/18**
63	Update and submit to BMS	5 days	Mon 1/15/18	Fri 1/19/18
64	Review/approve	5 days	Mon 1/22/18	Fri 1/26/18
65	Finalize	5 days	Mon 1/29/18	Fri 2/2/18
66	Distribute	0 days	Mon 5/21/18	Mon 5/21/18
67	**Training Sessions**	**24 days**	**Thu 2/1/18**	**Tue 3/6/18**
68	**Conduct NEMT Provider Trainings**	**11 days**	**Thu 2/1/18**	**Thu 2/15/18**
74	**Conduct Medical Provider Trainings & Town Halls**	**21 days**	**Tue 2/6/18**	**Tue 3/6/18**
80	**Deliverables**	**87 days**	**Fri 12/1/17**	**Mon 4/2/18**
81	**Turnover Plan**	**11 days**	**Fri 12/1/17**	**Fri 12/15/17**



Project:
Date: Mon 10/23/17

Task	External Tasks	Manual Task	Finish-only		
Split	External Milestone	Duration-only	Deadline		
Milestone	Inactive Task	Manual Summary Rollup	Progress		
Summary	Inactive Milestone	Manual Summary			
Project Summary	Inactive Summary	Start-only			

ID	Task Name	Duration	Start	Finish
82	Update and submit to BMS	3 days	Fri 12/1/17	Tue 12/5/17
83	Review/approve	5 days	Wed 12/6/17	Tue 12/12/17
84	Finalize	3 days	Wed 12/13/17	Fri 12/15/17
85	**Operations Procedures Manual**	**15 days**	**Mon 1/15/18**	**Fri 2/2/18**
86	Update and submit to BMS	5 days	Mon 1/15/18	Fri 1/19/18
87	Review/approve	5 days	Mon 1/22/18	Fri 1/26/18
88	Finalize	5 days	Mon 1/29/18	Fri 2/2/18
89	**BMS-Specific Report Samples**	**15 days**	**Mon 1/15/18**	**Fri 2/2/18**
90	Update and submit to BMS	5 days	Mon 1/15/18	Fri 1/19/18
91	Review/approve	5 days	Mon 1/22/18	Fri 1/26/18
92	Finalize	5 days	Mon 1/29/18	Fri 2/2/18
93	**Complaint Policies and Procedures Manual**	**15 days**	**Mon 1/22/18**	**Fri 2/9/18**
94	Update and submit to BMS	5 days	Mon 1/22/18	Fri 1/26/18
95	Review/approve	5 days	Mon 1/29/18	Fri 2/2/18
96	Finalize	5 days	Mon 2/5/18	Fri 2/9/18
97	**Post-Transportation Authorization Policy**	**15 days**	**Mon 1/29/18**	**Fri 2/16/18**
98	Update and submit to BMS	5 days	Mon 1/29/18	Fri 2/2/18
99	Review/approve	5 days	Mon 2/5/18	Fri 2/9/18
100	Incorporate changes/finalize	5 days	Mon 2/12/18	Fri 2/16/18
101	**Quality Assurance Plan**	**15 days**	**Mon 2/5/18**	**Fri 2/23/18**
102	Update and submit to BMS	5 days	Mon 2/5/18	Fri 2/9/18
103	Review/approve	5 days	Mon 2/12/18	Fri 2/16/18
104	Incorporate changes/finalize	5 days	Mon 2/19/18	Fri 2/23/18
105	**Validation Plan**	**15 days**	**Mon 2/12/18**	**Fri 3/2/18**
106	Update and submit to BMS	5 days	Mon 2/12/18	Fri 2/16/18
107	Review/approve	5 days	Mon 2/19/18	Fri 2/23/18
108	Incorporate changes/finalize	5 days	Mon 2/26/18	Fri 3/2/18
109	**Denial Letter/Criteria**	**15 days**	**Mon 2/19/18**	**Fri 3/9/18**
110	Update and submit to BMS	5 days	Mon 2/19/18	Fri 2/23/18
111	Review/approve	5 days	Mon 2/26/18	Fri 3/2/18
112	Incorporate changes/finalize	5 days	Mon 3/5/18	Fri 3/9/18
113	**Business Continuity & Disaster Recovery Plan**	**15 days**	**Mon 2/26/18**	**Fri 3/16/18**
114	Update and submit to BMS	5 days	Mon 2/26/18	Fri 3/2/18
115	Review/approve	5 days	Mon 3/5/18	Fri 3/9/18
116	Incorporate changes/finalize	5 days	Mon 3/12/18	Fri 3/16/18
117	**Adverse Conditions Plan**	**21 days**	**Mon 3/5/18**	**Mon 4/2/18**
118	Update and submit to BMS	3 days	Mon 3/5/18	Wed 3/7/18
119	Review/approve	15 days	Thu 3/8/18	Wed 3/28/18
120	Incorporate changes/finalize	3 days	Thu 3/29/18	Mon 4/2/18
121	**Readiness Review**	**20 days**	**Mon 5/21/18**	**Fri 6/15/18**
122	Submit final deliverables for Readiness Review	0 days	Mon 5/21/18	Mon 5/21/18
123	Participate in Readiness Review	5 days	Mon 6/11/18	Fri 6/15/18
124	**Phone Lines Open**	**0 days**	**Mon 6/18/18**	**Mon 6/18/18**
125	**Operations Start Date**	**0 days**	**Sun 7/1/18**	**Sun 7/1/18**



Project:
Date: Mon 10/23/17

Task
Split
Milestone
Summary
Project Summary
External Tasks
External Milestone
Inactive Task
Inactive Milestone
Inactive Summary
Manual Task
Duration-only
Manual Summary Rollup
Manual Summary
Start-only
Finish-only
Deadline
Progress

Tammy Pritt-Jones

Program Director

Career Summary

Medical Transportation Management, Inc., Charleston, WV, 2016 to Present

Program Director

As MTM's Program Director in West Virginia, Tammy oversees administration of the NEMT brokerage program for the state's Medicaid members. She provides contract management, technical support, and policy guidance in collaboration with the client, staff, Medicaid members, and transportation providers. Tammy works with MTM operations departments to ensure the most appropriate and cost-effective delivery of transportation services; track and maintain the contract budget to meet established financial goals; identify and manage stakeholders' expectations during all phases of the contract; and lead direct and non-direct reports.

West Virginia Department of Health and Human Resources, Charleston, WV, 1998 to 2016

Bureau for Medical Services, 2012 to 2016

Transportation Director

Prior to joining MTM's team, Tammy managed the NEMT brokerage program for the state, including development, implementation, and operation. She guided creation of policies and procedures with collaboration from field staff, public, members, politicians, and other state agencies, and sat as committee chair for two requests for proposal (RFP) for transportation and utilization management/prior authorization programs. In addition to overseeing the NEMT contract, Tammy supervised the Bureau's Health Homes Program, and served as a liaison for children's programs such as EPSDT, Right From the Start, Birth to Three, and Children's Vaccines.

Program Manager

As Program Manager for the Bureau, Tammy managed several state programs, including transportation, dental, vision, audiology, speech therapy, physical therapy, and occupational therapy programs. She coordinated with the Bureau, selected vendors, and other stakeholders to direct the programs' policies, procedures, and performance. Tammy regularly evaluated the programs to ensure operations complied with established standards and assigned budgets.

Bureau for Children and Families, Division of Family Assistance, 2006 to 2012

Senior Policy Specialist

In her position of Senior Policy Specialist, Tammy's main responsibility was to advise the Division on the management and development of Medicaid eligibility policies. She monitored economic, political, and social factors within the state to direct policy creation and promote the Division's mission.

FEMA Flood Assistance Personal Property Supervisor

As Personal Property Supervisor, Tammy supervised case processers and determined applicants' eligibility for FEMA personal property assistance due to flood damage.

Bureau for Children and Families, 1998 to 2006

Family Assistance Specialist

Tammy continued her work for the Bureau for Children and Families in her role as Family Assistance Specialist. Her responsibilities for this position included processing applications and determining eligibility for cash assistance, food stamps, and Medicaid. She conducted personal interviews with applicants; recorded, evaluated; and verified social and financial information to determine eligibility for services. Tammy also coordinated with other social service and community organizations as necessary regarding family/public assistance.



Career Highlights:

Over 19 years' experience working with non-emergency medical transportation and Medicare/Medicaid

Successful management of large, state-agency contracts and programs

Tammy Pritt-Jones

Program Director

Career Summary (2)

Economic Services Worker

Staying with the Bureau for Children and Families, Tammy accepted a position as Economic Services Worker, in which she processed applications and determined applicants' eligibility for food stamps and Medicaid, and managed a caseload for a variety of economic assistance programs. She conducted personal interviews with applicants, and evaluated and verified personal, financial, and social information to determine eligibility for services, referring applicants other social service and community service agencies when appropriate.

FEMA Flood Assistance Personal Property Processor

Tammy joined DHHR's Bureau for Children and Families as a FEMA Personal Property Processor. This position required her to determine eligibility for applicants requesting assistance with personal property loss due to flood damage.

Education

West Virginia University Institute of Technology, Montgomery, WV, 1997

Bachelor of Science in Business Management

Dylan Kirby

Customer Service Center Supervisor

Career Summary

Medical Transportation Management, Inc., Pulaski, VA, 2015 to Present

Customer Service Center Supervisor

As a Customer Service Center Supervisor for MTM, Dylan maintains a presence on the call center floor to monitor the performance and productivity of call center staff. He performs call audits and performance evaluations to coach and motivate employees towards company and career goals. Dylan interviews new-hire candidates, oversees training, and administers discipline notices for call center staff as necessary. He also works closely with other management staff to identify and rectify performance and/or operational issues.

Sears Holding Corporation, Whythesville, VA, 2013 to 2015

Store Manager

In his role as Manager, Dylan oversaw day-to-day operations of the store. He supervised a team of eighty employees, including recruiting, training, scheduling, and monitoring. Dylan also managed store inventory, shrinkage, sales performance, and cash flow, panning budgets and reporting quarterly business metrics to the Executive Team. During his time as Manager, Dylan increased the store's profits by implementing more effective sales training and troubleshooting profit los areas.

Results Companies, Galax, VA, January 2013 to October 2015

Local Resource Planner, Team Lead

During his employment with Results Companies, Dylan served as Local Resource Planner, Team Lead. In this position, he monitored and reviewed day-to-day call center operations, ensured staffing levels met established service requirements and effectively managed a high volume of inbound and outbound calls. He also acted as a liaison for Results Companies, developing and maintaining relationships with existing and prospective clients.

Education

Penn State University, State College, PA

Bachelor of Science, Business Administration

Old Dominion University, Norfolk, VA

Associate of Science, Business Administration

Career Highlights:

Over four years' experience in staff management and supervision

Three years experience in a call center environment

Erica Byrd

Manager, Customer Service Center

Career Summary



Medical Transportation Management, Inc., Charleston, WV, 2014 to Present

Manager, Customer Service Center, 2015 to Present

In 2015, MTM promoted Erica from CSC Supervisor to Manager of our Charleston call center. As Manager, Erica oversees the day-to-day activities of the call center, and leads a team of Supervisors and Customer Service Representatives (CSRs) arranging transportation for West Virginia Medicaid members. She develops competitions and activities to drive performance, prepares detailed summaries of call center statistics, and analyzes performance of direct reports, providing feedback or disciplinary action as necessary. Erica maintains close partnership with other departments at MTM as well as external clients and stakeholders.

Supervisor, Customer Service Center, 2014 to 2015

During implementation of the West Virginia Medicaid NEMT Brokerage Program, Erica joined the MTM team as a Supervisor in the call center. Her duties included managing a team of 50+ CSRs to ensure compliance with all established protocols, service levels, and customer satisfaction thresholds. Erica coordinated the daily activities of the call center, including scheduling and attendance management, motivational activities, and disciplinary action as necessary.

American Express, Beckley, WV, 2014

Sales & Service Representative

As a Sales and Service Representative with American Express, Erica skillfully handled and resolved inquiries from domestic and international credit card holders. She managed a high volume workload and responded to challenging calls from clients, including complex credit issues, interest calculations, and annual percentage rate questions. In less than a year, Erica became one of the top ten employees for customer service metrics, and was appointed as an interim coach for new hire employees in the company's soft landing program.

Kaplan Early Learning Co, Lewisville, NC, 2013 to 2014

Contract & Research Analyst

During her time at Kaplan, Erica worked closely with the sales team to analyze sales trends and provide account recommendations. She prepared business analysis on bid wins and losses to determine trends that advanced the organization's competitive bidding position. Erica developed an internal system to manage, collect, and analyze reviews to assist in formulating future bid strategies. She also managed and stayed up to date on all key Kaplan contracts, and worked closely with state Department of Education representatives to ensure products met contractual standards.

Career Highlights:

Over six years of call center industry experience

Skilled in data analysis, reporting, and contract compliance

Exceptional communication and leadership skills formed over 12 years of professional experience

Erica Byrd

Manager, Customer Service Center

MTM

Career Summary (2)

Ferrellgas dba Blue Rhino, Winston Salem, NC, 2005 to 2012

Senior Sales Specialist, 2009 to 2012

In 2009, Erica was promoted to Senior Sales Specialist at Blue Rhino. Her primary role in this position was to assist National Sales Managers with growing existing accounts and targeting new business. To do so, she prepared analytical reports and presentations for the sales and marketing teams, maintained and organized a customer database of over 15,000 selling locations, and managed and reviewed all sales contracts for accuracy. Erica communicated regularly with territory, regional, and strategic managers for daily support on accounts as well as strategic recommendations.

Customer Service Supervisor, 2005 to 2008

As Customer Service Supervisor for Blue Rhino, Erica managed a team of 15 full-time and 6 part-time call center employees. She provided feedback on call metrics and call monitor results, developed new hire and ongoing training programs for call center employees, and managed attendance, payroll, and disciplinary actions. She also handled escalated calls as necessary.

Education

Mountain State University, Beckley, WV

Masters degree in Strategic Leadership - 2008

Bachelors degree in Legal Studies - 2004

James Stafford

Assistant Program Director

Career Summary



Medical Transportation Management, Inc., Charleston, WV, 2014 to Present

Assistant Program Director

As the Assistant Project Manager, James assists Project Manager Tammy Pritt-Jones in all day-to-day operations, including supervision of the West Virginia staff. He closely supports the Network team in setting up new contracts for NEMT providers, and working to resolve any network challenges. James also coordinates with BMS to resolve complaints as necessary, as well as Care Management Coordinator Brittni Stanley to research and resolve any member issues.

Labcorp of America, Charleston, WV, 2012 to 2014

Logistics Manager

James managed the day to day operations of the company fleet and supervised the daily operation of the medical warehouse. He was responsible for 14 employees, ensuring they made their start times, picked up supplies for clients, and returned with accurate count of all medical specimens.

US Army

Distribution Platoon Sergeant, Mannheim, Germany, 2009 to 2012

As the Distribution Platoon Sergeant, James provided logistical support to NATO and V Corps units in the European Theater of Operations. He managed the receipt, storage, and issue of more than six million gallons of aviation grade fuel at five different airfields. James provided support to the USEAREUR Commander and NATO Commander. He developed, coordinated, and oversaw the supply support portion of integrated logistics support plans in the management of all refuel and defuel operations on four airfields in Germany. James was knowledgeable on automated inventory, property management, and financial systems to maintain and reconcile records for property accountability. He excelled in the use of computers and software, allowing him to maintain property accountability and conduct reconciliation. James oversaw training, welfare, and disciple of 28 soldiers and 12 NCO's. His keen sense of organization contributed to his ability to compile, analyze, and evaluate logistics data in order to provide recommendations on program-related issues and concerns.

Observer Controller, Fort Irwin, CA, 2007 to 2009

During this time, James served as a Subject Matter Expert to the Eagle Team relating to all fuel and ammunition issues on the doctrinal employment of aviation (Forward Arming and Refueling Points) FARP assets. He conducted After-Action reviews for ten rotations a year, enhancing the unit's combat logistical capabilities for the future. James demonstrated knowledge and experience in logistical operations, policies, and best practices for government personal property, asset management, and application of Federal Laws and regulations in training units preparing for deployment. He served as FARP trainer within the Operations Group Eagle Team, where responsibilities included the training and safety of senior leaders and soldiers in platoons exceeding 70 personnel up to ten times per year, training rotational units on logistical support operations, force protection and FARP set-up and operations. James's communication skills played an important part in preparing and presenting briefings to Colonels at the end of rotation. He successfully addressed and solved problems including controversial issues in potential or actual adversarial situations.

Career Highlights:

Three years NEMT management experience

30 years military experience

Aided in the implementation of the West Virginia NEMT brokerage contract

James Stafford

Assistant Program Director

Career Summary (2)

Distribution Platoon Sergeant, Fort Campbell, KY, 2005 to 2007

James provided leadership and communication in the training, welfare, and discipline of almost 50 soldiers and 25 NCO's. He prepared fuel and ammunition accountability reports in different formats. James demonstrated knowledge of logistics functions including, budgeting, fuel reports, purchase request preparation, and property accountability. He developed and executed material management programs to include inventory control and distribution throughout the logistics system. James ensured cyclic and sensitive inventories were conducted and completed. His skill didn't stop there. He managed all fuel, ammunition and water operations, equipment, shipping, ordering parts, receiving, storing and issuing more than $20 million in fuel and ammunitions. James successfully provided inventory management and property accountability, signed $10 million in equipment, and prepared spreads.

Education

Hopkinsville Community College, Hopkinsville, KY

- Various courses

West Virginia Career College, Morgantown, WV

Associates degree

- Emphasis in Office Management & Information Processing

Additional Information

Military Service, US Army, 1987 to 2012

- Platoon Sergeant

Military Awards & Training

- Bronze Star Medal
- Meritorious Service Medal
- Army Commendation Medal
- Army Achievement Medal
- Joint Meritorious Unit Award D
- Army Superior Unit Award
- Army Good Conduct Medal
- National Defense Service Medal *with Bronze Service Star*
- Armed Force Expeditionary Medal
- Afghanistan Campaign Medal *with Two Campaign Stars*
- Southwest Asia Service Medal *with Three Bronze Service Stars*
- Global War on Terrorism Service Medal
- Korean Defense Service Medal
- Humanitarian Service Medal
- Iraq Campaign Medal
- Army Service Ribbon
- Overseas Service Ribbon
- NATO Medal
- Kuwait Liberation Medal
- Air Assault Badge
- Expert Marksmanship badge *with Rifle Bar*
- Advanced and Water Log, 01/2007 & 03/2007
- Air Assault, Air Defense Course, 08/2000
- Transportation and Storage of Hazardous Materials
- Environmental Compliance Officer Certification, 1997
- Basic NCO CRS, 08/1996 to 10/1996
- Professional Leadership Development Course, 09/1991
- EO Leaders, 1997
- HAZMAT Certification, 1994
- Controller Academy, 2007
- Logistical Management College, 1995
- Emergency Preparedness 1995

Kyle Bissell

Senior Education, Training & Outreach (ETO) Coordinator



Career Summary

Medical Transportation Management, Inc., West Des Moines, IA, 2015 to Present

Senior Education, Training & Outreach (ETO) Coordinator

Kyle currently serves as the Senior ETO Coordinator for MTM's Iowa Medicaid business. In this role he is responsible for educating facilities through various means including, but not limited to, in person facility visits throughout the state, community and educational events, web-ex onboarding educational sessions, and ongoing email outreach efforts regarding Medicaid issue that affect transportation. Kyle works closely with Social Workers and Case Managers who are in direct contact with Iowa Medicaid members, often attending meetings geared towards ensuring vulnerable populations have access to the metropolitan transportation systems or other transportation means. Kyle focuses on partnering with community action programs, community leaders, and organizations that serve these vulnerable populations, with a goal of removing the transportation barriers they face. Kyle has provided ETO services to nearly 3,500 individuals that will ultimately be in touch with Medicaid members the state of Iowa.

City of Urbandale Fire Department, Urbandale, IA, 2007 to 2015

Lieutenant/Public Information Officer

Prior to joining MTM, Kyle served as a Lieutenant of the City of Urbandale Fire Department where he preserved life, protected property, and promoted safety through education. In this role he directed and managed a team of firefighters in their daily assignments and long term projects. He served as a mentor to his team members to help them reach personal goals while continuously promoting higher education. In the fall of 2014, Kyle initiated and developed the position of Public Information Officer in an effort to better inform the public about the department and the issues that may affect them. In this role he served as the on-camera spokesperson for the department and worked with local media groups to inform and educate the public. Kyle also successfully identified and created an emergency management outreach program for the vulnerable population segments in the community.

Dallas County Emergency Medical Services, Adel, IA, 1999 to 2007

Paramedic Specialist

As Paramedic Specialist for Dallas County Emergency Medical Services, Kyle was responsible for educating and mentoring both new employees and EMS students. He served as a liaison between the local community fire departments and the State of Iowa Bureau of EMS. Kyle was also responsible for providing continuing education on EMS topics throughout the state of Iowa.

Marcon Services, Ltd., Des Moines, IA, 1988 to 1999

Vice President of Sales and Marketing

Kyle began his career with Marcon Services where he worked his way up from Sales Representative to Vice President of Sales and Marketing. In this role he was responsible for developing an overall marketing plan, as well as individual focused plans, for a team of sales professionals in Des Moines, Omaha, and the Dallas/Fort Worth area. Kyle coached and mentored team members to help them reach and/or exceed their sales goals and was also responsible for hiring and training of new team members. Kyle was also responsible for the oversight and maintenance of each individual location budget.

Kyle Bissell
Senior Education, Training & Outreach (ETO) Coordinator

MTM

Education and Training

Grand Canyon University, Phoenix, AZ, 2012
Masters of Science in Leadership and Disaster Preparedness, graduated with honors

Columbia Southern University, 2010
Bachelors of Science in Fire Science, graduated Summa Cum Laude

Brian Arnold

Regional Director



Career Summary

Medical Transportation Management, Inc., Pulaski, VA, 2008 to Present

Regional Director

As the Regional Director for MTM, Brian is responsible for providing strategic leadership and management for the Virginia, West Virginia, and Ohio markets that mirrors MTM's mission, vision, and core values. Brian uses data analytics, reporting tools, and KPIs to formulate and implement business plans, tactics, and strategies that provide efficient, effective, and comliant operations for both short and long term success.

Customer Service Center Manager

While serving as the Customer Service Center Manager, Brian was responsible for recruiting and staffing to meet 5% abandonment rate and 60 second ASA. He managed inbound calls in excess of 44,000 calls per months for 14 health plans while providing a positive, motivational, and team work environment in order to obtain high moral. Brian provided ongoing reviews of processes to identify areas of improvement and to make revisions as necessary. He also ensured compliance to all MTM and health plan policies and procedures, and ensured effective and efficient utilization of resources.

General Injectables & Vaccines/Henry Schein, Bastian, VA, 2006 to 2008

Sales Manager

As the Sales Manager, Brian managed the Inbound Sales, Territory Sales, Telemarketing, Contracts, Warranty, and Equipment departments. He planned and budgeted to meet and exceed monthly, quarterly, and yearly goals, and was responsible for over $250 million in yearly sales. Brian served as a liaison between G.I.V. and dental, podiatry, and veterinary companies. Through the company, Brian actively participated in social responsibility campaigns such as Healthy Children Healthy Lifestyles, Back-to-School program, and Relay for Life.

Adventure Entertainment, Roanoke, VA, 1996 to 2005

Vice President of Store Operations

Brian helped grow Adventure Entertainment from two stores to one of the top fifteen national video retailers, employing more than 300 employees. He recruited personnel to make the company succeed in customer service industry, and performed personnel training with district management, store management, and complete store staffs for all new store openings to ensure expectations were clear. Brian also developed all store policies and procedures for 41 stores covering four states and negotiated new business partners to improve margins and customer satisfaction. He grew internally by holding the positions of Manager Trainee, Store Manager, Area Manager, District Manager, Director of Store Operations, and Vice President.

Education

Radford University, Radford, VA

Bachelor of Business Administration, Marketing

REGIONAL DIRECTOR, OVERSIGHT & REVIEW

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Regional Director, Oversight & Review	Exempt (salary)	07/01/2016

POSITION SUMMARY

The Regional Director works in collaboration with MTM operations and support departments to ensure thorough oversight and compliance of all designated regional area contracts. The Regional Director also acts as the liaison between MTM, clients, and external stakeholders to ensure MTM is fully compliant with contract requirements.

MAJOR JOB OBJECTIVES

- Provide oversight and direction to ensure business outcomes and contract goals are defined and met
- Learn and understand all aspects of the area contracts
- Plan continuously for growth and issue resolution
- Review service delivery to ensure the most appropriate and cost-effective mode of transportation is used
- Responsible for building (or assuring building of) required documents and Work Plans as needed
- Stay abreast of changes to contract rules, regulations, and policies
- Work with clients to follow through on service issues, trouble-shoot problems and concerns, complaints and education
- Act as a liaison between MTM and external stakeholders to educate on MTM services and ensure customer satisfaction
- Identify and manage stakeholders' expectations during all phases of the contract
- Provide ongoing, day-to-day service support to client personnel
- Be available as clients' key contact for any issues relating to the program
- Address all issues in a timely manner to the satisfaction of the clients and MTM
- Present annual plan reviews and work in a consultative manner with clients
- Prepare for, coordinate, and conduct, quarterly in-services with clients
- Educate clients on MTM procedures and services, including new items relating to the NEMT industry and/or MTM services
- Address all issues in a timely manner to the satisfaction of the client and MTM
- Acquire a good understanding of State/Government, and local climate and issues pertaining to contracts
- Maintain active involvement in State/Government programs and transportation related conferences/seminars

OTHER JOB FUNCTIONS

- Maintain active involvement in programs, as required
- Maintain a thorough understanding of MTM policies and employee handbook guidelines
- Oversee all planning activities
- Other duties as assigned

KNOWLEDGE, SKILLS, & ABILITIES

- Must possess excellent interpersonal skills and ability to work with a variety of people and job positions
- Thorough knowledge of ADA, DOT, FTA regulations
- Ability to acquire in-depth knowledge of MTM operations, company policies, and guidelines
- Proven experience in operation's and management of staff

- Extensive analytical and proven data collection methods
- Exceptional interpretation and problem solving skills
- Ability to schedule, organize and prioritize multiple tasks
- Proven experience supervising and monitoring the delivery of contractual services
- Extensive knowledge of budget and cost analysis
- Must be able to evaluate and resolve problems and issues in a constructive manner
- Moderate to advanced computer skills
- Ability to maintain high level of confidentiality
- Regular attendance

QUALIFICATIONS

- Bachelor's degree
- Master's degree preferred
- At least two years' qualifying experience
- Previous experience with contractor project management preferred
- Must possess a valid driver's license

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This position involves supervision of direct reports and includes establishment of annual goals and objectives, coaching and mentoring, conducting annual performance reviews, issuing disciplines, and providing daily oversight of assigned tasks

Acknowledgement

I have read and understand my position description and certify that I understand the requirements of the essential functions and duties of the position and will fulfill the stated expectations:

_____ without accommodations

_____ with the following accommodations

Equal Opportunity Employer. Minorities/Women/Veterans/Disabled/Familial
If you are in need of accommodations, please contact Human resources at (636) 561-5686

Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

This job description in no way states or implies that these are the only duties to be performed by the employee occupying this job. Employees may be required to follow other job-related instructions and to perform other job-related duties as requested, subject to all applicable state and federal laws. Certain job functions described herein may be subject to possible modification in accordance with applicable state and federal laws.

Original: Human Resources
Cc: Employee's Supervisor
Employee

PROJECT MANAGER

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Project Manager	Exempt (salary)	07/01/2016

POSITION SUMMARY

The Project Manager works in collaboration with operations, corporate support departments, to ensure the most appropriate and cost-effective delivery of transportation services are provided. Will act as the internal liaison between departments and clients to ensure that the location is fully compliant with all contractual requirements.

MAJOR JOB OBJECTIVES

- Contract oversight and facilitation of client needs with anticipation of growth
- Identify potential risk and develop resolution processes
- Continually analyze program needs and productivity and adjust staffing and resources to ensure cost effectiveness
- Oversight of documentation or work plans as required or needed
- Develop a working relationship with client and operations staff to ensure exceptional customer service needs and problem resolution processes are in place
- Act as a liaison between MTM and client to address any concerns or issues that may arise and do so in a timely manner
- Act in a consultative manner, developing and presenting annual plan reviews
- Provide education and information to client regarding MTM procedures, services available, and changes within the industry
- Good understanding or local climate needs and issues pertaining to the passenger transportation industry
- Capability of addressing any questions / concerns regarding program
- Develop and maintain thorough knowledge of MTM departments and compliance programs within each
- Identify, evaluate, and develop strategies in relation to livability, public involvement, and the transportation disadvantaged population
- Participate in education outreach programs for public involvement
- Maintaining a Geographic Information System (GIS) database for reporting, analytics, and demographic data
- Work collaboratively with key stakeholders, internal and external
- Attend regular meetings with the client to report on progress, field any questions, concerns, and/or complaints, as well as update the client on ongoing projects

OTHER JOB FUNCTIONS

- Maintain active involvement in programs, as required
- Maintain a thorough understanding of MTM policies and employee handbook guidelines
- Oversee all planning activities
- Other duties as assigned

KNOWLEDGE, SKILLS, & ABILITIES

- Must possess excellent interpersonal skills and ability to work with a variety of people and job positions
- Thorough knowledge of ADA, DOT, FTA regulations
- Ability to acquire in-depth knowledge of MTM operations, company policies, and guidelines
- Proven experience in operation's and management of staff
- Extensive analytical and proven data collection methods
- Exceptional interpretation and problem solving skills

- Ability to schedule, organize and prioritize multiple tasks
- Proven experience supervising and monitoring the delivery of contractual services
- Extensive knowledge of budget and cost analysis
- Must be able to evaluate and resolve problems and issues in a constructive manner
- Moderate to advanced computer skills
- Ability to maintain high level of confidentiality
- Regular attendance

QUALIFICATIONS

- Bachelor's degree
- Master's degree preferred
- At least two years' qualifying experience
- Previous experience with contractor project management preferred
- Must possess a valid driver's license

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This position involves supervision of direct reports and includes establishment of annual goals and objectives, coaching and mentoring, conducting annual performance reviews, issuing disciplines, and providing daily oversight of assigned tasks

Acknowledgement

I have read and understand my position description and certify that I understand the requirements of the essential functions and duties of the position and will fulfill the stated expectations:

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_____ with the following accommodations

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If you are in need of accommodations, please contact Human resources at (636) 561-5686

Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

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Original: Human Resources
Cc: Employee's Supervisor
Employee

ASSISTANT PROJECT MANAGER

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Assistant Project Manager	Exempt (salary)	04/01/2016

POSITION SUMMARY

The Assistant Project Manager will play a key role in the management, training, and development of staff and implementation of short and long-term strategic processes. The Assistant Project Manager will act as the deputy liaison between MTM and the client when necessary. The objective of this position is to monitor day to day activity of local Operations and Network staff and to ensure the safest and highest quality transportation experience for passengers while adhering to specific health plan protocols and MTM policies/procedures and staying within budget.

MAJOR JOB OBJECTIVES

- Maintain required staffing levels through timely recruitment and training of qualified candidates
- Foster employee development, through motivation, constructive feedback, coaching, training, and mentoring
- Maintain scheduling, time, and attendance of direct reports, including approval/denial of time off requests
- Assist Workforce Management in resolving any issues
- Administer monthly/yearly employee performance evaluations as well as periodic reviews against goals and objectives and ensure feedback is provided to employees
- Administer all staff discipline, including termination
- Ensure department policies are followed and staff attends mandatory training sessions
- Attend and represent MTM in unemployment hearings involving direct reports.
- Conduct project status meetings to identify problems and ensure that deliverables are met
- Actively seek opportunities for departmental process improvement initiatives
- Assist with compiling department metrics and ensure all required reports are submitted timely and accurately
- Ensure work is completed in an accurate and timely fashion
- Provide correspondence, assistance and feedback for strategic planning sessions Monitor workload for the coming weeks and recommend course of action necessary to meet demands
- Ensure team members have adequate support to ensure deadlines are met
- Implement best practices to maximize efficiencies
- Ensure all team members follow MTM's documented policies
- Define and document all processes and work flows
- Ensure information is protected by conforming to MTM's HIPAA standards
- Define and document all training manual materials
- Keep abreast of changes to NEMT program rules, regulations and policies
- Collaborate directly with other departments to establish the business rules that will provide the foundation of the program's data quality, processing and improvement plan
- Meet regularly with transportation providers, facilities and internal departments to ensure safe and quality transportation services are being delivered
- Work with the Client, NEMT providers, and facilities to follow through on service issues, trouble-shooting problems and concerns, complaints and education
- Act as liaison between MTM and external stakeholders regarding services and customer satisfaction
- Address all issues in a timely manner to the satisfaction of the Client and MTM

OTHER JOB FUNCTIONS

- Work closely with local and satellite offices and personnel
- Manage responsibilities with the corporate office

- Ensure good working relationships and high levels of communication among staff, client, and stakeholders
- Comply with corporate policies and procedures
- Other duties as assigned

KNOWLEDGE, SKILLS, & ABILITIES

- Positive attitude and proven ability to work well with diverse groups
- Ability to teach, coach and motivate staff
- Ability to build and maintain good relationships with community agencies and other critical stakeholders involved in healthcare access issues
- Solid interpersonal and team-building skills to effectively communicate with internal and external customers
- Proactive and creative techniques in solving client and employee issues
- Excellent organization skills with the ability to manage multiple concurrent projects. Project planning, scheduling, tracking and coordination
- Ability to think creatively and resolve problems
- Proficient with Microsoft Word, Excel, Access, PowerPoint and Outlook
- Self-starter with the initiative to identify and act upon opportunities without direction
- Possess excellent verbal and written communication skills
- Flexibility in all areas. Easily adaptable to ever changing environment and requirements
- Deal with others in a manner which shows sensitivity, tack, and professionalism
- Speak clearly, concisely and effectively; listen to and understand information and ideas as presented verbally

QUALIFICATIONS

- Bachelor degree or four years' qualifying NEMT experience
- Two years' qualifying experience
- Previous supervisory/management experience
- Customer service and/or call center experience preferred
- Previous experience working with Medicaid and/or State programs preferred

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This position involves supervision of direct reports and includes establishment of annual goals and objectives, coaching and mentoring, conducting annual performance reviews, issuing disciplines, and providing daily oversight of assigned tasks

Acknowledgement

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_____ without accommodations
_____ with the following accommodations

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If you are in need of accommodations, please contact Human resources at (636) 561-5686

Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

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Original: Human Resources
Cc: Employee's Supervisor
Employee

CALL CENTER MANAGER

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Call Center Manager	Exempt (salaried)	11/01/2016

POSITION SUMMARY

The Call Center Manager is responsible for overseeing the daily operations of a high volume call center, providing expertise and customer service support to Members in an inbound facility including management of Supervisors, Support Staff, and Customer Service Representatives (CSRs). The Manager will ensure production, quality, and contract standards are met through monitoring service levels, consumer satisfaction, client satisfaction, and compliance of protocols and procedures.

MAJOR JOB OBJECTIVES

- Manage, develop and provide continuous coaching to a team of Supervisors, Support Staff, and CSRs in order to meet/exceed call center performance expectations and goals
- Supervise, hire, motivate, assign and monitor work, train, provide guidance, etc. of assigned staff and ensure department and company policies, procedures and standards of performance are followed
- Drive personal accountability of staff for individual team results by conducting regular analysis of performance results, documented coaching sessions, performance reviews, and disciplinary actions
- Meet with management to review metrics, quality results, establish goals/targets, address , as well as focus on areas of opportunities and development
- Host regular meetings with direct reports in an open forum to discuss performance results, opportunities, create action plans, and promote teamwork
- Ability to report Key Performance Indicators that represent overall performance at Business Review meetings to the Executive Team monthly
- Identify additional training opportunities to assist staff in reaching maximum potential
- Conduct performance appraisals annually on each direct report
- Approve staff time through payroll system
- Develop/implement promotions/incentives for employees to foster teamwork, morale, and drive performance results
- Meet call center financial objectives by estimating requirements, preparing an annual budget, analyzing variances, and initiating corrective actions to ensure compliance
- Analyze statistical call center data and work with Workforce Management to determine areas of opportunity to prevent Corrective Action Plans
- Understand call center work processes and continuously review those processes for efficiency
- Initiate recommendations for process improvement opportunities
- Maintain complete knowledge of system and telecommunications capabilities, associated software applications and internet access
- Participate in cross functional projects and assignments within MTM to develop processes/procedures that will drive efficiency, reduce cost and create client satisfaction

OTHER JOB FUNCTIONS

- Other duties as assigned

KNOWLEDGE, SKILLS, & ABILITIES

- Ability to acquire and maintain an in-depth knowledge of company operations, systems, contract guidelines and other required policies and procedures

- Demonstrated ability to manage multiple priorities in a fast-paced environment
- Ability to make sound business judgments
- Excellent interpersonal skills and ability to work with and manage a variety of people
- Excellent communication skills both written and verbal
- Excellent public speaking and presentation skills
- Strong leadership and analytical skills
- Knowledge of Microsoft applications, including Word, Excel, Access, and PowerPoint
- Ability to maintain high level of confidentiality
- Regular attendance is required

QUALIFICATIONS

- Bachelor degree or four years' qualifying experience
- Two years' qualifying experience
- Previous experience in customer service management position
- Experience in coaching, mentoring and fostering a positive work environment
- Experience with recruiting, discipline management and termination process
- Experience dealing with conflict management

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This position involves supervision of direct reports and includes establishment of annual goals and objectives, coaching and mentoring, conducting annual performance reviews, issuing disciplines, and providing daily oversight of assigned tasks

Acknowledgement

I have read and understand my position description and certify that I understand the requirements of the essential functions and duties of the position and will fulfill the stated expectations:

_____ without accommodations

_____ with the following accommodations

Equal Opportunity Employer. Minorities/Women/Veterans/Disabled/Familial
If you are in need of accommodations, please contact Human resources at (636) 561-5686

Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

This job description in no way states or implies that these are the only duties to be performed by the employee occupying this job. Employees may be required to follow other job-related instructions and to perform other job-related duties as requested, subject to all applicable state and federal laws. Certain job functions described herein may be subject to possible modification in accordance with applicable state and federal laws.

Original: Human Resources
Cc: Employee's Supervisor
Employee

PROVIDER RELATIONS MANAGER

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Provider Relations Manager	Exempt (salary)	03/23/2016

POSITION SUMMARY

The Provider Relations Manager is a liaison between MTM and the transportation providers. The primary function of the Provider Relations Manager is to provide oversight for network recruitment, implementation, network management, field monitoring, and financial analysis of the network.

MAJOR JOB OBJECTIVES

- Manage and oversee all aspects of Network recruitment
- Work with providers to ensure networks are comprehensive in geographic for each covered mode
- Recruit additional providers in existing areas
- Assist in developing and executing provider education programs
- Enforce internal/external policies.
- Manage Network Management Representative/Field Monitors
- Participate in planning, revisions, and implementation of MTM Provider Guidelines, Service Agreements, and Amendments
- Review average costs per trip
- Create and issue Performance Improvement Plans (PIPs) to transportation providers demonstrating subpar performance
- Develop and submit all required reports to appropriate parties

OTHER JOB FUNCTIONS

- Provide interpretation and assistance in compliance with all MTM policies and reporting procedures
- Attend regional and network provider conventions and seminars
- Participate in planning and execution of Regional Provider meetings
- Participate as an active member of MTM department management meetings
- Conduct employee interviews and hire staff as needed
- Regular attendance required
- Other duties as assigned

KNOWLEDGE, SKILLS, & ABILITIES

- Moderate to advanced knowledge of Microsoft applications, including Word, Excel, Access required and PowerPoint preferred
- Ability to acquire and maintain an in-depth knowledge of MTM departments, contracting, procedures, and processes
- Demonstrated ability to manage multiple priorities in a fast-paced environment
- Ability to handle confidential information in a professional manner
- Ability to make sound business judgments
- Excellent interpersonal skills and ability to work with and manage a variety of people
- Excellent written and verbal communication skills
- Excellent negotiation and problem solving skills
- Strong leadership and analytical skills

QUALIFICATIONS

- Bachelor's degree or four years' qualifying NEMT experience
- Two years' qualifying experience
- Previous experience in management
- Previous experience in the paratransit, public transit, or livery industries
- Knowledge of contracting and negotiations

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

Normal office conditions apply. Employee must have clear, close vision for reading and computer work. Must be able to sit, stand, walk, balance, stoop, grasp, talk, hear and operate computer keyboard. Job may require reaching at shoulder level and below waist. Will occasionally lift/push/pull up to 20 pound and carry objects 50 feet.

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This position involves supervision of direct reports and includes establishment of annual goals and objectives, coaching and mentoring, conducting annual performance reviews, issuing disciplines, and providing daily oversight of assigned tasks

Acknowledgement

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_____ with the following accommodations

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Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

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Original: Human Resources
Cc: Employee's Supervisor
Employee

OUTREACH & COMMUNICATIONS MANAGER

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Outreach & Communications Manager	Non-Exempt (salary)	11/01/2016

POSITION SUMMARY

The Outreach & Communications Manager plays a critical role in developing and maintaining relationships with MTM stakeholders. This position is responsible for providing outreach and education to diverse audiences through presentations, trainings, one-on-one meetings, networking, events, e-activity and other outreach strategies.

MAJOR JOB OBJECTIVES

- Establish contacts, build and maintain working relationships with stakeholder agencies, i.e. Major Medical Facilities, Area Offices on Aging, End Stage Renal Disease Networks, Service Providers and other stakeholder agencies that represent member populations
- Maintain an accurate contact list of stakeholders with key contact information
- Coordinate with Care Management and Network Departments as necessary
- Gain and maintain in-depth knowledge of MTM's Policies and Workflows, including the Service Management Portal (SMP)
- Design and implement evaluative tools to measure program success
- Develop quarterly training plans based on input from department Manager
- Collect and write Education, Training, and Outreach success stories
- Publish Quarterly Newsletter
- Create, determine format and deliver trainings specific to the intended party and purpose
- Track all trainings internal and external
- Gather feedback/evaluations for each training and report to management as needed

OTHER JOB FUNCTIONS

- Monitor and evaluate operations, programs, processes and/or workflows for quality and effectiveness; make recommendations for improvement
- Conduct trainings as needed
- Act as an expert resource and spokesperson for MTM
- Facilitate communication between internal and external stakeholders
- Coordinate meetings between internal and external stakeholders
- Track and record outreach activities with database and other tracking tools
- Provide regular follow-up with outreach audiences to ensure they are equipped and trained on MTM processes
- Perform other duties as assigned

KNOWLEDGE, SKILLS, & ABILITIES

- Advanced experience with Microsoft Word, Microsoft Excel, Microsoft Outlook, Power Point, Database and Internet proficiency
- Strong communication skills, including the ability to write and speak clearly, succinctly and in a manner that appeals to wide audiences
- Ability to listen to and understand information and ideas presented verbally
- Excellent time management and organizational skills

- Ability to coordinate multiple projects and events simultaneously
- Ability to teach, coach, motivate and lead
- Positive attitude, ability to work well with others and independently
- Ability to type 30wpm
- Detail oriented with the ability to meet competing deadlines
- Comfortable working with minimal supervision and maintaining multiple responsibilities
- Reliable, regular and punctual attendance at work during core business hours
- Proactive and creative techniques in solving Client problems
- Possess a high level of initiative
- Flexibility in work schedule
- Day and evening travel within the region; travel throughout the country is possible
- Ability to deal with people in a manner that demonstrates sensitivity, tact, and professionalism
- Ability to maintain high level of confidentiality
- Regular attendance is required

QUALIFICATIONS

- Bachelor's Degree or four years' qualifying NEMT experience
- Two years' qualifying experience
- Must possess valid driver's license and show evidence of automobile insurance
- Background in community outreach, communications, public relations or related field preferred
- Experience in public presentations and training preferred
- Experience in healthcare, case management, social work or a related field preferred

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This role does not involve supervision of direct reports

Acknowledgement

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_____ with the following accommodations

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Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

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Original: Human Resources
Cc: Employee's Supervisor
Employee

MANAGER, NETWORK TRAINING

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Manager, Network Training	Exempt (salary)	02/14/2017

POSITION SUMMARY

The Manager, Network Training is responsible for overseeing the Network Operations Training Team and overseeing MTM transportation related training for internal and external stakeholders. Manager, Network Training oversees the design and development of corporate training programs for Network and call centers employees to create effective learning solutions designed to improve individual and organizational performance, quality standards, and incorporate interactive materials for a variety of delivery systems. The Manager, Network Training also strives to motivate their employees to perform at their best and to be a professional and positive reflection of MTM to internal and external customers.

MAJOR JOB OBJECTIVES

- Collaborate with the training team to design and develop interactive learning solutions for MTM Network Department and external stake holders to drive measurable business results and ensure that those solutions to quality and safety standards
- Conduct comprehensive analysis to determine need, project scope and best training methodology to ensure that training fulfills the needs and objectives of the company
- Design and develop high level training materials using various learning theories that include facilitator and participant guides, tutorials, demonstration models, study and reference materials, job aids, and on-the-job training systems
- Oversee Network Department Training (including recurrent and remedial), protocol trainings, and soft skill enhancement workshops ensuring it's effectively delivered throughout the organization as needed
- Ensure that MTM provider training and driver training are in alignment with MTM processes and procedures to increase efficiency and productivity for internal teams like credentialing, claims, IT and Network Department
- Conduct training sessions via in-person, or remotely over the phone, or via WebEx as needed
- Measure the success through various methodologies such as: quality scores, credentialing reports, complaint reports and satisfaction surveys
- Oversee and instruct newly recruited Transportation Providers on the proper procedure for claiming trips online and maintaining drivers and vehicles on the MTM Provider Website
- Work closely with internal Subject Matter Experts (SMEs) to gain knowledge of work areas and topics requiring training and develop curriculum requirements and program designs that support organizational needs and objectives
- Seek out new and more effective training techniques, suggest and lead enhancements to existing training programs

OTHER JOB FUNCTIONS

- Demonstrate strong leadership skills in communicating complex processes into simple and easy to understand concepts
- Maintain a strong knowledge of service/products that MTM offers their clients
- Demonstrate sincere personal commitment to promptness, reliability and quality work
- Demonstrate flexibility to transition from project to project with little to no supervision
- Adhere to all MTM established guidelines and ensure MTM's personnel policies are followed

- Perform CSR duties and call intake to support needs of business and maintain awareness of trends
- Report performance issues to management for review and follow-up where necessary
- Provide courteous and timely responses to all requests
- Maintain flexibility in hours/days in order to meet Corporate objectives
- Regular and punctual attendance required
- Provide assistance and guidance to other staff as needed
- Other duties as assigned

KNOWLEDGE, SKILLS, & ABILITIES

- Ability to design, develop and deliver functional skills training aligned with business goals and initiatives to drive results in a performance based learning culture
- Ability to work with people in a manner that demonstrates sensitivity, tact and professionalism
- Strong communication skills, including the ability to write and speak in a clear, concise manner that appeals to wide audiences
- Knowledge of instructional design methodologies, employee progression theory, various delivery methods and of learning evaluation models to measure the performance and effectiveness of learning interventions
- Ability to interpret a variety of documents such as technical data, operating instructions and policy/procedure manuals
- Ability to solve practical problems
- Ability to effectively communicate with all levels of management and employees and speak effectively in front of groups; strong leadership in communicating complex processes into simple and easy-to-understand concepts
- Strong planning, organizational and time management skills with the ability to manage changing priorities, handle multiple projects, meet deadlines and adapt to a changing business environment
- Ability to function independently and as part of a team with a positive attitude, strong work ethic and commitment to excellence
- Knowledge of Microsoft Windows and Office software applications with advanced skills in Word and PowerPoint and familiarity with web-based teaching and learning
- Maintain a strong knowledge of services/products that MTM offers their clients; adhering to all MTM established CSC guidelines and ensure MTM's personnel policies are followed
- Demonstrate sincere personal commitment to promptness, reliability, and quality work
- Maintain flexibility in hours/days in order to meet training objectives

QUALIFICATIONS

- Bachelor's degree or four years' qualifying NEMT experience
- At least two years' qualifying experience
- Must possess a valid driver's license

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This position involves supervision of direct reports and includes establishment of annual goals and objectives, coaching and mentoring, conducting annual performance reviews, issuing disciplines, and providing daily oversight of assigned tasks

Acknowledgement

I have read and understand my position description and certify that I understand the requirements of the essential functions and duties of the position and will fulfill the stated expectations:

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_____ with the following accommodations

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Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

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Original: Human Resources
Cc: Employee's Supervisor
Employee

NETWORK MANAGEMENT REPRESENTATIVE/FIELD MONITOR

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Network Management Representative/Field Monitor	Exempt (salary)	11/01/2016

POSITION SUMMARY

The Network Management Representative/Field Monitor is a main liaison between MTM and the Transportation Providers (Providers). The Representative/Field Monitor requires daily/weekly travel and will be assigned to a multi-state region and or statewide territory in which they reside. The primary function of the position includes but is not limited to marketing and promoting the MTM brand; creating and maintaining good relationships with providers; prospecting and supporting network recruiting; providing training and technical services support; conducting on-site visits to provider businesses, government entities, and healthcare facilities; conducting audits, vehicle inspections, and on-street observations; assuring compliance with and education of the MTM Provider Service Agreement; and ensuring MTM is providing service that meets or exceeds all performance standards.

MAJOR JOB OBJECTIVES

- Work closely and maintain a good rapport with Providers
- Monitor/Identify the Providers' needs, an assist in solving issues by supporting corrective action and reconciliation plans
- Keep Providers up-to-date with any changes
- Manage, schedule, and complete site visits with all Providers in the assigned territory
- Ensure all Providers in the assigned territory have appropriate and effective credentials
- Use independent judgment when evaluating Provider facilities and contractually required documents
- Schedule and conduct vehicle inspections
- Issue corrective actions or disciplinary measures when Providers are non-compliant
- Track and approve new/deleted/pass/fail vehicles
- Revisit any Providers that are not in compliance
- Coordinate Provider observations to monitor compliance and performance
- Manage personal travel arrangements and work within budgeted expense guidelines
- Conduct training for Providers, as well as educational and outreach presentations
- Assist Providers with the use of the Transportation Provider Portal
- Ensure all information gathered from the Providers is maintained in appropriate electronic and/or paper files
- Monitor adherence to quality, on-time performance and service requirements and alterations to riders level of service and/or scheduling requirements
- Independently evaluate requirements, research, and support the recruitment of Providers in geographic area to ensure complete coverage in assigned territory
- Support contracting with newly recruited Providers and assist in the recruiting of existing areas
- Provide technical information to the Provider on MTM, policies, and requirements
- Assist with gathering any needed information from the Providers
- Independently approve and/or negotiate rates for adherence to approved pricing
- Manage insurance certificates

OTHER JOB FUNCTIONS

- Maintain a QA file folder on all Providers and ensure all documentation is present and current
- Assist the Network in creating a file of acceptable templates and prototypes of documents to assist Providers
- Assist with Provider in-service training, driver training, and other presentations to Providers and their drivers
- Provide information and suggestions to MTM administration on changes or revisions that need to be made to the MTM Provider Guidelines
- Participate in planning and execution of Regional Provider meetings
- Work closely with Quality and Compliance Department to review trends in Provider services and address problem areas
- Other duties as assigned

KNOWLEDGE, SKILLS, & ABILITIES

- Ability to handle a diverse group of people
- Ability to handle multiple tasks and situations
- Exemplary communications skills, both written and verbal
- Ability to acquire and maintain an in-depth knowledge of the MTM Transportation Services Agreement (including Guidelines and pricing) and MTM policies and procedures
- Ability to acquire and maintain a working knowledge of Americans with Disabilities (ADA) regulations, Department of transportation (DOT) regulations and Occupational Safety and Health Administration (OSHA) regulations preferred
- Knowledge of Microsoft systems such as Outlook, Excel, Word, required and Access preferred
- Ability to travel on regular basis – Daily / Weekly as required
- Overnight travel
- Previous experience in working in a supervisory or oversight position preferred
- Previous experience in the transportation industry preferred
- Customer service experience and knowledge of MTM Protocols preferred
- Ability to maintain high level of confidentiality
- Regular attendance is required

QUALIFICATIONS

- High School Diploma or GED equivalent
- Customer service and/or transit experience preferred

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This role does not involve supervision of direct reports

Acknowledgement

I have read and understand my position description and certify that I understand the requirements of the essential functions and duties of the position and will fulfill the stated expectations:

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Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

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Original: Human Resources
Cc: Employee's Supervisor
Employee

CARE MANAGEMENT COORDINATOR *(non-clinical)*

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Care Management Coordinator *(non-clinical)*	Non-Exempt (hourly)	11/01/2016

POSITION SUMMARY

The Care Management Coordinator (non-clinical) is responsible for independently designing and implementing Care Management plans for their assigned client base.

MAJOR JOB OBJECTIVES

- Plan and develop new procedures
- Initiate and conduct meetings with internal and external clients
- Develop material and educate clients on departmental changes
- Develop cost metrics
- Consult with client on interpretation of protocols
- Accurately record and report trip details to guarantee smooth transportation operations
- Closely monitor use of most appropriate mode of transportation and provider
- Determine changes needed and implement them
- Use excel spreadsheets to track items related to monitoring recurring trips (RTPs), costly users, holiday closures, etc.
- Respond promptly to all trip requests, both verbal and electronic
- Approve/deny all Level of Needs (LONs) and Prior Authorizations (PAs) in a timely manner
- Screen transportation requests for plan eligibility
- Cancel trips in accordance with facility's annual/holiday schedule
- Educate facilities on Online Trip Management (OTM)
- Triage issues, complaints and unusual trip circumstances and determine appropriate action
- Prioritize transportation requests to ensure the most urgent requests are met first
- Assist Quality Management with complaint resolution
- Update Network Management so that adequate coverage is available in all areas for all transportation needs
- Analyze and make recommendation for cost saving opportunities to Network Management and Account Managers

OTHER JOB FUNCTIONS

- Job share with other Care Management Coordinators (non-clinical) to ensure adequate coverage during inclement weather, sick days, etc.
- Approve trip quotes from transportation providers as needed
- Assist peers with shared folders in the system
- Perform additional duties/projects as assigned

KNOWLEDGE, SKILLS, & ABILITIES

- Advanced experience with Excel and Word
- Familiarity with other Microsoft applications including Access
- Ability to type 30wpm
- Excellent organizational and interpersonal skills
- Exemplary written and oral communication skills

- Demonstrated ability to manage multiple priorities in a fast-paced environment
- Ability to multi-task in a fast-paced environment
- Problem-solving skills
- A high level of initiative is essential
- Ability to work both independently and as part of a team
- Ability to maintain high level of confidentiality
- Regular attendance

QUALIFICATIONS

- Bachelor degree or four years' qualifying NEMT experience
- Two years' qualifying experience
- Minimum of three months experience in customer service or call center operations preferred
- Experience in healthcare, care management or a related field preferred
- Customer service and/or call center experience preferred

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This role does not involve supervision of direct reports

Acknowledgement

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Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

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Original: Human Resources
Cc: Employee's Supervisor
Employee

VERIFICATION SPECIALIST

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Verification Specialist	Non-Exempt (hourly)	11/01/2016

POSITION SUMMARY

The Verification Specialist is responsible for identifying fraudulent data patterns. The Verification Specialist will also make timely and accurate decisions to initiate payments to recipients and Providers. In addition, the Verification Specialist will also enter Gas Log and Meals/Lodging data before releasing trips for payment.

MAJOR JOB OBJECTIVES

- Request verification for scheduled medical appointments from Medical Providers and facilities
- Approve and add new providers (Doctors/Facilities) that are entered into the database
- Process eligibility changes from Customer Service Center into database
- Document detailed information in database
- Verify pickup and drop-off times in database
- Enter all Trip logs and information
- Based upon obtained data, determine if trip is eligible for payment
- Assist with member and/or provider inquiries (missing checks etc.)
- Void or reissue payments based on established criteria
- Drive high client satisfaction through courtesy, helpfulness and positive interaction with Medical Providers, Health Plan members and Medicaid recipients
- Review disputed signatures
- Approve or deny trip signatures
- Report findings to the Transportation Provider
- Comply with established departmental metrics
- Must keep information protected by conforming to MTM's HIPAA standards

OTHER JOB FUNCTIONS

- Work closely with Network and Quality and Compliance Departments
- Process cancelled trips and adjustments into database
- Other duties as assigned

KNOWLEDGE, SKILLS, & ABILITIES

- Knowledge of Microsoft applications, including Word, Excel, and Outlook
- Ability to type 45 wpm
- Strong organizational skills
- Ability to tactfully question and obtain necessary required information
- Ability to make solid judgment calls
- Ability to handle escalated calls appropriately and professionally
- Exemplary verbal and written communication sand phone skills
- Ability to relate to and handle diverse members
- Previous experience dealing with the public
- Data entry experience helpful
- Ability to maintain high level of confidentiality
- Regular attendance is required

QUALIFICATIONS

- High School Diploma or GED equivalent
- Customer service and/or call center experience preferred

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This role does not involve supervision of direct reports

Acknowledgement

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_____ with the following accommodations

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Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

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Original: Human Resources
Cc: Employee's Supervisor
Employee

APPOINTMENT VALIDATION SPECIALIST

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Appointment Validation Specialist	Non-Exempt (hourly)	11/01/2016

POSITION SUMMARY

The Appointment Validation Specialist will review Member Reimbursement Requests and initiate payments to Members in a timely manner. The Appointment Validation Specialist is also responsible for identifying fraudulent data patterns related to Members and their medical appointments.

MAJOR JOB OBJECTIVES

- Request validation of scheduled medical appointments from Medical Providers
- Enter Trip Log information into HIVE
- Determine if Member is eligible for reimbursement
- Initiate and/or pay Member trips
- Assist Member with their mileage reimbursement questions, missing payments, etc.
- Void or re-issue payments based on established criteria
- Drive high Member satisfaction through helpful and positive interaction with Medical Providers and Members
- Comply with established departmental metrics
- Keep information protected by conforming to MTM's HIPAA standards

OTHER JOB FUNCTIONS:

- Work closely with Utilization Management and Quality Management Departments
- Process cancelled trips and payment adjustments
- Other duties as assigned

KNOWLEDGE, SKILLS, & ABILITIES:

- Knowledge of Microsoft applications, including Word, Excel, and Outlook
- Ability to type 45 wpm
- Strong organizational skills
- Ability to tactfully question and obtain required information
- Ability to handle confidential information in a professional manner
- Ability to make solid judgment calls
- Ability to handle calls appropriately and professionally
- Exemplary verbal and written communication sand phone skills
- Ability to relate to and handle diverse members
- Previous work experience working with the public
- Data entry experience helpful

QUALIFICATIONS

- High School Diploma or GED equivalent
- Customer service and/or call center experience preferred

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This role does not involve supervision of direct reports

Acknowledgement

I have read and understand my position description and certify that I understand the requirements of the essential functions and duties of the position and will fulfill the stated expectations:

_____ without accommodations

_____ with the following accommodations

Equal Opportunity Employer. Minorities/Women/Veterans/Disabled/Familial
If you are in need of accommodations, please contact Human resources at (636) 561-5686

Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

This job description in no way states or implies that these are the only duties to be performed by the employee occupying this job. Employees may be required to follow other job-related instructions and to perform other job-related duties as requested, subject to all applicable state and federal laws. Certain job functions described herein may be subject to possible modification in accordance with applicable state and federal laws.

Original: Human Resources
Cc: Employee's Supervisor
Employee

EMPLOYEE RELATIONS SPECIALIST

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Employee Relations Specialist	Exempt (salary)	09/01/2015

POSITION SUMMARY

The Employee Relations Specialist administers Human Resources policies and programs, balancing employee advocacy and business operating needs. Ensure a fair and consistent approach to MTM's policies and procedures, in efforts to promote a positive culture within MTM. Provide comprehensive HR guidance to MTM's team members in the areas of performance management, conflict management, and leadership. Partner with business leaders to fully understand business issues, and how HR can best support achieving results. Build relationships in other departments for organizational effectiveness.

MAJOR JOB OBJECTIVES

- Develop positive employee relations across the organization
- Advise, guide and support leadership level staff in the areas of documentation, disciplinary action, policy administration, and improving employee morale
- Assist training department with ensuring supervisors are on task with completing performance reviews, annual goals, administering coaching and disciplinary documentation
- Investigate employee misconduct and recommend appropriate action
- Ensure company policies are administered fairly and consistently throughout responsible location(s)
- Serves as a corporate liaison to assist company-wide initiatives such as: health and wellness and culture
- Assist Benefits Team with open enrollments, questions regarding FMLA and 401k plan and PLOA
- Assist the Employee Engagement Team with monthly activities, team building and community involvement in assigned location(s)
- Work closely with Talent Acquisition Team to assist with corporate recruiting efforts, e.g., participating in interviews, conducting exit interviews, identifying ideal candidates for open positions, internships, job fairs and job descriptions, as needed
- Ensure compliance with all state and federal discrimination and employment regulations
- Assist with investigating and gathering documentation EEO complaints as needed
- Serve as corporate liaison in unemployment hearings
- Actively participate in Corporate Safety Committee meetings and emergency drills throughout responsible location(s)
- Attend quarterly meetings at corporate office to update HR team on activities in area of responsibility
- Remain current on federal, state and local personnel laws and act proactively to recommend solutions to executive management regarding any violations and ensure updates to company HR policies
- Maintain good communication and positive relationships with employees to promote employee satisfaction and ensure positive working environment
- Use sound judgment around issues that may have adverse effect on the business from an employee relations perspective

OTHER JOB FUNCTIONS

- Prepare reports for executive management as needed
- Understand MTM's business plan objectives, and the impact of this role in growing our business
- Establish rapport with all employees for positive employee relations

KNOWLEDGE, SKILLS, & ABILITIES

- Ability to work collaboratively with staff at all levels
- Ability to work in a fast-paced environment
- Ability to handle sensitive and confidential matters tactfully and professionally
- Ability to design and deliver effective training programs
- Excellent verbal and written communication skills
- Proficient in Microsoft Word, Excel, PowerPoint and Outlook
- Able to acquire and maintain in-depth knowledge of and administer HRIS
- Strong organizational skills and ability to manage multiple projects simultaneously
- Ability to analyze data/HR metrics and make proposals to improve organizational efficiency
- Knowledge of staffing and employment practices
- Ability to work well under pressure and in stressful situation
- Ability to work independently and also collaboratively with others to achieve defined goals
- Excellent written, and verbal skills
- Outstanding analytical and organizational skills and attention to detail
- Ability to maintain high level of confidentiality
- Flexibility to travel both locally and out-of-state on an occasional basis
- Ability to handle questions and resolve issues in a timely and constructive manner
- Moderate to advanced computer skills

QUALIFICATIONS

- High school diploma or GED equivalent
- A minimum of 2 years' experience in HR Employee Relations or similar role
- Strong knowledge of human resources policies/procedures and knowledge of local, state and federal employment/labor laws strongly preferred
- Must possess a valid driver's license

WORKING CONDITIONS

- This job operates in a professional office environment
- Due to the demands of this role, it is not an option to work remotely during a minimum of the first 90 days' training period to ensure a thorough understanding of the duties and responsibilities.

PHYSICAL REQUIREMENTS:

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This position does not involve supervision of direct reports

Acknowledgement

I have read and understand my position description and certify that I understand the requirements of the essential functions and duties of the position and will fulfill the stated expectations:

_____ without accommodations

_____ with the following accommodations

Equal Opportunity Employer. Minorities/Women/Veterans/Disabled/Familial
If you are in need of accommodations, please contact Human resources at (636) 561-5686

Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

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Original: Human Resources
Cc: Employee's Supervisor
Employee

SUPERVISOR, CUSTOMER SERVICE CENTER

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Supervisor, Customer Service Center	Exempt (salaried)	11/01/2016

POSITION SUMMARY

The Supervisor, Customer Service Center is responsible for supervision of the Customer Service Staff. This includes interviewing and hiring, coaching, development and training, documentation of work performance, providing one-on-one performance reviews, and taking disciplinary action, up to and including termination. The Supervisor fosters a team environment of open communication with their direct report staff to ensure the overall success of their staff and team. The Supervisor also strives to motivate their employees to perform at their best and to be a professional and positive reflection of MTM to internal and external customers.

MAJOR JOB OBJECTIVES

- Closely engage, coach and train new employees which join the CSC team in an effort to provide support and an atmosphere in which the agent can succeed
- Collaborate with the training department as to additional training needed
- Provide on-going development opportunities
- Train staff on new procedures and policies and test for understanding
- Take disciplinary steps based on performance. Include Manager and HR in communication and approval
- Maintain thorough records of staff's overall work performance to support performance reviews, incentives, and disciplinary steps including and up to termination
- Responsible for writing and administering monthly/yearly employee performance evaluations as well as monthly reviews against goals and objectives
- Be consistently attentive to service levels within the call center and support the Workforce Management Team to ensure staff are available for incoming call volume to meet and exceed customer expectations
- Understand overall call center performance utilizing historical ACD reports
- Meet and exceed departmental goals
- Analyze and measure agents work performance and take appropriate action either disciplinary or recognition based on work performance. Create improvement plans to change overall work performance as needed
- To analyze problems and define solutions
- Select candidates through resume review
- Conduct interviews and coordinate hiring with Human Resource
- Lead by example by displaying a high level of customer service through internal and external interactions
- Monitor and ensure a high level of service is provided to customers by agents
- Be a steward for MTM ensuring excellent customer service throughout departmental collaboration and communication
- Maintain a strong knowledge of services/products that MTM offers their clients
- Create efficiencies by improving processes and identifying best practices in customer service
- Answer questions and recommend corrective services to address customer complaints and research possible resolutions and/or redirect issues when appropriate
- Maintain complete knowledge of system and telecommunications capabilities, associated software applications and Internet access

OTHER JOB FUNCTIONS

- Other duties as assigned

KNOWLEDGE, SKILLS, & ABILITIES

- Strong interpersonal, motivational, planning, coordination, communication, organizational, problem solving, decision-making, and conflict resolution skills. Must be able to address all levels of employees and customers
- Ability to motivate and supervise people toward high productivity and excellence in a team environment, delegate workloads, analyze problems and devise solutions
- Ability to acquire and maintain knowledge of MTM protocols, Transportation Provider Network system, and personnel policies
- Intermediate computer skills including Microsoft Outlook, Word, and Excel
- High degree of accuracy and the ability to work in a fast paced environment. Ability to multi-task and utilize customer service software systems
- Ability to maintain high level of confidentiality
- Regular attendance is required

QUALIFICATIONS

- High School Diploma or GED equivalent
- 1+ years of previous leadership or supervisory experience required, or equivalent related experience
- 1+ years of previous call center leadership preferred
- 1+ years of previous experience to include coaching, training, developmental feedback, hiring, terminations, corrective actions, attendance, reviews, etc. preferred

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This position involves supervision of direct reports and includes establishment of annual goals and objectives, coaching and mentoring, conducting annual performance reviews, issuing disciplines, and providing daily oversight of assigned tasks

Acknowledgement

I have read and understand my position description and certify that I understand the requirements of the essential functions and duties of the position and will fulfill the stated expectations:

_____ without accommodations

_____ with the following accommodations

Equal Opportunity Employer. Minorities/Women/Veterans/Disabled/Familial
If you are in need of accommodations, please contact Human resources at (636) 561-5686

Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

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Original: Human Resources
Cc: Employee's Supervisor
Employee

TRAINING COORDINATOR

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Training Coordinator	Exempt (salaried)	12/05/2016

POSITION SUMMARY

The Training Coordinator is responsible for conducting training sessions for new and existing employees in a classroom or one on one environments. Training Coordinator will conduct New Hire Orientation, new system training, protocol trainings and soft skill training both in classroom, webinar or individualized training environments. Training Coordinator conducts training sessions in alignment with directives from the People & Culture department. This role collaborates with CSC Managers, CSC Supervisors, WFM and all staff within the Training Department.

MAJOR JOB OBJECTIVES

- Develop and provide training on employee specific protocols and assist CSC management in implementation of changes
- Development and maintenance of relevant training and resource materials
- Continuously educate employees on new and enhanced skills, processes and procedures
- Provide employee development through constructive feedback, coaching, training/developing, and applying mentorship techniques at all stages of employment
- Conduct training/role playing exercises to reinforce proper behavior and performance
- Initiate and coordinate delivery of training sessions when appropriate; in coordination with the Training, WFM and CSC Leadership to deliver high quality material/resources
- Maintain required training documentation in coordination with Training Department
- Report performance issues to CSC management for review and follow-up where necessary
- Measure success of training through different methodologies such as improved quality scores, reduction in errors on scheduled trips and improvement in employee retention rates
- Responsible for ongoing evaluation of the training process and implementing changes for trackable improvement
- Perform CSR duties and call intake to support needs of business and maintain awareness of trends
- Collaborate with other departments like Quality and Compliance, Network, and IT to identify trends for improvement; developing training in response to these needs
- Coordinate with Workforce Management to ensure training is available to all CSC employees while meeting the needs of the business
- Conduct new hire orientation for all employees as assigned

OTHER JOB FUNCTIONS

- Demonstrate strong skills communicating complex processes into easy to understand concepts
- Maintain a strong knowledge of services/products that MTM offers their clients
- Ability to deal with people in a manner that demonstrates sensitivity, tact and professionalism
- Strong communication skills, including the ability to write and speak in a clear, concise manner that appeals to wide audiences
- Demonstrate sincere personal commitment to promptness, reliability and quality work
- Demonstrate flexibility to transition from project to project with little to no supervision
- Adhere to all MTM established CSC guidelines and ensure MTM's personnel policies are followed
- Provide courteous response to all requests and proper use of terminology
- Develop and administer surveys to determine effectiveness of training

- Maintain flexibility in hours/days in order to meet Corporate/CSC objectives
- Positive attitude, ability to work well with others and independently
- Regular and punctual attendance required
- Comfortable working with minimal supervision and maintaining multiple responsibilities
- Provide assistance and guidance to other staff as needed
- Possess a high level of initiative
- Other duties as assigned

KNOWLEDGE, SKILLS, & ABILITIES

- Knowledge of work related computer equipment
- Knowledge of Microsoft systems such as Outlook, Excel, Word and PowerPoint
- Extensive knowledge of MTM's protocols preferred
- Ability to be a role model for Customer Service Representative (CSR) & call center team members in professionalism, proper phone etiquette, and adherence to CSC procedures
- Maintain highest level of confidentiality
- Ability to work with multiple situations and handle diverse issues
- Excellent multi-tasking and organizational skills with the ability to balance multiple responsibilities and competing priorities simultaneously
- Must possess strong leadership and team-building skills
- Exceptional written and verbal communication skills with the ability to communicate effectively in trainings and written communications

QUALIFICATIONS

- High School Diploma or GED equivalent
- Customer service and/or call center experience preferred

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- Position may require both local and overnight travel up to 50% of the time.
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This role does not involve supervision of direct reports

Acknowledgement

I have read and understand my position description and certify that I understand the requirements of the essential functions and duties of the position and will fulfill the stated expectations:

_____ without accommodations

_____ with the following accommodations

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If you are in need of accommodations, please contact Human resources at (636) 561-5686

Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

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Original: Human Resources
Cc: Employee's Supervisor
Employee

SHORT NOTICE TRIP SPECIALIST

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Short Notice Trip Specialist	Non-Exempt (hourly)	11/01/2016

POSITION SUMMARY

The primary job function of the Short Notice Trip Specialist is to cancel and reset any trip that a provider is not able to accommodate and provide urgent customer service for the Transportation Providers. In addition, short notice trips from the Customer Service Center are worked by this group. They coordinate with Transportation Providers and members to set rides.

MAJOR JOB OBJECTIVES

- Identify providers that are contractually not allowed to quote trips and ensure they are not quoting on trips
- When providers are allowed to quote prices, ensure the quote on the trip is the most cost effective
- Seek authorization if quote is above predetermined guidelines
- Average Trip price must be within 10% of goals established by Network Management
- Ensure all turnbacks have been cancelled within 12 hours of receipt at MTM
- Ensure sure all turnbacks are complete for same day and next day
- Contact the member with new transportation provider information
- Ensure all Short Notice trips are set with the most appropriate transportation provider
- Ensure all Short Notice Trips are completed for same day and next day
- Contact the member with transportation provider information
- Acquire less than 10 Operator Errors (OE) each month

OTHER JOB FUNCTIONS

- Monitor MTM Turnback public folder box (emailed turnbacks from electronic trip download providers)
- Adhere to established client, CSC and MTM protocols
- Demonstrate sincere personal commitment to promptness, reliability and quality work
- Utilize correct coding and documentations procedures

KNOWLEDGE, SKILLS, & ABILITIES

- Ability to acquire and maintain in-depth knowledge of CSC protocols and procedures is preferred
- Ability to acquire and maintain in-depth knowledge of Transportation Provider Network to assure the most appropriate transport
- Ability to recognize, handle and refer situations of an emergent nature
- Exemplary communication and phone skills
- Typing speed of 30WPM or greater
- Knowledge of Microsoft Outlook and Word
- Ability to tactfully identify diverse customer needs and respond appropriately
- Ability to maintain high level of confidentiality
- Regular attendance is required

QUALIFICATIONS

- High School Diploma or GED equivalent
- Previous customer service experience
- Previous data entry and/or experience in a call center preferred

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This position does not involve supervision of direct reports

Acknowledgement

I have read and understand my position description and certify that I understand the requirements of the essential functions and duties of the position and will fulfill the stated expectations:

_____ without accommodations

_____ with the following accommodations

Equal Opportunity Employer. Minorities/Women/Veterans/Disabled/Familial
If you are in need of accommodations, please contact Human resources at (636) 561-5686

Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

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Original: Human Resources
Cc: Employee's Supervisor
Employee

CUSTOMER SERVICE REPRESENTATIVE (CSR)

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
CSR	Non-Exempt (hourly)	11/01/2016

POSITION SUMMARY

The Customer Service Representative (CSR) handles incoming calls received via an automated call distribution (ACD) system, regarding scheduling of non-emergent transportation and all other details of customer trips. The CSR is the front line representative of Medical Transportation Management (MTM).

MAJOR JOB OBJECTIVES

- Participate in an extensive paid training program encompassing areas of customer service, computer applications, policy and procedure
- Manage inbound calls from our members to verify eligibility and coordinate non-emergent transportation utilizing MTM systems
- Listen and obtain information from callers in a professional, systematic and organized manner
- Acquire and maintain in-depth knowledge of, and adhere to, established Protocols and Procedures
- Assume responsibility for self-development and career progression
- Maintain flexibility in efforts to provide quality service to our members and help MTM achieve business and operational goals
- Maintain acceptable abandoned call rates, average handle time, productivity percentage, and attendance; as outlined by MTM standards
- May be required to work weekends and/or holidays, as needed

OTHER JOB FUNCTIONS

- Maintain confidential information standards within a fast paced environment
- Relate to a diversity of customers and requests
- Identify with customer needs and circumstances
- Tactfully question and obtain necessary information
- Recognize, handle and refer situations of an emergent nature

KNOWLEDGE, SKILLS, & ABILITIES

- Customer service experience
- Previous experience working in a customer service call center, preferred
- Typing speed of 30 WPM or greater
- Knowledge Microsoft Outlook and Microsoft Word
- Exemplary communication and phone skills
- Ability to maintain high level of confidentiality
- Regular attendance is required

QUALIFICATIONS

- High School Diploma or GED equivalent
- Customer service and/or call center experience preferred

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This role does not involve supervision of direct reports

Acknowledgement

I have read and understand my position description and certify that I understand the requirements of the essential functions and duties of the position and will fulfill the stated expectations:

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_____ with the following accommodations

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If you are in need of accommodations, please contact Human resources at (636) 561-5686

Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

This job description in no way states or implies that these are the only duties to be performed by the employee occupying this job. Employees may be required to follow other job-related instructions and to perform other job-related duties as requested, subject to all applicable state and federal laws. Certain job functions described herein may be subject to possible modification in accordance with applicable state and federal laws.

Original: Human Resources
Cc: Employee's Supervisor
Employee

TELEPHONE & DATA NETWORKS ANALYST

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Telephone & Data Networks Analyst	Exempt (salary)	06/01/2016

POSITION SUMMARY

The Telephone & Data Network Analyst is responsible for documenting, maintaining, upgrading, and/or replacing hardware and software systems. The Analyst will also be responsible for escalations from the MTM IT Helpdesk.

MAJOR JOB OBJECTIVES

- Maintain all MTM-owned computer hardware and peripherals
- Document hardware changes in ticket system and verify in inventory
- Assist other departments as necessary with projects and implementations
- Assist the IT Help Desk as needed
- Complete additions, moves, and changes within telephony system and active directory
- Act as Tier 2 support for the Infrastructure Systems, client computers and business equipment
- Provide day- to-day support of desktop hardware and software issues submitted via ticketing system
- Responsible for desktop engineering such as creating and testing images for computer equipment.
- Assist other members of IT with streamlining processes
- Mandatory participation in a scheduled on-call rotation for after business hour needs
- Manage hardware and software inventory of non-network equipment.
- Occasionally travel for installation, maintenance and customer/user support
- Support mobile devices such as tablets

OTHER JOB FUNCTIONS

- Serve on MTM committees as assigned
- Perform other duties as assigned

KNOWLEDGE, SKILLS, & ABILITIES

- Basic networking concepts such as DHCP and DNS experience
- Experience working with PC hardware, printers, software, and peripherals
- Experience supporting Microsoft Operating Systems and applications
- Ability to repair/troubleshoot Windows Operating Systems and other business applications
- Extensive knowledge of protocols
- Keen analytical and observation skills
- Ability to handle confidential information in a professional manner
- Regular attendance is required

QUALIFICATIONS

- High School Diploma or GED equivalent certification
- Minimum 2 years' experience as computer technician preferred
- Comptia A+ certification or equal years' experience preferred

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This role does not involve supervision of direct reports

Acknowledgement

I have read and understand my position description and certify that I understand the requirements of the essential functions and duties of the position and will fulfill the stated expectations:

_____ without accommodations

_____ with the following accommodations

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Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

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Original: Human Resources
Cc: Employee's Supervisor
Employee

ADMINISTRATIVE ASSISTANT

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Administrative Assistant	Non-Exempt (hourly)	10/13/2016

POSITION SUMMARY

The Administrative Assistant handles all incoming calls to the front desk and provides general administrative support to the office.

MAJOR JOB OBJECTIVES

- Provide comprehensive reception and phone coverage while maintaining a high level of professionalism
- Forward incoming calls to the appropriate person/department
- Ensure all staff and visitors are greeted in a pleasant and professional manner
- Project a professional image of MTM
- Use excellent customer service skills, establish and maintain effective working relationships with employees, agencies, participants, external partners, and the general public
- Communicate professionally with all levels of management internally and externally
- Maintain office inventories and order supplies
- Work with departmental Supervisors to prepare monthly updates of office activities, trainings, accomplishments, etc.
- Prepare and organize all documents needed to complete the daily fare reconciliation processes.
- Prepare and organize all reporting for the clients monthly review

OTHER JOB FUNCTIONS

- Check fax machine regularly; deliver faxes to the appropriate person/department with special attention to urgent faxes
- Regular attendance required, as outlined by MTM attendance policy
- Adhere to all MTM established protocols and policies

KNOWLEDGE, SKILLS, & ABILITIES

- Must possess the ability to assess potential problems and make sound judgments around issues that may have an adverse effect on the business
- Strong people management skills
- Skilled in handling sensitive situations and people
- High level of emotional intelligence
- Excellent interpersonal skills
- Wide understanding of people issues
- Ability to work well under pressure;
- Ability to work independently and also collaboratively with others to achieve defined goals
- Excellent written, and verbal skills
- Outstanding analytical and organizational skills, with attention to detail
- Ability to maintain high level of confidentiality

QUALIFICATIONS

- Associates degree or equivalent in a related field preferred
- High school diploma or GED equivalent

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

SUPERVISION

- This role does not involve supervision of direct reports

Acknowledgement

I have read and understand my position description and certify that I understand the requirements of the essential functions and duties of the position and will fulfill the stated expectations:

_____ without accommodations

_____ with the following accommodations

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If you are in need of accommodations, please contact Human resources at (636) 561-5686

Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

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Original: Human Resources
Cc: Employee's Supervisor
Employee

COMPLIANCE COORDINATOR

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Compliance Coordinator	Exempt (salary)	11/01/2016

POSITION SUMMARY

The Compliance Coordinator is responsible for managing complaints for designated clients, in accordance with client requirements and MTM Policies and Procedures for Quality Management.

MAJOR JOB OBJECTIVES

- A working knowledge of all client protocols
- Document, review, investigate and provide follow up for all complaints and complaint issues reported for assigned clients
- Enter complaints submitted via fax, online, or to QM Complaints
- Provide follow up contact to member/beneficiary/recipients per their request in regards to complaint resolution
- Obtain timely responses from the transportation providers to complaints and complaint issues. (24 to 48 hour timeframe)
- Ensure complaints are resolved within the timeframe specified by each client contract
- Closely adhere to client service level agreements to ensure complaints do not go out of compliance
- Provide immediate follow up for complaint responses that are not submitted within the specified timeframe and enforce disciplinary measures as needed
- Respond to client, Program Director, or Account Executive inquiries sent via email, or fax, within the specified timeframe
- Send complaint resolution letters to member/ beneficiary/ recipients per client contract
- Compile daily complaint reports to be submitted to designated clients per contract
- Compile weekly/monthly complaint reports for designated clients
- Provide monthly/year-to-date data for Complaint Summary reflected on monthly quality reports
- Ensure accuracy of information in report prior to deadline submission
- Assist Care Management/Account Executives/Program Director with complaint/facility issues
- Update Network Management in regards to non-compliance issues with transportation providers and advise of incident/accident issues
- Assist with monthly trending information in regards to potential network inadequacies, transportation provider deficiencies, and training opportunities to applicable departments
- Triage issues, complaints & unusual trip circumstances and determine appropriate action by reviewing complaint history, trip history, etc.
- Monitor trends and report them to Senior Resolution Specialist for further review

OTHER JOB FUNCTIONS

- Enter complaints submitted via fax or voice mail, as assigned
- Enter data for the application of Liquidated Damages
- Update client statistics as needed
- Other duties as assigned
- Job share with other Compliance Coordinators and Senior Resolution Specialists to ensure adequate coverage during inclement weather and sick days
- Attend client/implementation meetings upon request

KNOWLEDGE, SKILLS, & ABILITIES

- Proficiency with Microsoft applications, including Word, Excel, and Access
- Excellent written communication skills, with an emphasis on grammar and spelling
- Ability to tactfully question and obtain information
- Excellent organizational and interpersonal skills
- Demonstrated ability to manage multiple priorities
- Typing skills 30 wpm
- Ability to handle confidential information in a professional manner
- Superior problem solving skills
- Previous customer service experience
- Previous Quality Management experience preferred
- A minimum of six months in the MTM Customer Service Center preferred
- Working knowledge of MTM Customer Service protocols and procedures preferred
- Ability to maintain high level of confidentiality
- Regular attendance is required

QUALIFICATIONS

- High school diploma or GED equivalent
- College degree preferred
- Must possess a valid driver's license

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This position does not involve supervision of direct reports

Acknowledgement

I have read and understand my position description and certify that I understand the requirements of the essential functions and duties of the position and will fulfill the stated expectations:

_____ without accommodations

_____ with the following accommodations

Equal Opportunity Employer. Minorities/Women/Veterans/Disabled/Familial
If you are in need of accommodations, please contact Human resources at (636) 561-5686

Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

This job description in no way states or implies that these are the only duties to be performed by the employee occupying this job. Employees may be required to follow other job-related instructions and to perform other job-related duties as requested, subject to all applicable state and federal laws. Certain job functions described herein may be subject to possible modification in accordance with applicable state and federal laws.

Original: Human Resources
Cc: Employee's Supervisor
Employee

QUALITY SERVICE EVALUATOR

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Quality Service Evaluator	Non-Exempt (hourly)	11/01/2016

POSITION SUMMARY

The Quality Service Evaluator strives to improve the overall quality for the customer service centers and other groups that are monitored by conducting ongoing evaluation of calls, trips, and processes; while providing real time trending to ensure the highest level of customer service is provided.

MAJOR JOB OBJECTIVES

- Work with department leadership and stakeholders to drive improvement in daily process and procedures
- Compile and track performance at team and individual levels
- Analyze quality evaluation data to identify trends, conveying to supervisors and stake holders on a bimonthly basis or as needed
- Provide timely and efficient feedback on call quality and reporting when needed
- Participate and help conduct team and call center calibration meetings on the monthly and quarterly basis
- Facilitate monthly meetings with the corporate training team to help identify areas where training is needed
- Relay and notate any Operator Educations (OE) identified when conducting trip queries and call monitoring
- Conduct process reviews to assist in establishing quality indicators for various departments and/or departmental functions
- Monitor CSR to evaluate phones skills of inbound and outbound calls according to MTM and client defined quality standards
- Handle confidential and sensitive issues
- Complete the determined evaluation size for each member of the designated monthly audit
- Conduct trip queries alongside call monitoring to ensure trip accuracy
- Conduct ongoing monitoring of designated groups, providing trending feedback to leadership as needed
- Maintain a detailed spreadsheet tracking the process of monthly audits
- Assist with random audits as requested by the client and/or department head

OTHER JOB FUNCTIONS

- Record results daily in the auditing spreadsheet
- Provide timely feedback to Supervisor on a continual basis
- Track work day progress on tracking sheet
- Relay any noticed recording issues to supervisor
- Review and file all returned, signed education documents received from various department leadership groups being monitored
- Handle "pull call" requests in a timely manner
- Perform other duties as assigned

KNOWLEDGE, SKILLS, & ABILITIES

- Extensive knowledge of Microsoft Word, Microsoft Excel, Microsoft Outlook, and the Cisco phone system
- Strong communication skills, both written and verbal
- Extensive knowledge of MTM clients' protocols
- Ability to train and be a role model for various departments which are evaluated
- Ability to take direction, but also to work independently

- Ability to work with a diverse staff and management
- Ability to handle multiple situations and manage diverse issues
- Ability to tactfully handle performance issues and provide suggestions for improvement
- Ability to report quality measurements in meaningful and useful ways
- Ability to work in a team environment
- Possess strong organization skills
- Ability to maintain high level of confidentiality
- Regular attendance is required

QUALIFICATIONS

- High School Diploma or GED equivalent certification
- A minimum of one year customer service experience preferred

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This role does not involve supervision of direct reports

Acknowledgement

I have read and understand my position description and certify that I understand the requirements of the essential functions and duties of the position and will fulfill the stated expectations:

_____ without accommodations

_____ with the following accommodations

Equal Opportunity Employer. Minorities/Women/Veterans/Disabled/Familial
If you are in need of accommodations, please contact Human resources at (636) 561-5686

Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

This job description in no way states or implies that these are the only duties to be performed by the employee occupying this job. Employees may be required to follow other job-related instructions and to perform other job-related duties as requested, subject to all applicable state and federal laws. Certain job functions described herein may be subject to possible modification in accordance with applicable state and federal laws.

Original: Human Resources
Cc: Employee's Supervisor
Employee

BUSINESS ANALYST

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Business Analyst	Non-Exempt (hourly)	10/13/2016

POSITION SUMMARY

The Business Analyst will perform complex data analyses focused on achieving business goals and objectives in support of the contract. Primary responsibilities will include contract to ensure business and financial requirements of all contracts are being me and analyzing client reports to identify trends and opportunities for improvement. The Business Analyst will recommend and as necessary incorporate changes to ensure contractual obligations are met. The Business Analyst utilizes data analysis to analyze and trend information to support business decisions.

MAJOR JOB OBJECTIVES

- Lead the development and maintenance of contracting management processes and procedures
- Responsible for the entry and update of contract information in the contract database
- Measures and evaluates the effectiveness of protocols, programs or deliverables
- Gather and calculate Key Performance Indicators for clients based on performance measures and contractual requirements
- Administer all aspects of data reporting for MTM clients
- Produce data reports for sales team to utilize in customer business review meetings
- Work with Business Solutions Group to improve and streamline client reporting
- Perform cost-benefit and return on investment analyses for proposed changes to aide management in making decisions
- Identify areas of improvement related to efficiency and productivity of gathering data and reporting to clients
- Identify resolutions to problems, communicate action steps with all parties involved and maintain corrected data for future queries

OTHER JOB FUNCTIONS

- Support team development to improve processing of contract modifications
- Develop recommendations and solutions resulting from data
- Work with partners to make decisions to profitably and aggressively grow the business
- Look for ways to maximize our delivery of services to the partner

KNOWLEDGE, SKILLS, & ABILITIES

- Proficient in Microsoft Office applications
- Extensive Excel and VBA expertise
- Strong interpersonal and problem solving skills
- Effective verbal and written communication skills
- Priority management skills with the ability to handle multiple projects simultaneously
- Ability to work independently
- Detail oriented

QUALIFICATIONS

- Bachelor's degree in statistics, economics, business administration, marketing, or related field
- 3-5 years qualifying experience; healthcare experience preferred

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

SUPERVISION

- This role does not involve supervision of direct reports

Acknowledgement

I have read and understand my position description and certify that I understand the requirements of the essential functions and duties of the position and will fulfill the stated expectations:

_____ without accommodations

_____ with the following accommodations

Equal Opportunity Employer. Minorities/Women/Veterans/Disabled/Familial
If you are in need of accommodations, please contact Human resources at (636) 561-5686

Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

This job description in no way states or implies that these are the only duties to be performed by the employee occupying this job. Employees may be required to follow other job-related instructions and to perform other job-related duties as requested, subject to all applicable state and federal laws. Certain job functions described herein may be subject to possible modification in accordance with applicable state and federal laws.

Original: Human Resources
Cc: Employee's Supervisor
Employee

TEAM LEAD, PUBLIC TRANSIT

JOB DESCRIPTION

JOB TITLE	CLASSIFICATION	LAST UPDATED
Team Lead, Public Transit	Non-Exempt (hourly)	11/01/2016

POSITION SUMMARY

The Team Lead, Public Transit's primary duty will include the exercise of discretion and independent judgment when processing requests for public transit service and associated cost savings to MTM. The Team Lead is responsible for entering and maintaining Public Transit Entity routes and schedules, and tracking fare media (Tickets, Passes, Tokens, Multi-Punch Passes). The highest level of customer service will be used when advising members regarding public transit information.

MAJOR JOB OBJECTIVES

- Audit public transit service request ensuring the request meets health plan protocols
- Use discretion on type of fare media to be sent to member utilizing recent history and schedule
- Identify most cost effective shipping method to ensure delivery of fare media; including but not limited to FedEx, Priority and USPS Mail
- In cases of urgent fare delivery use independent judgment evaluating shipping cost and transportation provider matrix pricing to select the most cost effective means of member transportation
- Responsible for reporting and system tracking of all fare media used
- Maintain and update Public Transit routes in conjunction with route schedules
- Manually enter each Public Transit route/stop into the system for companies who do not have electronic GTFS (General Transit Feed Specification) routes
- Exercise independent discretion to enter appropriate bus routes to better serve our customers
- During member calls, demonstrate a high level of customer service, professionalism and positive attitude
- Provide appropriate guidance in response to member questions regarding the most appropriate bus routes for member utilization
- Exercise sound judgment and rational decision making in cases of challenging customer service situations
- Determine best course of action in decisions regarding fare media resolution
- Review and reconcile member issues logged
- Ensure MTM's high standards are met through compliance with HIPAA, PHI, & Fraud, Waste, & Abuse
- Accurately code and report potential fraudulent bus claims per Quality Assurance protocol and quality control standards
- Complete company training as assigned by management

OTHER JOB FUNCTIONS

- Develop relationships with other MTM departments
- Ensure compliance with established policies and procedures for public transit
- Perform other duties as assigned

KNOWLEDGE, SKILLS, & ABILITIES

- Typing speed of 30 WPM or greater
- 10-Key speed of 8,000 KPH or greater
- Ability to work in a fast-paced, customer focused environment
- Exemplary written communication and phone skills
- Ability to relate to a diversity of customers and requests

- Knowledge of Microsoft Office programs
- Knowledge of Google Transit preferred
- Excellent interpersonal and organizational skills
- Ability to acquire and maintain an in-depth knowledge of public transit bus routes and time schedules pertaining to all MTM contracts
- Ability to maintain high level of confidentiality
- Regular attendance is required

QUALIFICATIONS

- High School Diploma or GED equivalent
- Minimum of one year business office experience
- Minimum of one year experience in customer service preferred

WORKING CONDITIONS

- This job operates in a professional office environment
- May be subject to adverse weather conditions during times of travel

PHYSICAL REQUIREMENTS

- May require sitting in front of, and operating, a computer for extended periods
- Requires close visual acuity when operating a computer
- Must be able to drive a motor vehicle
- Must be able to communicate with others and comprehend verbal instructions
- Requires light lifting and carrying
- Routinely uses standard office equipment such as computers, phones, and photocopiers
- Must be able to move around an office environment

TRAVEL

- May require local and overnight travel
- May be required to drive a company or rental vehicle (failure to pass an annual Motor Vehicle Record (MVR) background screen may result in termination of employment)

SUPERVISION

- This role does not involve supervision of direct reports

Acknowledgement

I have read and understand my position description and certify that I understand the requirements of the essential functions and duties of the position and will fulfill the stated expectations:

_____ without accommodations

_____ with the following accommodations

Equal Opportunity Employer. Minorities/Women/Veterans/Disabled/Familial
If you are in need of accommodations, please contact Human resources at (636) 561-5686

Employee Name (print): _____

Employee Signature: _____ Date: _____

Supervisor Name (print): _____

Supervisor Signature: _____

Title: _____ Date: _____

This job description in no way states or implies that these are the only duties to be performed by the employee occupying this job. Employees may be required to follow other job-related instructions and to perform other job-related duties as requested, subject to all applicable state and federal laws. Certain job functions described herein may be subject to possible modification in accordance with applicable state and federal laws.

Original: Human Resources
Cc: Employee's Supervisor
Employee

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: Aging & Family Services of Mineral County, Inc The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area. ***Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.***			
Business Name: Aging & Family Services of Mineral County, Inc.			**Phone:** 304-788-5467
Contact Name & Title: Scott Mallery, Director			**Fax:** 304-788-6363
Contact Email Address: smallery@wvaging.com			
Street Address: 875 South Mineral Street			
City: Keyser		**State:** WV	**Zip:** 26726
Base County: Mineral			
Additional Counties of Service: 0			
Hours of Operation: 9:00 – 3:30			
# of Ambulatory Vehicles: 1	**# of Wheelchair Vehicles:**	**# of Stretcher Vehicles:**	**# of Ambulance Vehicles:**
# of Bariatric Vehicles:		**Bariatric Vehicle Weight Maximum:**	
Business License Number: NA	**Tax ID Number:** 23-7381456		**Medicaid ID Number/NPI:** 290030679001
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature: Scott Mallery			**Date:** 7/19/2017

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate:	$11.00 one way MILEAGE 10.01 + $.90 per mile
Wheelchair Vehicle Rate:	$16.00 one way MILEAGE 10.01 + $.90 per mile
Stretcher Vehicle Rate:	
Ambulance Vehicle Rate:	
Bariatric Vehicle Rate:	
Other (Please specify):	
Notes:	
Signature: Scott Walls	**Date:** 7/19/2017

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: _____

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: Berkeley Senior Services			**Phone:** 304-263-8873
Contact Name & Title: Cindy Strovel, Executive Assistant			**Fax:** 304-596-2254
Contact Email Address: bssadmin2@berkeleyseniorservices.org			
Street Address: 217 N High Street			
City: Martinsburg	**State:** WV	**Zip:** 25404	
Base County: Berkeley			
Additional Counties of Service: N/A			
Hours of Operation: 8:00 am – 4:00 pm			
# of Ambulatory Vehicles: 7	**# of Wheelchair Vehicles:** 6	**# of Stretcher Vehicles:** 0	**# of Ambulance Vehicles:** 0
# of Bariatric Vehicles: 0		**Bariatric Vehicle Weight Maximum:** N/A	
Business License Number: 33597-60192	**Tax ID Number:** 23708330 2		**Medicaid ID Number/NPI:** 1285779322

Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business

Signature: _____ **Date:** 7/25/17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

MTM

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate:	$11/trip up to 10 miles - additional $0.90/mile after 10
Wheelchair Vehicle Rate:	$16/trip up to 10 miles
Stretcher Vehicle Rate:	Ø
Ambulance Vehicle Rate:	Ø
Bariatric Vehicle Rate:	Ø
Other (Please specify):	
Notes:	
Signature: J Nelson	**Date:** 7/20/17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

MTM Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: 9405

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: CABELL COUNTY COMMUNITY SERVICES ORGANIZATION, INC.			**Phone:** 304-529-4952
Contact Name & Title: CHARLES HOLLEY, EXECUTIVE DIRECTOR			**Fax:** 304-525-2061
Contact Email Address: cholley@cccso.com			
Street Address: 724 TENTH AVENUE			
City: HUNTINGTON		**State:** WV	**Zip:** 25701
Base County: CABELL			
Additional Counties of Service: 0			
Hours of Operation: 7:00 A.M – 4:00 P.M.			
# of Ambulatory Vehicles: 4	**# of Wheelchair Vehicles:** 2	**# of Stretcher Vehicles:** 0	**# of Ambulance Vehicles:** 0
# of Bariatric Vehicles: 0		**Bariatric Vehicle Weight Maximum:** 0	
Business License Number: 362	**Tax ID Number:** 550648202		**Medicaid ID Number/NPI:** 00305630041/1578603387
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature:			**Date:** 07/18/2017

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.



Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate:
Wheelchair Vehicle Rate:
Stretcher Vehicle Rate:
Ambulance Vehicle Rate:
Bariatric Vehicle Rate:
Other (Please specify):
Notes:

Signature:	**Date:**

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: _____

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: Central WV Community Action, Inc		**Phone:** 304-622-8495
Contact Name & Title: Shannon Cunningham, Exec. Director		**Fax:** 304-622-4976
Contact Email Address: Director@cwvcaa.org		
Street Address: 106 Frederick St		
City: Clarksburg	**State:** WV	**Zip:** 26301
Base County: Harrison		
Additional Counties of Service:		
Hours of Operation: 8am - 4pm M-F		

# of Ambulatory Vehicles: 0	**# of Wheelchair Vehicles:** 3	**# of Stretcher Vehicles:** 0	**# of Ambulance Vehicles:** 0
# of Bariatric Vehicles: 0		**Bariatric Vehicle Weight Maximum:** 0	
Business License Number: 55-0488184	**Tax ID Number:** 71035-2625		**Medicaid ID Number/NPI:** 9437 (HTM)

Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business

Signature: _____ **Date:** 7-18-17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate:	/
Wheelchair Vehicle Rate:	to be negotiated
Stretcher Vehicle Rate:	/
Ambulance Vehicle Rate:	/
Bariatric Vehicle Rate:	/
Other (Please specify):	/
Notes:	
Signature:	**Date:** 7-18-17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: 9341 The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area. ***Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.***			
Business Name: City of Bluefield/Bluefield Area Transit			**Phone:** 304-327-8418
Contact Name & Title: Patrick McKinney – General Manager			**Fax:** 304-325-6783
Contact Email Address: pmckinney@ridethebatbus.com			
Street Address: 3208 John Nash Blvd.			
City: Bluefield		**State:** WV	**Zip:** 24701
Base County: Mercer			
Additional Counties of Service: Raleigh, Fayette, McDowell, Wyoming			
Hours of Operation: 6:00 a.m. – 6:00 p.m.			
# of Ambulatory Vehicles: 12	**# of Wheelchair Vehicles:** 4	**# of Stretcher Vehicles:** 0	**# of Ambulance Vehicles:** 0
# of Bariatric Vehicles: 3		**Bariatric Vehicle Weight Maximum:** 800 lbs	
Business License Number:	**Tax ID Number:** 55-6000148		**Medicaid ID Number/NPI:** 1306908827
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature:			**Date:**

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate:	$15.00 A Leg - after 10 miles $1.10 per mile
Wheelchair Vehicle Rate:	$ 25.00 A Leg- after 10 miles $1.10 per mile
Stretcher Vehicle Rate:	N/A
Ambulance Vehicle Rate:	N/A
Bariatric Vehicle Rate:	$ 25.00 A Leg- after 10 miles $1.10 per mile
Other (Please specify):	
Notes:	Any other conditions will be outlined in Schedule A when the Contract is negotiated.
Signature: *Patrick McKinney*	**Date:** *8/1/2017*

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

MTM

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: 2102

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: City of Dunbar		304-768-0878	
Contact Name & Title: Kim Bailey Senior Coordinator		**Fax:**	
Contact Email Address: kim.bailey@cityofdunbarwv.gov			
Street Address: P. O. Box 483			
City: Dunbar	**State:** WV	**Zip:** 25064	
Base County: Kanawha			
Additional Counties of Service:			
Hours of Operation: 8am – 3pm Monday - Friday			
# of Ambulatory Vehicles: [illegible]	**# of Wheelchair Vehicles:** 2	**# of Stretcher Vehicles:** 0	**# of Ambulance Vehicles:** 0
# of Bariatric Vehicles:		**Bariatric Vehicle Weight Maximum:**	
Business License Number:	**Tax ID Number:** 556000169	**Medicaid ID Number/NPI:**	
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature:		**Date:**	

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

MTM Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate:	11.00
Wheelchair Vehicle Rate:	16.00
Stretcher Vehicle Rate:	
Ambulance Vehicle Rate:	
Bariatric Vehicle Rate:	
Other (Please specify):	
Notes:	
Signature:	**Date:** 8-1-17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: _____

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: Eastern Panhandle Transit Authority		**Phone:** 304-263-0876
Contact Name & Title: Doug Pixler - Director		**Fax:** 304-264-9253
Contact Email Address: dpixler@eptawv.com		
Street Address: 446 Novak Dr.		
City: Martinsburg	**State:** WV	**Zip:** 25405
Base County: Berkeley		
Additional Counties of Service: Jefferson		
Hours of Operation: 7am to 5pm		

# of Ambulatory Vehicles: 1	**# of Wheelchair Vehicles:** 7	**# of Stretcher Vehicles:**	**# of Ambulance Vehicles:**
# of Bariatric Vehicles:		**Bariatric Vehicle Weight Maximum:**	
Business License Number: 1036-4846	**Tax ID Number:** 550565901		**Medicaid ID Number/NPI:**

Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business

Signature:	**Date:** 7/14/2017

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate: **12.50/Base**
Wheelchair Vehicle Rate: **16.00/Base**
Stretcher Vehicle Rate: **N/A**
Ambulance Vehicle Rate: **N/A**
Bariatric Vehicle Rate: **N/A**
Other (Please specify):
Notes: 10.01 – Endless miles $1.00

Signature:	**Date:** **7/14/2017**

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: Fairmont-Marion County Transit Authority

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: Fairmont-Marion County Transit Authority			**Phone:** 304.366.8177
Contact Name & Title: George Levitsky, CCTM General Manager			**Fax:** 304.366.2308
Contact Email Address: FMCTA@wvdsl.net			
Street Address: 400 Quincy St			
City: Fairmont		**State:** WV	**Zip:** 26554-3185
Base County: Marion			
Additional Counties of Service: Harrison-Monongalia			
Hours of Operation: 8-4			
# of Ambulatory Vehicles: 2	**# of Wheelchair Vehicles:** 12	**# of Stretcher Vehicles:**	**# of Ambulance Vehicles:**
# of Bariatric Vehicles:		**Bariatric Vehicle Weight Maximum:**	
Business License Number: 9526	Tax ID Number: 55-0536053		Medicaid ID Number/NPI: 8002027000
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature: George Levitsky, CCTM			**Date:** 7.14.17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate: **$11.00 first 10 miles then $.95 per mile**
Wheelchair Vehicle Rate: **$16.00 first 10 miles then $.95 per mile**
Stretcher Vehicle Rate:
Ambulance Vehicle Rate:
Bariatric Vehicle Rate:
Other (Please specify):
Notes:

Signature: *George Levitsky, CCTM*	**Date:** **7.1417**

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: 9467 The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area. ***Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.***			
Business Name: FMRS Health Systems, Inc.			**Phone:** 304-256-7100
Contact Name & Title: Mary Redman, Chief Financial Officer			**Fax:** 304-256-7160
Contact Email Address: mredman@fmrs.org			
Street Address: 101 S Eisenhower Drive			
City: Beckley	**State:** WV	**Zip:** 25801	
Base County: Raleigh			
Additional Counties of Service: Fayette and Summers Counties			
Hours of Operation: Mon,Tues,Wed,Thur,Fri 7:30a-5:00p; Sat 9:30a-9:00p; Sun 1:00-9:00p			
# of Ambulatory Vehicles: 32	**# of Wheelchair Vehicles:** 3	**# of Stretcher Vehicles:**	**# of Ambulance Vehicles:**
# of Bariatric Vehicles:		**Bariatric Vehicle Weight Maximum:**	
Business License Number: 1035-5676	**Tax ID Number:** 55-0520303	**Medicaid ID Number/NPI:** 1881733616	
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature: Mary R Redman , Chief Financial Officer		**Date:** 08/03/2017	

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate: **$11.00/Base; $0.90/Mile 10.01-Endless Miles**	
Wheelchair Vehicle Rate: **$16.00/Base; $0.90/Mile 10.01-Endless Miles**	
Stretcher Vehicle Rate:	
Ambulance Vehicle Rate:	
Bariatric Vehicle Rate:	
Other (Please specify): **Curb to Curb Loaded Multi-Load Rates Ambulatory and Wheelchair $4.00/Base for Same Pickup&Dropoff; $4.00/Base for Same Dropoff**	
Notes:	
Signature: Mary M Redman, Chief Financial Officer	**Date:** **08/03/2017**

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 |jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

MTM

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Transportation Provider: 4085 *Please print clearly or type.*

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: G+B Transportation LLC	**Phone:** 304-903-8426
Contact Name & Title: Beatrice Hickman	**Fax:** 304-265-0147
Contact Email Address: HickmanG861@Frontier.com	
Street Address: 35 W. Main St	
City: Grafton	**State:** WV **Zip:** 26354
Base County: Taylor	
Additional Counties of Service: Barbour, Preston, Harrison, Marion, Taylor	
Hours of Operation: 8:00A - 4:00P	
# of Ambulatory Vehicles: 5	**# of Wheelchair Vehicles:** N/A **# of Stretcher Vehicles:** N/A **# of Ambulance Vehicles:** N/A
# of Bariatric Vehicles: N/A	**Bariatric Vehicle Weight Maximum:** N/A
Business License Number:	**Tax ID Number:** **Medicaid ID Number/NPI:**
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business	
Signature:	**Date:**

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Jul 18 2017 10:30AM HP FaxD@1 Limousine 3042650147 page 1

MTM

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate:	$13.00 + Initial Pick-up $2.00 a mile
Wheelchair Vehicle Rate:	N/A
Stretcher Vehicle Rate:	N/A
Ambulance Vehicle Rate:	N/A
Bariatric Vehicle Rate:	N/A
Other (Please specify):	Ambulatory Patients Only.
Notes:	
Signature:	Patricia Hickman — **Date:** 7-18-17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Jul 18 2017 10:30AM HP FaxD@1 Limousine 3042650147 page 2

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: _____

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: Greenbrier County Committee on Aging	**Phone:** 304-392-5138
Contact Name & Title: John Wyman	**Fax:** 304 392-5969
Contact Email Address: gcoa@suddenlink.net.com	
Street Address: Box 336	
City: Rupert	**State:** WV **Zip:** 24961
Base County: Greenbrier	
Additional Counties of Service: None	
Hours of Operation: 8a 4p Mon-Fri	

# of Ambulatory Vehicles:	**# of Wheelchair Vehicles:** 2	**# of Stretcher Vehicles:**	**# of Ambulance Vehicles:**
# of Bariatric Vehicles:		**Bariatric Vehicle Weight Maximum:**	
Business License Number:	**Tax ID Number:** 550553281		**Medicaid ID Number/NPI:**

Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business

Signature: _____ **Date:** 7/17/17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate:
Wheelchair Vehicle Rate:
Stretcher Vehicle Rate:
Ambulance Vehicle Rate:
Bariatric Vehicle Rate:
Other (Please specify):
Notes:

Signature:	**Date:**

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: 9358

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

***Important:** This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.*

Business Name: Hancock County Senior Services	**Phone:** 304-564-3801
Contact Name & Title: Jerry Fields Associate Director of Facilities & Vehicles	**Fax:** 304-387-2693
Contact Email Address: jFields@hancockSRSVS.org	
Street Address: 647 Gas Valley Road	
City: New Cumberland **State:** WV **Zip:** 26047	
Base County: Hancock	
Additional Counties of Service: Brooke Co. WV, Jefferson & Columbiana Counties, OH	
Hours of Operation: 8:00 AM - 5:00 PM	
# of Ambulatory Vehicles: 2 **# of Wheelchair Vehicles:** 3 **# of Stretcher Vehicles:** **# of Ambulance Vehicles:**	
# of Bariatric Vehicles: **Bariatric Vehicle Weight Maximum:**	
Business License Number: **Tax ID Number:** 55-0565964 **Medicaid ID Number/NPI:** 4703006-001	
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business	
Signature: Jerry Fields **Date:** 7/14/17	

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate:	$11.00 - Base $.90 10.01 to endless loaded miles
Wheelchair Vehicle Rate:	$16.00 - Base $.90 10.01 to endless loaded miles
Stretcher Vehicle Rate:	
Ambulance Vehicle Rate:	
Bariatric Vehicle Rate:	
Other (Please specify):	
Notes:	
Signature: Jerry Fuller	**Date:** 7/14/17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: HOMETOWN TRANSPORTATION, LLC

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: HOMETOWN TRANSPORTATION		**Phone:** 304-845-6070
Contact Name & Title: TERESA K. WARBLE		**Fax:** 304-845-4764
Contact Email Address: teresawarble@frontier.com		
Street Address: 102 LAFAYETTE AVE		
City: MOUNDSVILLE	**State:** WV	**Zip:** 26041
Base County: MARSHALL		
Additional Counties of Service: TYLER, WETZEL, OHIO, BROOKE, HANCOCK		
Hours of Operation: 7A - 6?		

# of Ambulatory Vehicles: 14	**# of Wheelchair Vehicles:** 0	**# of Stretcher Vehicles:** 0	**# of Ambulance Vehicles:** 0
# of Bariatric Vehicles: 0	**Bariatric Vehicle Weight Maximum:**		
Business License Number: 54	**Tax ID Number:** 47-1660489	**Medicaid ID Number/NPI:** N/A	
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature: Teresa K. Warble		**Date:** 7-14-17	

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate: $12.50	
Wheelchair Vehicle Rate: $16.00	
Stretcher Vehicle Rate:	
Ambulance Vehicle Rate:	
Bariatric Vehicle Rate:	
Other (Please specify):	
Notes:	
Signature: Teresa K. Warble	**Date:** 7-14-17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: 9359

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: In Touch and Concerned, Inc.			**Phone:** 304-296-6109
Contact Name & Title: Elyzabeth A. Maxey, Executive Director			**Fax:** 304-296-6169
Contact Email Address: admin@itacwv.org			
Street Address: 1377 Chaplin Road			
City: Morgantown		**State:** WV	**Zip:** 26501
Base County: Monongalia			
Additional Counties of Service: Marion, Harrison, Taylor, Preston			
Hours of Operation: M-F 6:00 am - 6:00 pm Sat 8:00 am - 4:00 pm			
# of Ambulatory Vehicles: 1	**# of Wheelchair Vehicles:** 4	**# of Stretcher Vehicles:** 0	**# of Ambulance Vehicles:** 0
# of Bariatric Vehicles: 0		**Bariatric Vehicle Weight Maximum:** N/A	
Business License Number:	**Tax ID Number:** 55-0526579		**Medicaid ID Number/NPI:**
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature: Elyzabeth A Maxey			**Date:** July 24, 2017

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate: **$10.00/Base**
Wheelchair Vehicle Rate: **$16.00/Base**
Stretcher Vehicle Rate:
Ambulance Vehicle Rate:
Bariatric Vehicle Rate:
Other (Please specify):
Notes:

Signature: Elizabeth A Maxey **Date:** July 24, 2017

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: 9363

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name:	Kanawha Valley Senior Services, Inc.	**Phone:**	304-348-0707
Contact Name & Title:	Paulette Justice, Executive Director	**Fax:**	304-348-6432
Contact Email Address:	pjustice@kvss.org		
Street Address:	2428 Kanawha Blvd., East		
City:	Charleston	**State:** WV	**Zip:** 25304
Base County:	Kanawha		
Additional Counties of Service:	N/A		
Hours of Operation:	8:00 A.M - 4:30 pm		

# of Ambulatory Vehicles:	# of Wheelchair Vehicles:	# of Stretcher Vehicles:	# of Ambulance Vehicles:
6	3	N/A	N/A

# of Bariatric Vehicles:	Bariatric Vehicle Weight Maximum:
N/A	N/A

Business License Number:	Tax ID Number:	Medicaid ID Number/NPI:
	55-0626556	1982825972

Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business

Signature: Paulette S. Justice	**Date:** 7-18-17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate: $11 includes first 10 miles; 10.01 to endless miles $.90/mile	
Wheelchair Vehicle Rate: $16 includes first 10 miles; 10.01 to endless miles $.90/mile	
Stretcher Vehicle Rate: N/A	
Ambulance Vehicle Rate: N/A	
Bariatric Vehicle Rate: N/A	
Other (Please specify):	
Notes: Special negotiated rate for extraordinary trip distances.	
Signature: Paulette Spatri	**Date:** 7-19-17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: _____

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: Lewis County Senior Citizens Center Inc	**Phone:** 304-269-5738
Contact Name & Title: Dinah Mills Director	**Fax:** 304-269-7329
Contact Email Address: dinahlynnmills@aol.com	
Street Address: 171 W 2nd St	
City: Weston	**State:** WV **Zip:** 26452
Base County: Lewis	
Additional Counties of Service:	
Hours of Operation: 7am - 4pm	
# of Ambulatory Vehicles: 4	**# of Wheelchair Vehicles:** 3 **# of Stretcher Vehicles:** **# of Ambulance Vehicles:**
# of Bariatric Vehicles:	**Bariatric Vehicle Weight Maximum:**
Business License Number:	**Tax ID Number:** 55 052 4706 **Medicaid ID Number/NPI:**
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business	
Signature: Dinah Mills	**Date:** 7-24-17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate:	$11.00 first 10mi: then .90 per mile after
Wheelchair Vehicle Rate:	$16.00 first 10mi: then .90 per mile after
Stretcher Vehicle Rate:	
Ambulance Vehicle Rate:	
Bariatric Vehicle Rate:	
Other (Please specify):	
Notes:	
Signature: Deniah Mills	**Date:** 7-24-17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: Lincoln County Opportunity Company, Inc.

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: Lincoln County Opportunity Company, Inc.			**Phone:** 304-824-3448
Contact Name & Title: William Carpenter, Executive Director			**Fax:** 304-824-7662
Contact Email Address: Williamcarpenter@lcocinc.com			
Street Address: 360 Main Street			
City: Hamlin		**State:** WV	**Zip:** 25523
Base County: Lincoln			
Additional Counties of Service: Cabell			
Hours of Operation: 7-4			
# of Ambulatory Vehicles: 5	**# of Wheelchair Vehicles:**	**# of Stretcher Vehicles:**	**# of Ambulance Vehicles:**
# of Bariatric Vehicles:		**Bariatric Vehicle Weight Maximum:**	
Business License Number: 1035-1803	**Tax ID Number:** 55-0484660		**Medicaid ID Number/NPI:** 0004741002/199284047404
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature: William F Carp			**Date:** 07/26/2017

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate: **$13 first 10 miles, $1.10 per mile after 10 miles**
Wheelchair Vehicle Rate:
Stretcher Vehicle Rate:
Ambulance Vehicle Rate:
Bariatric Vehicle Rate:
Other (Please specify):
Notes: **We have provided services for MTM since they were awarded their original contract and have enjoyed working with your company. We look forward to continuing this relationship in the future.**
Signature: [signature] **Date:** 7/26/17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: 9365

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: Little Kanawha Transit Authority	**Phone:** 304-354-6216
Contact Name & Title: Darlene Crane Manager	**Fax:** 304-354-6225
Contact Email Address: lkbc@frontiernet.net	
Street Address: PO Box 387	

City: Grantsville	**State:** WV	**Zip:** 26147
Base County: Calhoun		
Additional Counties of Service: Roane, Jackson + Gilmer		
Hours of Operation: M-F 7:00 am to 4:30 pm		

# of Ambulatory Vehicles: 2	**# of Wheelchair Vehicles:** 13	**# of Stretcher Vehicles:** N/A	**# of Ambulance Vehicles:** N/A
# of Bariatric Vehicles: N/A		**Bariatric Vehicle Weight Maximum:** N/A	

Business License Number:	**Tax ID Number:** 261704484	**Medicaid ID Number/NPI:** 9365

Are you certified as a: ☐ MBE ☐ WBE ☒ DBE ☐ Disabled Veteran Business

Signature: Darlene Crane	**Date:** 7-17-17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate:	0.00 – 10.00 miles = $11.00/Base 10.01 – Endless Miles = 0.90/mile
Wheelchair Vehicle Rate:	0.00 – 10.00 miles = $16.00/Base 10.01 – Endless miles = 0.90/mile
Stretcher Vehicle Rate:	N/A
Ambulance Vehicle Rate:	N/A
Bariatric Vehicle Rate:	N/A
Other (Please specify):	
Notes:	
Signature:	**Date:**

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: Marion County Senior Citizens, Inc.

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: Marion County Senior Citizens, Inc.			**Phone:** 304-366-8779
Contact Name & Title: Debbie Harvey, Executive Director			**Fax:** 304-366-3186
Contact Email Address: debbie@marionseniors.org			
Street Address: 105 Maplewood Drive			
City: Fairmont	**State:** WV	**Zip:** 26554	
Base County: Marion			
Additional Counties of Service:			
Hours of Operation: 8 am to 4 pm Transportation Scheduler leaves at 2 pm.			
# of Ambulatory Vehicles: 0	**# of Wheelchair Vehicles:** 5	**# of Stretcher Vehicles:** 0	**# of Ambulance Vehicles:** 0
# of Bariatric Vehicles: 0		**Bariatric Vehicle Weight Maximum:** 0	
Business License Number: 1035-7070	**Tax ID Number:** 55-0525606		**Medicaid ID Number/NPI:** 8003021000
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature: Debbie Harvey Executive Director			**Date:** 7-24-17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate:	11.00 plus 1mi over — miles
Wheelchair Vehicle Rate:	15.00 "
Stretcher Vehicle Rate:	
Ambulance Vehicle Rate:	
Bariatric Vehicle Rate:	
Other (Please specify):	
Notes:	
Signature: Debbie Harvey Jr. Executive Director	**Date:** 7-24-17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: 9373

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: MOUNTAIN TRANSIT AUTHORITY			**Phone:** 304-872-5872
Contact Name & Title: WILLIAM T. MAUZY, MANAGER			**Fax:** 304-872-5872
Contact Email Address: admin@mtawv.com			
Street Address: 1096 BROAD STREET			
City: SUMMERSVILLE		**State:** WV	**Zip:** 26651
Base County: NICHOLAS			
Additional Counties of Service:			
Hours of Operation: 8:00 AM – 2:00 PM			
# of Ambulatory Vehicles: 2	**# of Wheelchair Vehicles:** 11	**# of Stretcher Vehicles:** 0	**# of Ambulance Vehicles:** 0
# of Bariatric Vehicles: 0		**Bariatric Vehicle Weight Maximum:** 0	
Business License Number: 55-0566035	**Tax ID Number:** 55-0566035		**Medicaid ID Number/NPI:** 8003056000
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business N/A			
Signature: William T Mauzy			**Date:** 07/17/2017

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate: **Regular hours: $11/pick up and 90 cents/mile after the first 10 miles;** **After hours: $16/pick up and 90 cents/mile after the first 10 miles**
Wheelchair Vehicle Rate: **Regular Hours: $16/pick up and 90 cents/mile after 1st 10 miles** **After hours: $21/pick up and 90 cents/mile after the 1st 10 miles**
Stretcher Vehicle Rate: **0.00**
Ambulance Vehicle Rate: **0.00**
Bariatric Vehicle Rate: **0.00**
Other (Please specify):
Notes:

Signature:	**Date:** 7/18/17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: 4570

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: O.B. INC .,DBA ELITE LIMO SERVICES			**Phone:** 304-428-8687
Contact Name & Title: SCOT C HECKERT VP			**Fax:** 304-422-3666
Contact Email Address: scot.c.heckert@gmail.com			
Street Address: Po			
City: PARKERSBURG		**State:** WV	**Zip:** 26101
Base County: WOOD			
Additional Counties of Service: IF PRICE IS RIGHT , DODDRIDGE, JACKSON, PLEASANTS, RITCHIE, WIRT, WOOD			
Hours of Operation: 24 7 , CALLS TAKEN FROM 9 AM UNTIL 2 PM M-F			
# of Ambulatory Vehicles: 17	**# of Wheelchair Vehicles:** 0	**# of Stretcher Vehicles:** 0	**# of Ambulance Vehicles:** 0
# of Bariatric Vehicles: 0		**Bariatric Vehicle Weight Maximum:**	
Business License Number:	**Tax ID Number:** 55-0721003		**Medicaid ID Number/NPI:**
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature: VP			**Date:** 7/19/17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

MTM

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate: REFUR TO SCHEDULE A	
Wheelchair Vehicle Rate: N/A	
Stretcher Vehicle Rate: N/A	
Ambulance Vehicle Rate: N/A	
Bariatric Vehicle Rate: N/A	
Other (Please specify):	
Notes: ANY THING THAT HAS BEEN MISSED YOU CAN REFUR TO THE SCHEDULE A / B	
Signature:	**Date:** 7/19/17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: Open Doors, Inc.

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: Open Doors for the Developmentally Challenged, Inc.			**Phone:** 304-645-2130
Contact Name & Title: Liz Pitzer, HR Manager			**Fax:** 304-647-9943
Contact Email Address: lizpitzer@opendoorswv.com			
Street Address: 1108 Washington St., East			
City: Lewisburg		**State:** WV	**Zip:** 24901
Base County: Greenbrier			
Additional Counties of Service: Nicholas, Monroe, Pocahontas, Webster			
Hours of Operation: M-F; 8a-4p			
# of Ambulatory Vehicles: 5	**# of Wheelchair Vehicles:** 2	**# of Stretcher Vehicles:** 0	**# of Ambulance Vehicles:** 0
# of Bariatric Vehicles: 0		**Bariatric Vehicle Weight Maximum:** N/A	
Business License Number: 1041-2355	**Tax ID Number:** 550701927		**Medicaid ID Number/NPI:** 1508907338
Are you certified as a: ☒ MBE ☒ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature: J.J. L, Exec. Dir for ODI			**Date:** 07/18/17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate: 0-15 miles $9.00 Base 15.01 - endless miles $0.67/mile
Wheelchair Vehicle Rate: 0-15 miles $9.00 Base 15.01 - endless miles $0.67 mile
Stretcher Vehicle Rate: N/A
Ambulance Vehicle Rate: NA
Bariatric Vehicle Rate: NA
Other (Please specify):
Notes:
Signature: Liz Ritzer, HRM — **Date:** 7/18/17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: 9376

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: POCAHONTAS COUNY SENIOR CITIZENS, INC		**Phone:** 304-799-6337
Contact Name & Title: JOHN SIMMONS, EXECUTIVE DIRECTOR		**Fax:** 304-799-4972
Contact Email Address: john@pcscwv.org		
Street Address: 20626 SENECA TRAIL		
City: MARLINTON	**State:** WV	**Zip:** 24954
Base County: POCAHONTAS		
Additional Counties of Service:		
Hours of Operation: MONDAY-FRIDAY 8:30-4:30		

# of Ambulatory Vehicles: 3	**# of Wheelchair Vehicles:** 1	**# of Stretcher Vehicles:**	**# of Ambulance Vehicles:**
# of Bariatric Vehicles:		**Bariatric Vehicle Weight Maximum:**	

Business License Number: 1035-8464	**Tax ID Number:** 55-0532772	**Medicaid ID Number/NPI:** 1205955721
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business		
Signature: John A. Simmons		**Date:** 07/14/2017

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate: **$11.00 pickup & $0.90 per mile**
Wheelchair Vehicle Rate: **$16.00 pickup & $0.90 per mile**
Stretcher Vehicle Rate:
Ambulance Vehicle Rate:
Bariatric Vehicle Rate:
Other (Please specify):
Notes:

Signature: John R. Lemmon	**Date:** **07/14/2017**

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: Potomac Valley Transit Authority

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: Potomac Valley Transit Authority			**Phone:** (304) 257-1414
Contact Name & Title: J. Douglas Carter, General Manager			**Fax:** (304) 257-2804
Contact Email Address: jcarter@potomacvalleytransit.org			
Street Address: 185 Providence Lane			
City: Petersburg		**State:** WV	**Zip:** 26847
Base County: Grant			
Additional Counties of Service: Hampshire, Hardy, Mineral, & Pendleton			
Hours of Operation: 6:00 a.m. – 5 p.m. Monday thru Friday			
# of Ambulatory Vehicles: 5	**# of Wheelchair Vehicles:** 23	**# of Stretcher Vehicles:** 0	**# of Ambulance Vehicles:** 0
# of Bariatric Vehicles: 0		**Bariatric Vehicle Weight Maximum:** 0	
Business License Number: 1036-5496	**Tax ID Number:** 55 056 8469		**Medicaid ID Number/NPI:** 8080006000
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature:			**Date:** August 1, 2017

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate: **$12.00 Base $1.00/Mile Endless**
Wheelchair Vehicle Rate: **$16.00 Base and $1.00/Mile Endless**
Stretcher Vehicle Rate: **N/A**
Ambulance Vehicle Rate: **N/A**
Bariatric Vehicle Rate: **N/A**
Other (Please specify): **N/A**
Notes: **The Potomac Valley Transit Authority strongly believes that all passengers placed on our vehicles should be a PAID passenger. This means that if MTM determines that two passengers going for Medicaid services at the same location are placed on PVTA vehicles, we should be paid for those passengers.**

Signature: J. Douglas Carter	**Date:** **August 1, 2017**

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: Senior Life Services of Morgan County

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: Senior Life Services of Morgan County, Inc.	**Phone:** 304-258-3096
Contact Name & Title: Joel Tuttle, Executive Director	**Fax:** 304-258-3190
Contact Email Address: slsmc1@hotmail.com	
Street Address: 106 Sand Mine Road, Suite #1	

City: Berkeley Springs	**State:** WV	**Zip:** 25411

Base County: Morgan County West Virginia			
Additional Counties of Service:			
Hours of Operation: 8-4 Monday - Friday			
# of Ambulatory Vehicles: 4	**# of Wheelchair Vehicles:** 4	**# of Stretcher Vehicles:**	**# of Ambulance Vehicles:**
# of Bariatric Vehicles:	**Bariatric Vehicle Weight Maximum:**		

Business License Number: 1022-6617	**Tax ID Number:** 23-7202048	**Medicaid ID Number/NPI:** 0030690001 - medicaid

Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business

Signature: Joel Tuttle	**Date:** 8/1/17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate:	$10 boarding fee (10 miles), $1 per mile, $12/hour wait time > 1 hour
Wheelchair Vehicle Rate:	$14 boarding fee (10 miles) $1.10 per mile $12/hour wait time > 1 hour
Stretcher Vehicle Rate:	
Ambulance Vehicle Rate:	
Bariatric Vehicle Rate:	
Other (Please specify):	
Notes:	
Signature: Joel Dutton	**Date:** 8/1/17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: _____

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: Tri River Transit Authority	**Phone:** 304-824-2944
Contact Name & Title: Paula S. Smith Executive Director	**Fax:** 304-824-3889
Contact Email Address: trtpaula@zoominternet.net	
Street Address: PO Box 436	
City: Hamlin	**State:** WV **Zip:** 25523
Base County: Lincoln	
Additional Counties of Service: Boone Logan Wayne	
Hours of Operation: 7:00am to 5pm	

# of Ambulatory Vehicles: 6	**# of Wheelchair Vehicles:** 21	**# of Stretcher Vehicles:** Ø	**# of Ambulance Vehicles:** Ø
# of Bariatric Vehicles: Ø	**Bariatric Vehicle Weight Maximum:** Ø		
Business License Number: WV 1046-1216	**Tax ID Number:** 550768466	**Medicaid ID Number/NPI:**	
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature: Paula S. Smith	**Date:** 8-1-17		

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 20 Lee Street, Charleston, WV 25301

Justin Stowers | jstowers@mtm-inc.net

William Evans | wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

TRIRIVER TRANSIT Fax 304-824-3389 Aug 2 2017 09:48am P001/002

MTM

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate:	0-10 miles $2.00 / Base ($1.00 / mile 10.01 to Endless)
Wheelchair Vehicle Rate:	Wheelchair $18.00 / Base ($1.10 / mile 10.01 to Endless)
Stretcher Vehicle Rate:	Ø
Ambulance Vehicle Rate:	Ø
Bariatric Vehicle Rate:	Ø
Other (Please specify):	
Notes:	
Signature: Pamela S. Stowers	**Date:** 8-2-17

Please submit documents by August 1, 2017

Attn: James Stafford | Fax: 844-239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301

Justin Stowers jstowers@mtm-inc.net

William Evans wevans@mtm-inc.net

Document Revised 10/13

TRIRIVER TRANSIT Fax 304-824-3389 Aug 2 2017 09:48am P002/002

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: 1711

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: The Tri-State Transit Authority			**Phone:** 304-529-6094
Contact Name & Title: Jennifer Woodall Assistant General Manager			**Fax:** 304-529-7300
Contact Email Address: jwoodall@tta-wv.com			
Street Address: 1120 Virginia Avenue			
City: Huntington		**State:** West Virginia	**Zip:** 25704
Base County: Portions of Cabell			
Additional Counties of Service: Portions ofWayne			
Hours of Operation: 5:30am -11:00pm			
# of Ambulatory Vehicles: 10	**# of Wheelchair Vehicles:** 10	**# of Stretcher Vehicles:** 0	**# of Ambulance Vehicles:** 0
# of Bariatric Vehicles: 0		**Bariatric Vehicle Weight Maximum:** 0	
Business License Number: 719	**Tax ID Number:** 55-0530178		**Medicaid ID Number/NPI:** N/A
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business N/A			
Signature: J. Woodall			**Date:** 7/19/2017

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate: **$11.00/ 90 cents a mile after 10 miles**
Wheelchair Vehicle Rate: **$16.00/ 90 cents a mile after 10 miles**
Stretcher Vehicle Rate: **N/A**
Ambulance Vehicle Rate: **N/A**
Bariatric Vehicle Rate: **N/A**
Other (Please specify):
Notes:

Signature: J. L. Woodall	**Date:** **7/19/2017**

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: 93886

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: Tucker County Senior Citizens, Inc.	**Phone:** 304-478-2423
Contact Name & Title: Mary Alice Smith Transp. Coord.	**Fax:** 304-478-4828
Contact Email Address: sully0818@yahoo.com	
Street Address: 217 Senior Lane	
City: Parsons **State:** WV **Zip:** 26287	
Base County: Tucker	
Additional Counties of Service: Randolph, Barbour, Marion, Monongalia, Upshur ↓ Preston	
Hours of Operation: M-TH 7-4 FR 7-3	

# of Ambulatory Vehicles:	# of Wheelchair Vehicles:	# of Stretcher Vehicles:	# of Ambulance Vehicles:
7	2	0	0

# of Bariatric Vehicles:	Bariatric Vehicle Weight Maximum:
0	0

Business License Number:	Tax ID Number:	Medicaid ID Number/NPI:
10316-1956	55-0548633	1093837999

Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business

Signature: Mary Alice Smith	**Date:** 7/27/17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

07-31-17 14:56 FROM- Tucker Senior Center 304-478-4828 T-785 P0001/0004 F-277

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate:	
Wheelchair Vehicle Rate:	
Stretcher Vehicle Rate:	
Ambulance Vehicle Rate:	
Bariatric Vehicle Rate:	
Other (Please specify):	
Notes:	
Signature: Mary Alice Smith	**Date:** 7/27/17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

07-31-17 14:56 FROM- Tucker Senior Center 304-478-4828 T-785 P0002/0004 F-277

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: Webster County Senior Citizens, Inc.

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: Webster County Senior Citizens, Inc.			**Phone:** 304-847-5252
Contact Name & Title: Debra M. Moore, Director			**Fax:** 304-847-7182
Contact Email Address: webcosencitz@frontiernet.net			
Street Address: 148 Court Square			
City: Webster Springs		**State:** WV	**Zip:** 26288
Base County: Webster County			
Additional Counties of Service: We are based in Webster Co. WV but transport to many county medical facilities			
Hours of Operation: 8am 4pm			
# of Ambulatory Vehicles: 2	**# of Wheelchair Vehicles:** 1	**# of Stretcher Vehicles:** 0	**# of Ambulance Vehicles:** 0
# of Bariatric Vehicles: 0		**Bariatric Vehicle Weight Maximum:** 0	
Business License Number:	**Tax ID Number:** 55-0534204		**Medicaid ID Number/NPI:** 0030800001/1023152782
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature: Debra M Moore			**Date:** 7-14-17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate: **$11.00 pick up fee $1.00 per mile or $1.00 per mile from station back to station**
Wheelchair Vehicle Rate: **$11.00 pick up fee $1.00 per mile or $1.00 per mile from station back to station**
Stretcher Vehicle Rate:
Ambulance Vehicle Rate:
Bariatric Vehicle Rate:
Other (Please specify):
Notes: **No sure what MBE, WBE, DBE, stand for? Not sure which one we are certified in.**
Signature: Debra M Moore — **Date:** **July 14, 2017**

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: 9631

The Transportation Provider listed above would like to offer this letter as a show of good faith to proceed in a timely manner, negotiating with MTM, Inc. (MTM), a mutually acceptable subcontract for participation in their non-emergency medical transportation program, following its' successful award of a brokerage contract in the Transportation Provider's service area.

Important: This is not a contract and does not limit you from similar agreements with other NEMT broker candidates.

Business Name: Wetzel County Committee on Aging	304-455-3220
Contact Name & Title: Mary Rose Ash, Executive Director	**Fax:** 304-455-0280
Contact Email Address: wetzelccoa@suddenlinkmail.com	
Street Address: 145 Paducah Drive	
City: New Martinsville	**State:** W.Va / **Zip:** 26155
Base County:	
Additional Counties of Service:	
Hours of Operation: 8am – 4pm	

# of Ambulatory Vehicles:	# of Wheelchair Vehicles:	# of Stretcher Vehicles:	# of Ambulance Vehicles:
6	1	0	0

# of Bariatric Vehicles:	Bariatric Vehicle Weight Maximum:
0	0

Business License Number:	Tax ID Number:	Medicaid ID Number/NPI:
1036-3962	550562164	

Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business (Code definition)

Signature: [signature] **Date:** July 18, 2017

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

Please complete the following table regarding your rates for the services listed below, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next stage of the recruitment process.

Letter of Intent & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate: **$11.00 base**
Wheelchair Vehicle Rate: **$16.00 base**
Stretcher Vehicle Rate:
Ambulance Vehicle Rate:
Bariatric Vehicle Rate:
Other (Please specify): **wait time: .20 per minute after pickups of 25 miles loaded from Provider facility. Unloaded Mileage: per one-way trip after 10 miles from Provider's main facility or sub-situation. .90 per mile**
Notes:
Signature: **Date:** 7-18-17

Please submit documents by: August 1, 2017

Attn: James Stafford | Fax: (844) 239-5970 | jstafford@mtm-inc.net | 2 Hale Street, Charleston, WV 25301
Justin Stowers jstowers@mtm-inc.net
William Evans wevans@mtm-inc.net

WETZEL COUNTY COMMITTEE ON AGING

145 PADUCAH DRIVE NEW MARTINSVILLE, WV 26155 PHONE 455-3220

— Satellite Senior Citizen Centers —

On Behalf Of Older West Virginians

FOLSOM SENIOR CENTER Folsom, WV 26348 Phone 334-5347

HUNDRED SENIOR CENTER Hundred, WV 26575 Phone 775-5344

LITTLETON SENIOR CENTER Littleton, WV 26581 Phone 775-2469

PADEN CITY SENIOR CENTER Paden City, WV 26159 Phone 337-8130

PINE GROVE SENIOR CENTER Pine Grove, WV 26419 Phone 689-5933

July 17, 2017

To Whom It May Concern;

The Wetzel County Committee on Aging would like to show our support for MTM to continue overseeing the non-emergency medical transportation program. It has been our pleasure to work with them to provide a much needed service in Wetzel County.

MTM has provided this agency with adequate training and assistance throughout our relationship. We have found that this program runs very smoothly and has made a substantial difference in the lives that we serve. If it were not for this program many individuals would not be able to get the medical assistance that is necessary to maintain their quality of life.

The Wetzel County Committee on Aging highly recommends that MTM, Inc. continue to be the provider of this service in the future.

Sincerely,

Mary Rose Ash
Executive Director

Funded by WVCOA thru NWAAA

CaSandra Winter
563 Maplewood Heights Drive
Ripley, West Virginia 25271

July 22, 2017

To Whom it May Concern:

I am writing to let you know that for the past several years, we have been working with Medical Transportation Management (MTM). Their involvement in reimbursing expenses for our daughter, Kensley Winter, has been critical to the progress that she has made. The various therapies that we receive help her tremendously and we can't properly describe how grateful that our family is for MTM and their professional staff. In the event that a situation would occur, the staff is prompt and quickly resolves the issue.

Raising a special needs child is expensive. In addition to doctor's appointments, there are so many additional things that make our family's budget even more tight.

We purchase clothes and they end up being too tight or feel wrong when our daughter tries to wear them due to her sensory processing disorder. She has severe food allergies which means her organic food is expensive; new foods are often introduced and she refuses to eat them as part of her food aversion. On separate occasions we have purchased tickets to the zoo and the aquarium, only to arrive and find out that the large crowds make her too anxious and we have to leave before enjoying the amenities. We have went to the movie theater only to discover the loud sounds and bright lights overstimulate her and we have to leave. We live in a rural community where our local schools don't have an appropriate classroom for our daughter, so we homeschool. During our instruction, the way that Kensley learns changes which means we constantly have to purchase new/different material to supplement.

All of these examples are given to prove just how important the mileage reimbursement program is to our family. All of our "extra" money is spent to help our daughter in other areas that insurance doesn't cover. It is such a relief to know that we would never have to cancel therapy because we couldn't afford to take her. We travel out of state for her care and the travel vouchers help us afford to be able to do regular maintenance so that our vehicle is safe and reliable.

Without a doubt, the State of West Virginia will continue to benefit from the experience and commitment to excellence that MTM demonstrates, and I believe MTM is the best choice to continue to serve the state's Medicaid members.

Please feel free to contact me at (304) 531-1688 or WarmWinterWishes@yahoo.com if you have any further questions regarding my recommendation of MTM.

Sincerely,

CaSandra Winter



October 12, 2015

To Whom It May Concern,

This letter is to inform you of how the MTM non-emergent medical transport team has been so beneficial to Lily's Place for the transport of the babies from Cabell Huntington Hospital to our facility. Whenever we get a call informing us of the need for transport, we call the team and they begin arranging everything for us. They are always so friendly and quick to respond in getting the transport set up in a timely manner. The drivers pick us up at our facility and then take us to the hospital to drop us off and wait for us while we go into the hospital to get the baby. They make sure there is no one else in the car, the radio is off, the temperature is comfortable, etc. MTM truly goes above and beyond to help us and our community. We appreciate the sacrifices they have made in order to get the tiniest patients the help they need.

Thank you,
Rhonda Edmunds
Nursing Director
Lily's Place

Ronald McDonald House Charities
of Southern West Virginia
910 Pennsylvania Avenue, Charleston, WV
(304) 346-0279 tel (304) 343-8385 fax

www.CharlestonRMHC.org

August 11, 2017

To Whom it May Concern:

I am writing to express my support for Medical Transportation Management, Inc. (MTM) regarding their bid to continue to support the West Virginia Non-Emergency Medical Transportation program. I have worked with MTM for the past year in assisting our Medicaid-eligible members with their lodging benefits.

It has been a pleasure working with MTM. The staff at The Ronald McDonald House has been working with MTM to provide lodging payments to help cover the cost of families with sick children in the hospital.

We have found we can count on MTM to respond promptly to any issues, and it is a comfort to know that MTM is available for our families/patients lodging needs. MTM has been a valuable resource for our families and our staff, I would like to see that level of service continue with MTM.

I know the State of West Virginia will continue to benefit from the experience and commitment to excellence that MTM demonstrates, and I believe MTM is the best choice to continue to serve the state's Medicaid members.

Please feel free to contact me at 304-346-0279 or Terri@charlestonrmhc.org if you have any further questions regarding my recommendation of MTM.

Sincerely,

Terri Spinks

Terri Spinks
Executive Assistant

As a case manager for the Right From The Start Project I frequently refer clients to MTM for their transportation and lodging needs. I've found that they are dependable, helpful and caring. Because of the services they provide, my clients are able to attend necessary prenatal visits, pediatric Well-Child appointments and follow up visits with specialist. This has led to better prenatal and pediatric outcomes for my clients.

Many of my clients have expressed their gratitude for MTM because without their services, they would not have been unable to attend their routine prenatal or pediatric visits, been able to see a specialist that is miles away or stay with their sick infant following a surgery that could only be done in a hospital over 200 miles away from home.

MTM has a wonderful, caring staff that does their best to meet the needs of their clients. The staff has always returned my phone calls or emails promptly, even after regular office hours. Their staff has frequently gone out of their way to ensure my clients received the services that they needed and in a timely manner and I am very grateful to have this wonderful resource to offer my clients.

Valerie Clay BSW, LSW

Right From The Start Case Manager

VMD Transportaion Inc

6845 narcossee rd. Orlando FL. 32822 unit #58 / 407-420-7546.
vmdtransportation@gmail.com

10/19/2017

To how it may concern:

I am pleased to write a letter of recommendation for Reveal Management Services. I highly recommend their system to your organization.

I have been using the Reveal Services for the past 4 months, during this time Reveal program never ceased to amaze me.
The Reveal program benefited us in different ways, thanks to its technology we can process the claims faster and efficiently, saving us a lot of time and work, has also given us the ability to monitor our drivers better, before reveal we were using another routing and dispatch company which we thought it was great until we started using the Reveal system, needless to say Reveal is the best.

Thanks to Reveal system we are saving half the time and work for routing, scheduling, and dispatch. I highly recommend the Reveal Management System.

If you have any questions or concerns do not hesitate to contact me.

Sincerely

Mariel Morales

President

State of West Virginia

Certificate

I, Mac Warner, Secretary of State of the State of West Virginia, hereby certify that

MEDICAL TRANSPORTATION MANAGEMENT, INC.

a corporation formed under the laws of Missouri filed an application to be registered as a foreign corporation authorizing it to transact business in West Virginia. The application was found to conform to law and a "Certificate of Authority" was issued by the West Virginia Secretary of State on November 20, 2013.

I further certify that the corporation has not been revoked by the State of West Virginia nor has a Certificate of Withdrawal been issued to the corporation by the West Virginia Secretary of State.

Accordingly, I hereby issue this Certificate of Authorization

CERTIFICATE OF AUTHORIZATION

Validation ID:6WV5H_62HXT

Given under my hand and the Great Seal of the State of West Virginia on this day of

August 04, 2017

Mac Warner

Secretary of State

Notice: A certificate issued electronically from the West Virginia Secretary of State's Web site is fully and immediately valid and effective. However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Certificate Validation Page of the Secretary of State's Web site, https://apps.wv.gov/sos/businessentitysearch/validate.aspx entering the validation ID displayed on the certificate, and following the instructions displayed. Confirming the issuance of a certificate is merely optional and is not necessary to the valid and effective issuance of a certificate.

MEDICAL TRANSPORTATION SERVICES AGREEMENT

THIS AGREEMENT is made and entered into as of the day of , 20 by and between Medical Transportation Management, Inc., a Missouri Corporation (hereinafter referred to as "MTM") and , (hereinafter referred to as "Transportation Provider").

THAT WHEREAS, MTM is engaged in the business of arranging for, and managing a network of, medical transportation service companies to deliver non-emergency medical transportation services to those Clients who wish to avail themselves of such services; and

WHEREAS, Transportation Provider is a transportation service company and is capable of and desires to provide services as described herein;

NOW, THEREFORE, in consideration of the foregoing and of the mutual covenants, promises and undertakings herein set forth, the parties, intending to be legally bound, agree as follows:

1. DEFINITIONS

A. "Client" means a customer that has entered into an Agreement with MTM directly to arrange for the provision of Covered Services for Client's Covered Persons.

B. "Coverage Agreement" means a Client Agreement entered into by MTM entitling Covered Persons to Covered Services.

C. "Covered Person" means any person entitled to Covered Services under the terms of one or more Coverage Agreements; referred to as Members.

D. "Covered Service" means any medical transportation service that MTM is obligated to provide to Covered Persons pursuant to a Coverage Agreement.

E. "Effective Date" means the date that all credentialing matters are approved by MTM.

F. "MTM Transportation Provider Handbook" ("Handbook") means the specific procedures, standards and processes established by MTM and required of Transportation Providers to affect the intent of this Agreement, a copy of which is provided to Transportation Provider and incorporated herein by reference.

G. "Non-Emergency" medical transportation services means transportation services for routine appointments to clinics, physician's offices, outpatient facilities, hospitals and other medically necessary services.

H. "Service Area" means the areas in which Transportation Provider will provide transportation services.

I. "Urgent Request" means a Non-Emergency, but unscheduled, request to be transported to medical services promptly, usually with three (3) to twenty-four (24) hours advance notice.

J. "Transportation Provider" means a transportation company or other business entity under Agreement with MTM.

K. "Trip" means one-way transportation from point of pick-up to destination drop off.

2. SCOPE OF WORK

A. Transportation Provider shall provide MTM with all necessary requested data as may be required in order for MTM and Transportation Provider to comply with all Federal, State, NCQA, URAC or its equivalent agency, MTM and MTM Client standards.

B. Transportation Provider shall participate in MTM's Quality Improvement Program, including cooperating with audits of services.

C. Transportation Provider agrees to provide Covered Services for Covered Persons in Transportation Provider's approved Service Area, and as required and upon request from MTM.

D. Transportation Provider agrees to provide a sufficient staff of appropriately trained and licensed drivers meeting all applicable Federal, State, and local laws and regulations to perform the Covered Services.

E. Transportation Provider agrees to provide Covered Services in vehicles that meet the requirements of the Americans with Disabilities Act of 1990 (ADA), and all other applicable Federal, State and local laws, regulations and licensure standards, including MTM standards.

F. Transportation Provider agrees that MTM trip requests will have equal priority with Transportation Provider's day to day services.

G. Transportation Provider agrees to accept such trips as are assigned to Transportation Provider by MTM for specified service area, and Transportation Provider agrees to and understands that liquidated damages may be assessed by MTM for trips that are unable to be completed, or for Transportation Provider's noncompliance with provisions of this Agreement.

H. Transportation Provider agrees to have in place, a specific planned response (contingency plan) to make whole, a trip which has been accepted by Transportation Provider, but uncertain to occur.

I. Transportation Provider agrees to comply with all MTM Client protocols and procedures including the Medicare Advantage and Medicaid Program Requirements, a copy of which is attached as Appendix C to this Agreement and incorporated herein by reference.

J. Transportation Provider understands that this Agreement does not guarantee or ensure Transportation Provider any minimum number of trips, and that actual trip volume may vary within the sole discretion of MTM.

K. Transportation Provider understands that selection of the Transportation Provider's transportation services by MTM will be based solely upon the quality and availability of their service and, where applicable, upon competitive pricing of its services relative to other Transportation Providers doing business in their services area.

L. Transportation Provider warrants that no monies have been or will be paid directly or indirectly to any employee of MTM as wages, compensation, or gifts in exchange for favors in granting of transportation services to Transportation Providers.

M. Transportation Provider acknowledges the MTM Transportation Provider Handbook will be reviewed periodically by MTM and may be modified and amended by MTM as needed, with notification by MTM to Transportation Provider prior to implementation. Transportation Provider agrees to comply with all terms and provisions of the Handbook attached hereto as Appendix A and incorporated by reference herein.

N. Transportation Provider understands and agrees that any complaints or grievances received by MTM with respect to the provision of Transportation Provider services will be forwarded to Transportation Provider for immediate attention and response. Any problem(s) related to the service shall be promptly resolved. Transportation Provider agrees to comply with MTM's complaint resolution policies and cooperate with MTM and provide MTM with the information necessary to help resolve grievances or inquiries with respect to Transportation Provider's services and other issues.

O. Transportation Provider must immediately report to MTM any change in Transportation Provider's address, e-mail address, phone number and/or fax number, or federal tax ID number.

P. Transportation Provider understands if there is suspicion of fraudulent Transportation Provider activity, an investigation will be conducted by MTM and the Transportation Provider may be terminated and/or subject to reduced payments or recouped monies. Additional investigations by applicable government authorities may result in civil fines and penalties, and the potential for criminal prosecution.

Q. Transportation Provider agrees to cooperate with MTM and the MTM Client in the investigative process of suspected fraudulent activity.

R. Transportation Provider and driver shall ensure that services available to MTM Members have equal priority to services available to the general public

S. Transportation Provider must not inquire as to the nature of a Member's illness or medical services received, except in the following instances:

1. Transportation Provider needs to know such information due to medical necessity relating to appropriate transportation.

2. The Member becomes ill during the course of the trip and acquiring such information is considered pertinent to assuring the Member's safety and well-being.

T. Transportation Provider agrees to cooperate with MTM inspections and agrees to respond to MTM recommendations of the Provider audit, and understands that failure to respond by the requested date may result in corrective action, including termination of this Agreement.

U. Transportation Provider agrees and understands that its dispatch/office must be available for immediate response during regular business hours. Any voicemail messages left with the Transportation Provider's dispatch/office must be returned within 10 minutes.

V. Transportation Provider understands records requested by MTM must be original documents sent at Transportation Providers expense, and will not be returned. Transportation Provider must maintain copies at their expense.

W. Transportation Provider must allow , inspections, auditing, monitoring, and duplication of records at no charge, of any and all data, billing reports, trip/log sheets, vouchers and other records maintained by Transportation Provider on MTM Member trips, by agents of MTM, MTM Clients or State or Federal government officials during normal business hours. Such evaluations and inspections may be conducted unannounced. The failure of Transportation Provider to timely allow Provider audits may result in a Performance Improvement Plan (PIP), assessment of Liquidated Damages, and/or termination of Transportation Provider at MTM's discretion.

X. Transportation Provider must provide safe and reliable transportation services as requested by MTM on an efficient and timely basis.

Y. If a Member is delayed due to late pick-up or drop-off by Transportation Provider, and cannot be seen at appointment, Transportation Provider will not be compensated for trip.

Z. Transportation Provider agrees to notify MTM immediately of any significant delays which cause the Member to be 15 minutes late or more for his/her medical appointment. In addition to MTM notification, Transportation Provider will make subsequent alternative plans for completing the trip in a timely manner if the medical appointment can still be attended.

AA. Transportation Provider understands that all trips, including recurring trips, may be assigned or reassigned by MTM in its sole discretion. Transportation Provider has no claim or right to transport any particular person, or any claim or right to transport any person attending any particular health care services facility.

BB. Transportation Provider must report to MTM any known or suspected fraud or willful abuse of MTM services by a Member.

CC. Transportation Provider understands that, due to disability, age or mental condition, some Members utilizing MTM services require assistance and/or the use of an escort/attendant. Transportation Provider agrees to transport the Member and one escort/attendant at no additional charge. Multiple escorts are not permitted.

DD. Children under 16 years of age, to be transported without a parent, guardian or attendant, must have a signed consent by a parent/guardian provided to the driver before the time of service. Transportation Provider agrees to attach consent to trip/log sheet.

EE. If the Transportation Provider determines a scheduled trip cannot be performed due to unsafe driving conditions during inclement weather, the Transportation Provider must immediately contact both the Member and MTM of the cancellation.

FF. Transportation Provider understands that subcontracting with other transportation companies for MTM services is prohibited without prior written approval of MTM. If MTM becomes aware that a Transportation Provider uses a subcontracted company without written approval from MTM, Transportation Provider will not be paid for any trip for which an unapproved subcontractor was used. If Transportation Provider desires to use subcontractors, the subcontractors must go through MTM's complete credentialing program prior to MTM providing written approval.

3. DRIVER REQUIREMENTS

A. All drivers for MTM trips must possess a current, valid driver's license appropriate for the services rendered and for the size vehicle driver is operating and as required by the State and local governmental entity in which driver provides transportation. A legible copy of each driver's license must be provided to MTM as part of the credentialing process.

B. Drivers must be at least 21 years of age and must be a U.S. citizen or legal resident alien.

C. Drivers must be able to read, write and communicate effectively in English.

D. Drivers must be physically able to assist Members entering and exiting vehicles, and capable of safely providing transportation services.

E. Drivers must obey all Federal, State and local traffic laws.

F. Drivers understand that in the event a driver or Member feels there is a need for emergency medical assistance, the driver must immediately call 911.

G. Drivers must drive in a professional, safe and courteous manner

H. Transportation Provider shall provide drivers with visible employee picture identification card. Drivers must maintain an acceptable standard of dress, personal grooming and behavior in order to present a neat, clean and professional appearance.

I. Drivers must not smoke in the vehicle.

J. Drivers must not allow passengers to smoke in the vehicle. It is required that Transportation Provider post a "NO SMOKING" sign in all vehicles.

K. Drivers must not eat while transporting MTM Members.

L. Drivers must not use alcohol or drugs or be under the influence of alcohol or drugs at any time during MTM transportation services. Any driver taking medication which may hinder his/her performance must report such use to his/her supervisor, and not transport MTM Members.

M. Drivers must not allow personal friends or family to ride in vehicle while transporting MTM Members, unless specifically authorized by MTM.

N. Drivers must allow service animals in their vehicles.

O. Drivers must not make personal stops, other than for restroom and Member/Transportation Provider agreed-upon restaurant breaks, while transporting MTM Members unless specifically authorized by MTM.

P. Drivers must require Members to use seatbelts properly and must refuse to continue travel if passengers are non-compliant. Drivers must have seat belt extenders for use by obese Members.

Q. Drivers must ensure that all wheelchairs and mobility devices are properly secured to the vehicle and ensure that Members utilizing wheelchairs and scooters are secured before allowing the vehicle to proceed.

R. Drivers understand infants/children are to be in proper infant/child restraint seats as required by State or Federal law. In the event a proper seat is not available, or the use of proper child restraint seat is refused, the driver must deny transportation.

S. Drivers must not place children in child restraint seats in the front seat of a vehicle.

T. Drivers must assure Members enter and exit the vehicle in an unobstructed and safe location. Where needed, drivers must provide assistance to Members entering and exiting a vehicle and assure all doors are closed before vehicle is put in motion.

U. Drivers are required to safely secure folding wheelchairs and walking aids.

V. Drivers must not touch any Member except as appropriate and necessary to assist the Member into or out of the vehicle, into a seat and to secure the seatbelt, or as necessary to render first aid or assistance for which the driver has been trained. Drivers must request permission from the Member prior to touching the Member.

W. Drivers must not make sexually explicit comments or solicit favors, medications, or money from Members.

X. Drivers shall not wear any type of headphones while on duty. Driver shall maintain the volume of the radio at a level acceptable to Members.

Y. Drivers shall not accept responsibility for any of Member's personal items.

Z. Drivers must not allow firearms or other weapons, unauthorized controlled substances, or highly combustible materials to be transported in the vehicle.

AA. Drivers must check their vehicle to ensure that at the end of each trip or trip route, all Members have vacated the vehicle.

4. VEHICLE REQUIREMENTS

A. Use of any vehicle prior to approval of MTM is prohibited and may result in nonpayment for the trip and subject the Transportation Provider to further disciplinary action.

B. All vehicles in use for MTM services must meet all local, state and federal requirements and comply with all MTM vehicle requirements (see MTM vehicle inspection form).

C. Transportation Provider agrees that all vehicles that transport Members utilizing mobility devices will comply with current Federal Transit Administration (FTA) regulations for vehicle specifications, lifts, ramps and securement devices. ADA vehicle regulations, as defined by the DOT and regulated by the FTA, can be found at:

http://www.fta.dot.gov/civilrights/12325_3884.html

D. Vehicles may be taken out of service for use with MTM Members at the discretion of MTM. Transportation Provider agrees to remove from MTM service any vehicle to be found unsatisfactory in reference to conditions listed in this section, or which is questionable with regards to safety or roadworthiness until repairs are completed.

E. All vehicles in use for MTM service must ***not*** have:

1. Damaged or broken seats
2. Protruding or sharp edges
3. Dirt, oil, grease or litter in the vehicle
4. Broken mirrors or windows (other than small chips/cracks)
5. Excessive grime, rust, chipped paint or major dents

5. TRAINING AND PERSONNEL POLICIES

Transportation Provider agrees to develop and maintain a Driver Training Program. All training documentation must be maintained by the Transportation Provider in the individual driver's file.

A. Driver training program should include, but not limited to:

1. Defensive Driving
2. Assisting Passengers with Disabilities
3. Emergency Procedures
4. Proper loading, unloading and tie-down procedures, if providing paralift services

B. Transportation Provider agrees to maintain a file on each driver which shall include but not limited to:

1. Documentation of training
2. Copy of current driver's license
3. Results of a criminal background check (to the extent permitted by law) updated annually
4. Results of a State specific driver history record check, updated annually
5. Results of any MTM and/or Client specific State or Federal Medicaid/Medicare fraud, waste and/or abuse checks

C. Transportation Provider must assure current laws regarding drug and alcohol testing are enforced for any of their drivers or attendants.

1. If MTM or the Transportation Provider has reasonable suspicion of a driver or attendant to be under the influence of alcohol or drugs, the Transportation Provider must immediately remove the driver or attendant from MTM service and submit the driver or attendant to an alcohol and/or drug screening at the Transportation Provider's expense. Refusal to submit to testing within the designated time frame is considered a positive test result and will have the same disciplinary consequences.

Drivers or attendants testing positive for drugs and/or alcohol will no longer be permitted to transport MTM Members or provide any other service to MTM Members.

D. No driver may perform transportation services for MTM until the driver has been fully credentialed and approved by MTM.

E. To the extent permitted by law, Transportation Provider agrees and understands that all drivers and attendants must be subjected to a State criminal background check on an annual basis. The results must be documented in the driver's file and copies provided to MTM.

F. Transportation Provider must not use any driver or attendant with any of the following convictions or substantiated incidents including but not limited to:

1. Child abuse or neglect
2. Spousal/domestic abuse
3. Crimes against children
4. Crimes against the elderly or infirm
5. Crimes involving rape, sexual assault, or other sexual offenses
6. Homicide

G. Transportation Provider must not use any driver or attendant who has the following return notification from any background screening:

1. "Category" is shown as physical abuse or sexual maltreatment;
2. "Severity" is shown as moderate, serious/severe, permanent damage, or fatal;
3. "Conclusion" is listed as court adjudicated or probable cause.

H. Transportation Provider must not use any person as a driver or attendant in the conduct of MTM services who has a felony criminal conviction of a felony offense within the immediate past five (5) years. Further, any conviction, plea of guilty, finding of guilty or plea of "nolo contendere" (misdemeanor or felony) for any of the following driving offenses within the previous five (5) years shall disqualify a driver from performing MTM services:

1. DUI or DWI, or other alcohol related offense
2. Careless and imprudent, or Reckless driving

I. MTM reserves the right to disapprove or suspend any driver or attendant for safety reasons; or where disqualification of a driver or attendant is requested by an MTM Client; or for other reasons of good cause within MTM's sole discretion. Transportation Provider acknowledges that the offenses listed herein are not an exclusive listing, but that there are other offenses and pertinent circumstances which can result in the disapproval of a driver or attendant.

J. Transportation Provider must not allow drivers or attendants to perform MTM services who are currently on work release, probation or parole for any felony, pending a felony charge or any offense of the type identified within this document. Transportation Provider must not use any Driver who has a pending felony charge, or any other pending charge, which if the charge were to result in a conviction, would disqualify the Driver under this Agreement.

K. Transportation Provider must not use any driver with the following:

1. Convicted of three (3) or more minor motor vehicle moving violations within the previous twenty-four (24) months

2. Convicted of two (2) or more at-fault incidents (accident) resulting in personal injury or property damage within the previous thirty-six (36) months

3. A combination of one (1) unrelated minor motor vehicle moving violation and one (1) at-fault incident (accident) resulting in personal injury or property damage within the previous twenty-four (24) months

4. Revocation or suspension of the driver's vehicle operator's license within the previous three (3) years for accumulation of points or alcohol related incident

L. The term "conviction" used herein shall also include any plea of guilty, finding of guilty, plea of "nolo contendere", or similar disposition, whether or not such disposition results in a sentence or conviction under applicable state or local laws.

M. The Driver and Transportation Provider must report to MTM all pending felony and misdemeanor criminal charges and all traffic offenses, and the final disposition/resolution of such charges.

6. COMPENSATION

Any claim submitted by Transportation Provider more than ninety (90) days after the date of service shall not be eligible for payment, and Transportation Provider thereby waives any right to payment therefore.

Transportation Provider agrees that it will not be paid for any claim that lacks required documentation, and Transportation Provider shall be deemed to have waived payment for any claim lacking required documentation.

Transportation Provider agrees that it will look solely to MTM for payment for services rendered. In no event, including but not limited to, non-payment by MTM or MTM's Client, may Transportation Provider bill, charge, or otherwise seek compensation from a Covered Person to whom Transportation Provider rendered services. This provision does not prohibit Transportation Provider from collecting a copayment or other fee where authorized by MTM.

7. LIQUIDATED DAMAGES

Transportation Provider understands and agrees that liquidated damages may be assessed for noncompliance events set forth on the Schedule B, attached hereto and incorporated herein. Transportation Provider agrees that if liquidated damages have been assessed, they may not be recovered by Transportation Provider.

8. NON-DISCRIMINATION

Transportation Provider agrees not to differentiate or discriminate in the treatment of MTM Covered Persons because of sex, marital status, age, race, color, national origin, ancestry, religion, disability, medical condition, height, weight, veteran status, sexual orientation, political affiliation, economic status, or any other basis prohibited by law, and Transportation Provider will render services to Covered Persons in the same manner and in accord with the same standards as offered to other persons.

9. INSURANCE

A. TRANSPORTATION PROVIDER

Transportation Provider, at its sole cost and expense, shall procure and maintain such policies of comprehensive general and automobile liability insurance, which policies shall include property damage, contractual liability, and completed operations/ products liability coverage, and other insurance, as may be required by MTM. The limits of all such insurance shall be in such form and coverage amounts as may be determined by MTM, and which may be amended by MTM upon notice to Transportation Provider, and shall, at a minimum, be in compliance with MTM's contractual requirements with its Client, and in compliance with all Federal, State and local insurance requirements for the jurisdiction in which transportation services are rendered. MTM reserves the right to require higher insurance coverage amounts than may be required by minimum Federal, State, or local laws and regulations.

1. Commercial General Liability (General Aggregate): $500,000 or the state minimum, whichever is greater)
2. Automobile Liability (Combined Single Limit): $500,000 (or the state minimum, whichever is greater) The following shall be named as an "Additional Insured" and "Certificate Holder" on a primary and non-contributing basis on Auto liability and Commercial General liability insurance policies, and shall be named as a Certificate Holder on Workers Compensation insurance where applicable

   Medical Transportation Management, Inc.
   16 Hawk Ridge Drive
   Lake St. Louis, MO 63367

3. Transportation Provider shall obtain Workers Compensation coverage in the statutory amount for the state in which services are rendered.

Certificates of Insurance shall be delivered to MTM upon the signing of this Agreement, and at least annually thereafter upon renewal of insurance. All policies shall provide that MTM will be given at least thirty (30) days advance notice of cancellation for any reason, including non-payment of premium. Transportation providers must notify MTM immediately in the event their insurance coverage is modified or terminated, or in the event Transportation Provider receives a notice of cancellation of its insurance. When proof of insurance is requested by MTM,

Transportation Provider must provide documentation five (5) business days prior to the date of expiration or future trips may be cancelled or withheld. Cancelled trips will not automatically go back to the Transportation Provider when they produce current and correct insurance documentation.

B. MTM

MTM, at its sole cost and expense, shall procure and maintain such policies of auto liability and comprehensive general liability insurance, and other insurance as may be required by MTM's Client as shall be necessary to insure it and its employees and agents against any claim or claims for damages arising from performance of any service by MTM in connection with this Agreement.

10. INDEMNIFICATION

A. TRANSPORTATION PROVIDER

Transportation Provider agrees to defend, indemnify, and hold harmless MTM and MTM's Client against any claims, liabilities and expenses, including reasonable attorney's fees, arising from performance of any service by Transportation Provider in connection with this Agreement.

B. MTM

MTM agrees to indemnify and hold harmless Transportation Provider against any claims, liabilities and expenses, including reasonable attorney's fees, arising from performance of any service by MTM in connection with this Agreement with respect to which Transportation Provider is not at fault.

11. PROTECTED HEALTH INFORMATION: BUSINESS ASSOCIATE AGREEMENT

The U.S. Department of Health and Human Services ("HHS") enacted regulations (the "Regulations") under the Administrative Simplification provisions of the Health Insurance Portability and Accountability Act of 1996 (the "Act") (the Act and the Regulations sometimes referred to collectively as "HIPAA"). These Regulations require States and Counties, health care providers, health plans and health care clearinghouses (individually, "Covered Entity" and collectively, "Covered Entities") to maintain the privacy/confidentiality of health information which they receive or obtain from their patients or covered persons or which they review or create for their patients or covered persons. For purposes of HIPAA this health information is referred to as "Protected Health Information" or "PHI".

These same Regulations require Covered Entities to obtain written assurance from the businesses to whom they disclose PHI ("Business Associates") that such Business Associates will maintain the privacy/confidentiality of any PHI provided to them by the Covered Entities and otherwise comply with the requirements of HIPAA applicable to Business Associates. In addition, these Regulations require Business Associates to obtain from those businesses to whom they disclose PHI written assurance that they will maintain the privacy/confidentiality of any PHI provided to them by the Business Associate and otherwise comply with the requirements of HIPAA.

MTM herein contracts with the Transportation Provider to provide Non-Emergency Medical Transportation Services ("Services"). In connection with your provision of such Services, you create, receive, maintain or transmit Covered Person PHI from MTM, the Covered Person, the Government entity, or the Health Plan. As a result MTM requires written assurance that the Transportation Provider will: (i) maintain the privacy/ confidentiality of all Covered Person PHI;

and (ii) comply with the requirements of HIPAA and the standards set forth at 45 CFR Parts 142, 160, 162, and 164, and the Health Information Technology for Economic and Clinical Health Act (HITECH), applicable to Business Associates.

Transportation Provider agrees to: maintain the privacy/confidentiality of all Covered Person PHI including electronic Covered Person PHI as required by all applicable laws and regulations, including, without limitation, the requirements of HIPAA and HITECH; to implement applicable electronic information security procedures to comply with the HIPAA Security Regulations; not use or disclose Covered Person PHI, other than to perform the Services, as otherwise expressly permitted by the terms of this Agreement or as required by law; provided, however, that Transportation Provider may use and disclose Covered Person PHI to manage and administer your business; comply with any and all restrictions on the use and disclosure of Covered Person PHI requested by a Covered Person, agreed to by the applicable MTM Client and communicated to Transportation Provider by MTM; develop and implement appropriate Administrative, Physical and Technical safeguards and security measures set forth in 45 CFR 164 to prevent the use or disclosure of Covered Person PHI for purposes other than as set forth in this Agreement; provide MTM with such information concerning such safeguards as MTM may from time to time request; maintain a record of all disclosures of Covered Person PHI made for reasons other than the provision of the Services and will provide the following information regarding any such disclosure to MTM, to the applicable MTM Client, or to the Covered Person whose PHI was disclosed ("Affected Person"), upon our request: the date of such disclosure, the name and, if known, the address of the recipient of such PHI, a copy of the request for disclosure, if any, accompanied by any necessary consents or authorizations, a brief description of the PHI disclosed, and a statement that would reasonably inform Affected Person of the purpose of the disclosure.

Transportation Provider agrees to notify MTM immediately upon discovery of any unauthorized disclosure of Covered Person PHI (Breach) including any breach of unsecured PHI as required at 45 CFR 164.410 and any security incident of which you become aware. Transportation Provider agrees to make a written report to MTM within 24 hours after Transportation Provider knows or should have reasonably known of such Breach. Transportation Provider will cooperate promptly with MTM as is reasonably required in order for MTM to comply with applicable breach reporting and notification laws, including but not limited to Section 13402 of HITECH. Transportation Provider agrees to establish procedures for mitigating any deleterious effects of any improper use and/or disclosure of Covered Person PHI; to require your employees, agents and independent contractors ("Workforce") to adhere to the restrictions and conditions regarding Covered Person PHI; to include the HIPAA PHI protection provisions of this Agreement in all "downstream" Business Associate/ subcontractor agreements; not disclose Covered Person PHI to any Member of your Workforce, unless Transportation Provider has advised such person of your obligations under this Section and the consequences of a violation of these obligations; take disciplinary action against any Member of your Workforce that uses or discloses Covered Person PHI in violation of this Agreement; not to disclose Covered Person PHI to any third party without first obtaining our written approval; not disclose Covered Person PHI to any third-party without first obtaining the written agreement of such third party to be bound by the requirements of this Section for the express benefit of Transportation Provider, MTM and the applicable MTM Client(s); limit disclosure of Covered Person PHI by your workforce or third parties to the minimum amount of Covered Person PHI necessary to achieve the purpose for such use or disclosure; to notify MTM immediately in the event Transportation Provider receive a request from a Covered Person identified in any Covered Person PHI ("Subject"), or such person's legal representative ("Legal Representative"), to review any records in your possession or control regarding the Subject ("Subject PHI"); to make available to MTM, or at our request, to the

applicable MTM Client (s) to a Subject or such Subject's Legal Representative, for their review, any Subject PHI in your possession or control; to notify us immediately in the event you receive a request from a Subject to amend or otherwise modify any Subject PHI in your possession or control; to make any amendments to Subject PHI that the applicable MTM client has directed or authorized at MTM's request; make your policies, books and records relating to the use and disclosure of Covered Person PHI available to MTM's Client or to the Secretary of the U.S. Department of Health and Human Services or his or her designee for the purpose of determining compliance with HIPAA requirements; return to MTM or otherwise destroy all Covered Person PHI in your possession or control upon termination of this Agreement; to continue to extend the protections of this Section to such Covered Person PHI and limit any further use of such Covered Person if such return or destruction of records is not feasible; to indemnify, defend and hold harmless MTM and the applicable MTM Client, and their respective parents, subsidiaries and affiliates, and their respective shareholders, directors, officers, employees, agents, legal representatives, heirs, successors and assigns, from and against any and all claims, causes of action, losses, liabilities, damages, costs and expenses, including, without limitation, court costs and attorneys' fees, arising out of, resulting from or caused by a violation by Transportation Provider, or any of your Workforce, agents or subcontractors, of any HIPAA or HITECH requirements or any of the terms or conditions of this Agreement.

The parties agree that all Covered Person's records are to be treated as confidential so as to comply with all Federal and State laws regarding the confidentiality of such records. However, MTM and MTM's Client shall have the right, upon request, to inspect at all reasonable times any accounting, administrative and other reports maintained by Transportation Provider pertaining to MTM Covered Services, its Covered Persons and/or activity hereunder, but Transportation Provider shall not be required to disclose the records of any Covered Person to any party other than as required by law.

12. LICENSURE

Transportation Provider warrants and represents that it, and its officers, directors, employees, agents and representatives, have not been convicted of crimes as specified in Section 1128 of the Social Security Act (42 U.S.C. 1320a-7); excluded from participation in the Medicare or Medicaid program, or any other federal or state program; assessed a civil penalty under the provisions of Section 1128; entered into a contractual relationship with an entity convicted of a crime specified in Section 1128, or taken any other action that would prohibit it from participation in Medicare or Medicaid, or otherwise excluded from participation in federal or state programs.

Transportation Provider shall give immediate notice to MTM of: (i) any criminal investigation or proceeding against Transportation Provider or subcontracted providers; (ii) any convictions of Transportation Provider or subcontracted providers for crimes involving moral turpitude or felonies; and (iii) any civil claim asserted against Transportation Provider or subcontracted providers arising from services rendered by Transportation Provider under this Agreement.

13. SUBLETTING OR ASSIGNING THE AGREEMENT

No portion of this agreement shall be assigned, sublet, delegated, transferred or otherwise disposed of by Transportation Provider, except with the written consent of MTM.

This Agreement may be assigned by MTM to the participating MTM Client under contract to MTM, or to any MTM affiliate or successor entity, after notice of any proposed assignment is

made to Transportation Provider. Notwithstanding any such assignment, the rights, obligations and liabilities of Transportation Provider shall remain the same as set forth herein.

14. COMPLETE AGREEMENT AND MODIFICATION

This Agreement constitutes the entire understanding of the parties hereto, and no changes, amendments or alterations, except as otherwise noted herein, shall be effective unless signed by both parties.

15. TERM AND TERMINATION

This Agreement shall be for a term of one (1) year, and shall automatically renewed annually unless terminated by either party giving written notice to the other party as provided herein. Termination shall have no effect upon the rights and obligations of the parties arising out of any services performed prior to the effective date of such termination. Further, in the event that a Covered Person is provided services by Transportation Provider as of the date of termination of this Agreement, MTM will honor its contractual obligations to Covered Persons to pay for services rendered. This Agreement may also be terminated without cause for any reason upon a party giving thirty (30) days written notice to the other party.

Transportation Provider agrees that this Agreement does not guarantee or ensure Transportation Provider any minimum number of trips, and that actual trip volume may vary. Transportation Provider agrees to accept such trips as are assigned to Transportation Provider by MTM. If Transportation Provider is not assigned an adequate number of trips and wishes to terminate this Agreement, Transportation Provider must give MTM the aforesaid notice.

Notwithstanding any provision herein to the contrary, MTM shall have the right to immediately terminate this Agreement and the services of Transportation Provider in the event: (1) Transportation Provider fails to strictly comply with MTM's Transportation Provider Handbook; or (2) Transportation Provider fails to perform or otherwise breaches the terms of this Agreement; or (3) MTM's Client suffers a loss of funding for the Contract between Client and MTM; or (4) MTM's contract with its Client is terminated for any reason; or (5) Transportation Provider's conduct in any way affects the potential safety of any Covered Person, in the sole discretion and determination of MTM; or (6) the filing of any Petition of Bankruptcy or insolvency, by or against the Transportation Provider; or (7) MTM's Client has requested the termination of Transportation Provider; or (8) for other good cause. Transportation Provider shall have the right to immediately terminate this Agreement in the event MTM breaches the terms of this Agreement.

Transportation Provider agrees that MTM payment for all unpaid claims at time of termination will be withheld until MTM has received all records, and all transportation provider service records have been audited by MTM for correctness and accuracy. MTM reserves the right to offset any liquidated damages or other noncompliance assessments against sums due Transportation Provider for unpaid claims, or to seek recoupment of sums previously paid in error to Transportation Provider. MTM reserves the right to audit records received from Transportation Provider within thirty (30) days of final receipt of all such records by MTM.

16. DISCLOSURES

Transportation Provider must immediately report to MTM any change in Transportation Provider's ownership, corporate officers, directors or controlling interest. Also, Transportation Provider must immediately notify MTM if it or any of its owners, officers, directors, or managing personnel are barred from participation in state or federal programs as a result of being sanctioned and placed on an excluded party list.

17. NOTICES

Any notice provided for in this Agreement shall be in writing and be sent via: (a) hand delivery; (b) registered or certified U.S. mail, return receipt requested, in which case it shall be deemed served on the next mail delivery date after the date of mailing; or (c) nationally recognized courier service and shall be deemed served on the date of delivery, or date of refusal.
Unless subsequently changed by written notice, notices shall be delivered or sent to the following addresses:

To:	To Transportation Provider at:
Medical Transportation Management, Inc.	
16 Hawk Ridge Drive	
Lake St. Louis, MO. 63367	
Attention: Alaina Macia, President/CEO	Attention:

18. INDEPENDENT CONTRACTOR RELATIONSHIP

It is mutually understood and agreed that in the performance of the duties and obligations of the parties to this Agreement, each party hereto is a separate and independent contractor. Neither party is the principal, agent, nor representative of the other and neither shall have any direct control over the manner in which the other performs its services and functions. Each is free to enter into Agreements with other entities or persons to provide the same or similar services.

19. EDUCATION AND TRAINING

MTM shall not be deemed to have provided any education or training of Transportation Provider, its drivers or other personnel; nor have any responsibility to provide any education or training of Transportation Provider, its drivers and personnel. It is the sole responsibility of Transportation Provider, as an independent contractor, to provide all necessary education and training of its drivers and other personnel to comply with all applicable laws and regulations, and the terms and conditions of this Agreement, and to provide safe and secure transportation of all transported passengers.

20. INTERPRETATION

This Agreement shall be interpreted and governed in accordance with the laws of the jurisdiction in which transportation services are rendered pursuant to this Agreement.

21. AFFIRMATIVE ACTION PROGRAM

MTM is an Equal Opportunity Employer, which maintains an Affirmative Action Program. The parties agree that they will comply with the nondiscrimination and affirmative action clauses contained in: Executive Order 11246, as amended, relative to equal opportunity for all persons without regard to race, color, religion, sex or national origin; the Vietnam Era Veterans

Readjustment Act of 1974, as amended, relative to the employment of disabled veterans and veterans of the Vietnam Era; the Vocational Rehabilitation Act of 1973, as amended, relative to the employment of qualified handicapped individuals without discrimination based upon their physical or mental handicaps; the 1964 Civil Rights Act, as amended; the Age Discrimination Act of 1975; the Omnibus Reconciliation Act of 1981; the Americans with Disabilities Act of 1990 and all other applicable Federal and State Laws which prohibit discrimination in the delivery of services on the basis of race, color, national origin, age, sex, sexual orientation, handicap/disability or religious beliefs. Transportation Provider shall not discriminate or otherwise violate any Federal, State, or local anti-discrimination law or regulation in the performance of Transportation Provider's services to MTM under this Agreement.

22. AMENDMENT AND WAIVER

MTM shall have the right to amend this Agreement, without Transportation Provider's consent, to maintain consistency and/or compliance with any state or federal law, policy, directive, or government sponsored program requirement. MTM shall otherwise have the right to amend this Agreement upon written notice to Transportation Provider. If Transportation Provider does not deliver to MTM written notice of rejection of the amendment within ten (10) days of the date of the notice of the amendment, the amendment shall be deemed accepted by and shall be binding upon Transportation Provider. The parties agree that if any terms of this Agreement are in conflict with any state or federal laws or regulations, such conflicted terms of this Agreement shall be deemed waived and unenforceable.

23. CONFIDENTIALITY; NON-SOLICITATION

Transportation Provider and MTM mutually acknowledge that in the course of performing this Agreement, Transportation Provider will become aware of information concerning MTM's operations, business practices, customer practices, software systems, programs, pricing policies, customers and Clients. To the extent such information is generally unknown in the transportation industry or was unknown to Transportation Provider before Transportation Provider became aware of the information through MTM, such information shall be deemed trade secrets and confidential, proprietary information of MTM.

With respect to MTM's trade secrets and confidential, proprietary information, Transportation Provider agrees that Transportation Provider and its employees, agents, successors and assigns shall not disclose such information to any person or business entity without the written consent of MTM except for Transportation Provider's internal use as reasonably necessary to perform this Agreement. Transportation Provider also agrees that only those agents and employees of Transportation Provider who have a need to know any such information to perform their duties in connection with this Agreement will be provided with such information, and then only with those portions of such information as are reasonably necessary to the performance of their jobs. Further, Transportation Provider agrees to instruct such agents and employees not to disclose such information to any unauthorized persons or business entities.

Transportation Provider agrees that MTM's non-emergency medical transportation services business and its network of contracted transportation providers, of which Transportation Provider is a Member upon execution of this Agreement, are unique and valuable assets of MTM for which MTM rightfully seeks the protection of this Agreement. Transportation Provider also agrees that becoming a Member of MTM's transportation provider network through execution of this Agreement, is a valuable business asset of Transportation Provider.

Transportation Provider, for itself and its employees, agents, successors and assigns, further agrees that it will not: (a) use MTM's trade secrets and confidential, proprietary information to develop, initiate or establish a business, or further the business of another person or business entity, which competes directly or indirectly with MTM; and (b) solicit or hire any employee of MTM during the period of employee's employment with MTM, or for one (1) year following termination of employee's employment.

Transportation Provider agrees that a breach or threatened breach of the confidentiality provisions of this paragraph would cause immediate and irreparable harm to MTM, and that actual damages would be difficult or impossible to ascertain, such that MTM shall be entitled to injunctive relief in addition to pursuing such other relief as MTM may be entitled to at law or in equity. The provisions of this Section 23 shall survive termination of this Agreement.

24. ATTORNEYS FEES AND COSTS

In the event that Transportation Provider fails to comply with each and every term of this Agreement or otherwise is in breach of any term of this Agreement; or in the event that Transportation Provider is required to defend, indemnify and hold harmless MTM with respect to any claim or liability arising out of the performance of any service by Transportation Provider in connection with this Agreement, Transportation Provider shall pay all of MTM's costs and litigation expenses, including reasonable attorney's fees that may be incurred by MTM.

25. WAIVER OF JURY TRIAL

The parties hereto waive jury trial and consent to a Court trial as to all litigation arising out of the terms and conditions of this Agreement.

26. NO THIRD PARTY BENEFICIARY

Nothing in this Agreement is intended to, or shall be deemed or construed to create any rights or remedies in favor of any third party.

27. FORCE MAJEURE

Neither party shall be deemed to have breached this Agreement if its failure to perform all or any part thereof results from war, terrorism, flood, earthquake, strike, picketing, riot, fire, explosions, accidents, delays of carriers, governmental actions, or other acts of God, or circumstances beyond its control, or by reason of the judgment, ruling or order of any court or agency of competent jurisdiction occurring subsequent to the signing of this Agreement.

28. RECORDS

Transportation Provider shall maintain all records pertaining to services provided under this Agreement for a period of ten (10) years, or such longer period as may be provided by applicable laws, regulations or Client requirements.

29. INCORPORATION OF ATTACHMENTS

This agreement including the following attachments incorporated herein, constitutes the entire agreement among the parties.

Appendix A – Transportation Provider Handbook
Schedule A – Rate Sheet
Appendix B – Credentials
Schedule B – Liquidated Damages
Appendix C – Medicare Advantage Program and Medicaid Program and Medicaid Program Requirement Addendum

30. CONSTRUCTION; ACKNOWLEDGEMENT

All parties have participated in the negotiation of this Agreement, and accordingly, the parties agree that this Agreement shall be construed and interpreted without regard to any presumption or other rule requiring construction against the party causing this Agreement to be drafted. Transportation Provider read this Agreement in its entirety, understands its contents, and had the advice of counsel as to the meaning and interpretation thereof.

31. REPRESENTATIONS

The signers of this document represent that they are acting officially and properly on behalf of their respective business entities, and have been duly authorized, directed, and empowered to execute this Agreement.

IN WITNESS WHEREOF, the parties hereunto have executed this Agreement.

TRANSPORTATION PROVIDER:

By: _____
Printed Name

By: _____ Title: _____ Date: _____

Federal I.D. # or SSN #:

Address:

,

MEDICAL TRANSPORTATION MANAGEMENT, INC.

By: _____
Printed Name

By: _____ Title: _____ Date: _____



Transportation Provider Handbook

MEDICAL TRANSPORTATION MANAGEMENT, INC.

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Chapter 1: Transportation Provider Overview

Introduction

How Do I Contact MTM?

If you have any questions or need assistance with an issue, please contact the Transportation Helpdesk at 1-877-892- 3997. This toll-free line is available from 6 a.m. to 7 p.m., Monday through Friday. You may also email the Helpdesk at tphelpdesk@mtm-inc.net.

Health Insurance Portability and Accountability Act (HIPAA)

Per HIPAA regulations, transportation providers are required to maintain the privacy and confidentiality of Protected Health Information (PHI) should they receive this information from a member during the course of a trip. This information should never be disclosed to another party. MTM mandates that all transportation providers remain HIPAA compliant and adhere to PHI restrictions.

Contracting

Once MTM receives and verifies the completed transportation provider questionnaire, we will initiate the contracting and credentialing process. All credentialing and contracting information presented to MTM will be reviewed by our Credentialing Committee. If approved, MTM will schedule a provider audit to ensure compliance.

Use of Name and Other Information

Transportation provider agrees that MTM may use transportation provider's name, address(es), telephone number(s) and description of transportation provider's services in MTM's directory, advertising and other material.

Performance

MTM takes seriously our responsibility to provide members with safe, quality transportation. If a transportation provider is non-compliant with our requirements or performance standards, they may be issued a written warning, assessed liquidated damages, and/or removed from our network of approved providers. Transportation providers may also receive a Performance Improvement Plan (PIP) for both non-safety and safety issues. The following lists outline optional disciplinary methods and practices available to MTM. However, MTM reserves the right to terminate a transportation provider in accordance with Section 15 of the Agreement without pursuing any of the optional disciplinary actions herein.

Non-Safety Issue

A non-safety issue is defined as any issue that does not directly endanger the immediate health or welfare of the member. For minor non-safety issues, such as a no show/trip cancellation (less than 24 hours advance notice) rate of more than 1.99%, discipline shall be as follows:

- At the first breach of the 1.99% rate (determined by total monthly trip volume), the provider will receive an educational warning letter
- At the second breach, MTM will institute a PIP suspending the provider from receiving new trips for two consecutive calendar days
- At the third breach, a new PIP will be issued suspending the provider from receiving new trips for five consecutive calendar days
- At the fourth breach, the provider will receive a new PIP suspending them from receiving new trips for 30 consecutive calendar days
- If the transportation provider remains out of compliance following PIP completion, MTM reserves the right to terminate the provider

Safety Issue

A safety issue is defined as any issue that directly endangers the immediate health or welfare of the member. For minor safety or incident issues, discipline shall be as follows:

- At the first occurrence of a substantiated safety complaint, MTM will issue a PIP suspending the provider from receiving new trips for two consecutive calendar days
- At the second occurrence of a substantiated complaint, the provider will be subject to a PIP suspending the provider from receiving new trips for five consecutive calendar days

- At the third occurrence of a substantiated complaint, the PIP will suspend the driver from receiving new trips for 30 consecutive calendar days
- Any additional occurrences may result in termination from MTM's network

Accident and Incident Reporting

Transportation providers must report all accidents, incidents, and injuries that occur during the transport of an MTM passenger. Accident and incident reports must be submitted to MTM in writing by the end of the following business day; injury reports must be made verbally to MTM within three hours of the occurrence. Reports must include:

- Name of the driver and vehicle involved
- Name of passenger(s) in vehicle
- Specific details of the accident or incident and any related injuries
- Copy of police report

Transportation provider agrees to verbally notify MTM immediately of any incidents of member misconduct. MTM requires written follow-up from the transportation provider within 24 hours of receipt of that request, with the exception of incidents involving injury of persons, which must be received by MTM within 3 hours.

Complaints and Grievance Program

Any complaints or grievances received by MTM with respect to the provision of transportation provider services will be forwarded to transportation provider for immediate attention and response. Any problem(s) related to the service shall be promptly resolved. Transportation provider agrees to comply with MTM's complaint resolution policies, and cooperate with MTM and provide MTM with the information necessary to help resolve grievances or inquiries with respect to transportation provider's services and other issues.

Transportation Provider Website

Website Access

Transportation providers that have gone through training will have access to MTM's website at www.onlineaccess.mtm-inc.net. Each user is given unique log-in information to access the site. Through this website, providers can utilize tools such as:

- Credentialing: Helps MTM and transportation providers electronically manage credentialing information
- Claims: Allows providers to electronically submit claims for services rendered and review payment information online
- Provider Trip Management (PTM): Gives providers the ability to report trip statuses, which will automatically be updated in MTM's system
- Electronic Trip Download (ETD): Allows providers to download assigned trips in real time.

Insurance Requirements for Credentialing

During the credentialing process, transportation providers must submit current insurance certificates in the following limits:

- Vehicular liability of no less than $500,000 combined single limit
- Commercial general liability of $500,000combined single limit
- Worker's compensation in the statutory amount for the state in which services are rendered

Certificates must, at the transportation provider's expense, name MTM as "Additional Insured" and "Certificate Holder" for vehicular and general liability policies. MTM must be listed as certificate holder on workers compensation insurance. Prior to the expiration date stated on the certificate, MTM will remind the provider that new certificates are needed. Renewals must be submitted to MTM prior to expiration. Failure to comply with these requirements will result in deactivation or removal from the MTM Transportation Provider network.

Claims Processing

Preparation

Upon assignment, trip details will be sent to the provider via fax or electronic trip download. The transportation provider will transport the passenger(s) as assigned, collecting one signature for each trip leg. For example, a one-way trip requires one signature; a round trip requires two signatures; and a multi-leg or three-way trip requires three signatures.

Create a Packet

After the trip is complete, the provider will log on to our website to upload this information to MTM electronically. Within 90 days of performing the trip, the provider should create an electronic packet, to which all signature images and claims will be attached and submitted to MTM. Trips claimed after 90 days will not be eligible for payment. To do so:

1. Select the "Packets" tab
2. Enter packet name
3. Choose "Create Packet" button, taking you to the Submit Packet page
4. Upload the signature documentation for the trips you are wanting to claim
5. Add claims to a packet individually or by using an Excel spreadsheet
6. Review for quality purposes
7. "Submit" packet

If the trip cost of a claim in incorrect, remove it from the packet by pressing the "Delete" button next to the claim. All changes to claims information must be made and verified prior to submission. Once submitted, changes may not be made to the cost. Contact the Transportation Helpdesk at 1-877-892- 3997, should any errors occur.

ETD

Electronic Trip Download (ETD) Instructions

Through MTM's website, transportation providers may utilize the ETD tool to download assigned trips. This application requires internet access and Microsoft Excel software.

To download trips electronically, providers must:

1. Log on to the website using their unique log-in information
2. Select "Electronic Trip Download" from the menu options
3. Click on "Create New" and insert the desired trip dates
4. Hit "Save"
5. File will be downloaded and made available for access via the provider's computer
6. Keep any changes made to the file by saving it to the computer

Appeals

MTM's appeals process gives transportation providers an opportunity to appeal any denied claims. Please note that trip cost changes will not be considered after a trip has been claimed and may not be appealed.

Level 1 Appeals

Denied claims may be appealed online prior to the claim's appeal deadline through the following process:

1. Navigate to the "Claims" tab and filter results by "All Denied" or "Denied"
2. Select the trip number from the list shown, opening the Trip Detail page that displays denial reasons. All reasons must be disputed to appeal the denial
3. Select the "Dispute" button next to the reason you would like to dispute
4. Enter the required information and press the "Save" button
5. Repeat steps 3 and 4 for all denial reasons
6. Press the "Appeal" button after all denial reasons have been disputed

Following submission, MTM's review team will either approve or deny the claim.

Level 2 Appeals

Following the Level 1 appeal, the transportation provider may dispute MTM's appeal decision prior to the new deadline, escalating the decision to a Supervisor. The Level 2 appeal process is as follows:

1. Navigate to the "Claims" tab and filter results by "All Denied" or "Denied"
2. Select the trip number from the list shown, opening the Trip Detail page that displays the results of the Level 1 appeal

3. Select the "Escalate" button to escalate the appeal to a Supervisor
4. Enter the required information and press the "Save" button

An MTM Supervisor will review the appeal and make a decision to approve or deny. All Level 2 appeals are conducted by a staff member who was not involved in the Level 1 appeal decision. Level 2 appeal decisions are final and cannot be disputed.

Provider Trip Management (PTM)

The Provider Trip Management (PTM) tool allows transportation providers to report cancellations, member no-shows, and reassignments. A reassignment is reported when the provider is unable to accommodate an assigned trip and wishes to turn it back to MTM. Reassignments should be reported to MTM within 24 hours of receiving the trip.

Liquidated Damages

Pre-Assessment Review

This process allows transportation providers to review their potential assessed liquidated damages prior to the amount being deducted from their claims check. If the provider finds something they believe should not be assessed, an email should be sent to PAR@mtm-inc.net. All requests will be reviewed by our Quality Management department, and a decision will be made prior to the pay date. Damages not reviewed by the transportation provider within the allotted timeframe will be assessed.

Appeals

Transportation providers will have the opportunity to appeal all liquidated damages assessed to the company. Appeal requests should be emailed to MTM at ldappeals@mtm-inc.net.

Quality Management

Should a member become dissatisfied with MTM or a transportation provider, they may submit a formal complaint with our Quality Management department, which strives to document, investigate, and resolve the issue within three business days. Please note that our Quality Management department may contact transportation providers regarding complaints submitted by members. Should this occur the provider will be required to submit a complete response within 24 hours. This response should detail:

- Name of driver or other staff member involved
- Detailed description of the occurrence
- Any documentation to support the provider's claim
- A corrective action plan detailing changes that will be made to ensure future similar issues do not occur

Transportation Provider Complaints and Grievances

Grievances

Transportation providers have the right to file a grievance regarding denials, claims, decisions, or other situations that affect business relationships with MTM. Grievances should be directed to our Transportation Helpdesk Monday through Friday from 6 a.m. to 7 p.m. at 1-877-892-3997. Calls received after hours will be directed to leave a voice message.

Appeals

If the transportation provider is dissatisfied with the resolution of the grievance, they have the right to appeal MTM's decision within 30 days. Appeals should be directed to our Transportation Helpdesk at 1-877-892-3997. Requests may also be sent via mail to:

Medical Transportation Management
16 Hawk Ridge Drive
Lake Saint Louis, MO 63367
Attn: Quality Management
Resolution of Appeals

Responsibilities and Relationships

Member Responsibilities

It is the member's responsibility to provide MTM with all appointment details at the time of the transportation request. Transportation can be scheduled for services covered under the member's benefit plan. During scheduling, each member is assigned to the most appropriate mode of transportation that meets their needs.

Guidelines Between Transportation Providers and Members

Please keep in mind the following items:

- Return trips may only be provided from the authorized point of drop-off
- The transportation provider must pick up the member no later than one hour from the time the member calls to request the return ride or "will-call" trip
- If the return pick up has a prescheduled time, the transportation provider must pick up the member no later than 30 minutes from the prescheduled time. You must also call the member with a prescheduled time.
- Drivers are not required to wait more than 5 minutes for a member after the scheduled pick up time.
- For verification purposes, members must sign a log for each trip leg taken; MTM will accept the following signatures if the member is unable to sign:
    - Parent/guardian
    - Caregiver
    - Medical provider

Chapter 2: Credentialing

Introduction

The Credentialing Website is an online tool that helps transportation providers electronically manage credentialing information. Using this website, all credentialing activities between providers and MTM occur online. Once you have submitted a credential to MTM, our Network Management staff will be notified to review the information. Email notifications will be sent to you indicating the status of the credential.

You will also receive advance notice (six weeks prior to the expiration date) of any credential that is set to expire. The website will provide you with multiple notices of increasing severity to prevent drivers and vehicles from expiring.

To use the Credentialing Website, transportation providers must have an internet connection and the ability to scan documents. In order to upload a document, it must first be scanned and saved to your computer. Please be sure to label and scan documents individually.

After your documents are scanned and organized, you can log into the website to begin adding drivers, vehicles and uploading your credentials. /First time users will log in using their username as both the username and password. This will prompt a window that will require the user to create a new password. Access to the log in page is located at https://onlineaccess.mtm-inc.net/.

Within this website, you will navigate to the credentialing section of the page. A "To Do" is a notification that you must take action on a credential. "To Do" notifications are sent when you have not yet submitted a credential for a driver or vehicle, or a credential that was previously submitted and is about to expire.

Website Home Page Displays

Report Card

The Report Card is located on the home page and displays the number of Trip Legs, Member No Shows, Transportation Provider No Shows, Transportation Provider Cancellations/Reassignments, Complaints, and Compliments for the dates selected. It also shows the percentage of and goals for each. Data is calculated in real time, meaning data is subject to change as it is updated.



Dates

You may change the dates of the Report Card by selecting the "Dates" button. The Report Card will display data for trips within the selected date range. By default, the selected date range is set to display the previous week's trips.

Trip Legs

Trip Legs are defined as the sum of all scheduled trips.

Goals

The Goal percentages represent the targets you should strive for within each category.

Member No Shows

Member No Shows are defined as the sum of all Member No Shows reported to MTM.

Transportation Provider No Shows

Transportation Provider No Shows are defined as the sum of all Transportation Provider No Shows reported to MTM.

Reassignments

Reassignments are defined as the sum of all trips reported to MTM as a cancellation.

Compiaints

Complaints are defined as the sum of all complaints reported to MTM.

Compliments

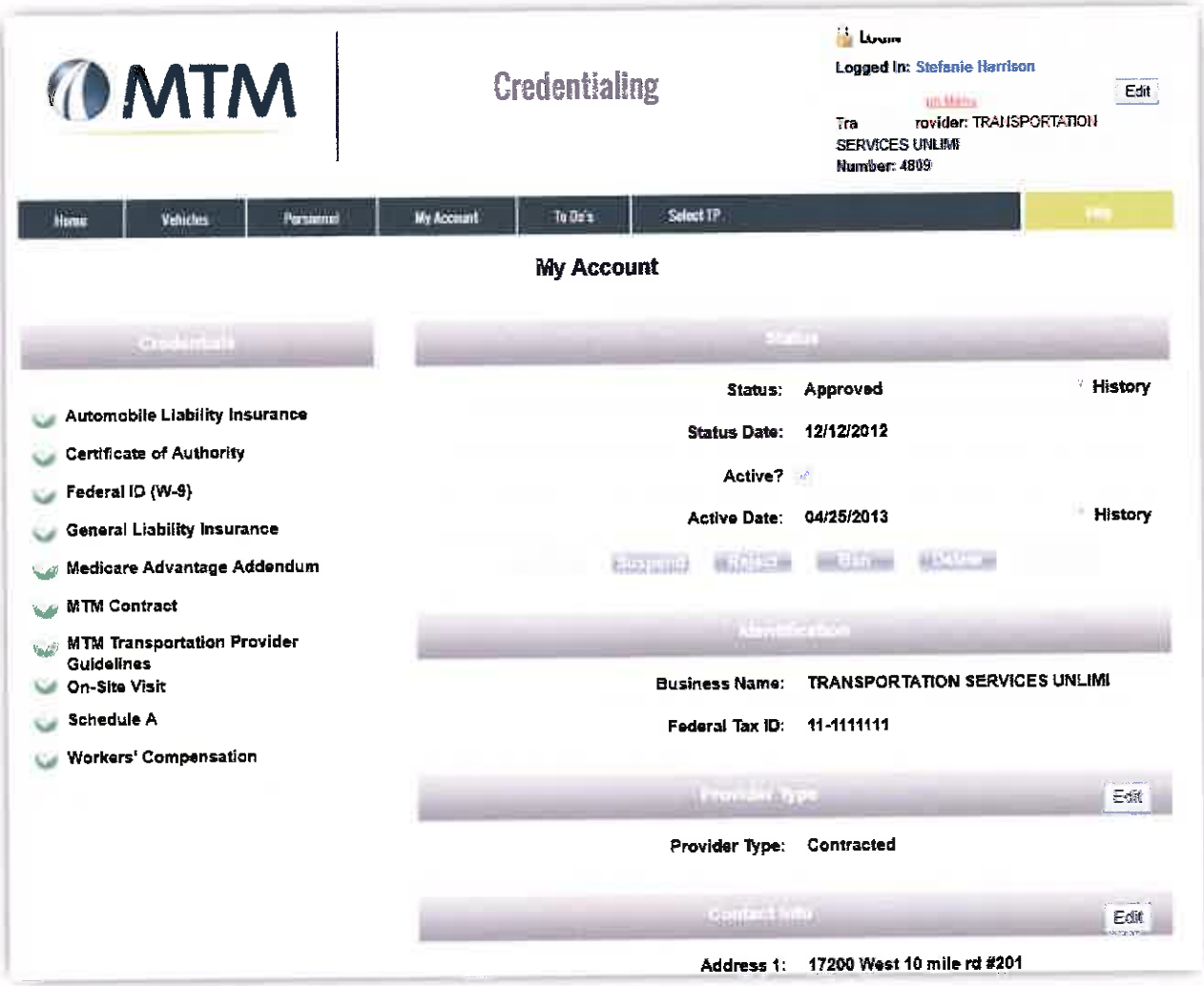
Compliments are defined as the sum of all compliments reported to MTM.

My Account Page

The "My Account" page displays different types of information about your company, such as:

- Contact Information
- Additional Languages
- Counties Served
- Hours of Operation

To edit this information, select the Edit button on the screen next to the information displayed in each section. This page also displays the credentials for your company as a whole as shown below.



Adding Vehicles and Personnel

When you hire a new driver or acquire a new vehicle, you must add them to the website and supply all credentialing data prior to allowing them to provide service for MTM. Employee and vehicle lists can be found by selecting the "Personnel" or "Vehicle" tab on the header. Select the "Add New" button on the upper right hand. Enter the requested information into all fields of the pop-up window and save the information by pressing the "Save" button.

Then, navigate to the "Credential Detail" Page. Select a vehicle or driver from the "Vehicle" or "Personnel" tab. In addition, after adding a driver or vehicle, you will be automatically directed to the "Detail Page". This page lists information about the driver or vehicle, and also details the credentials that must be submitted. Clicking on the name of a credential will take you to the "Credential Detail" Page.

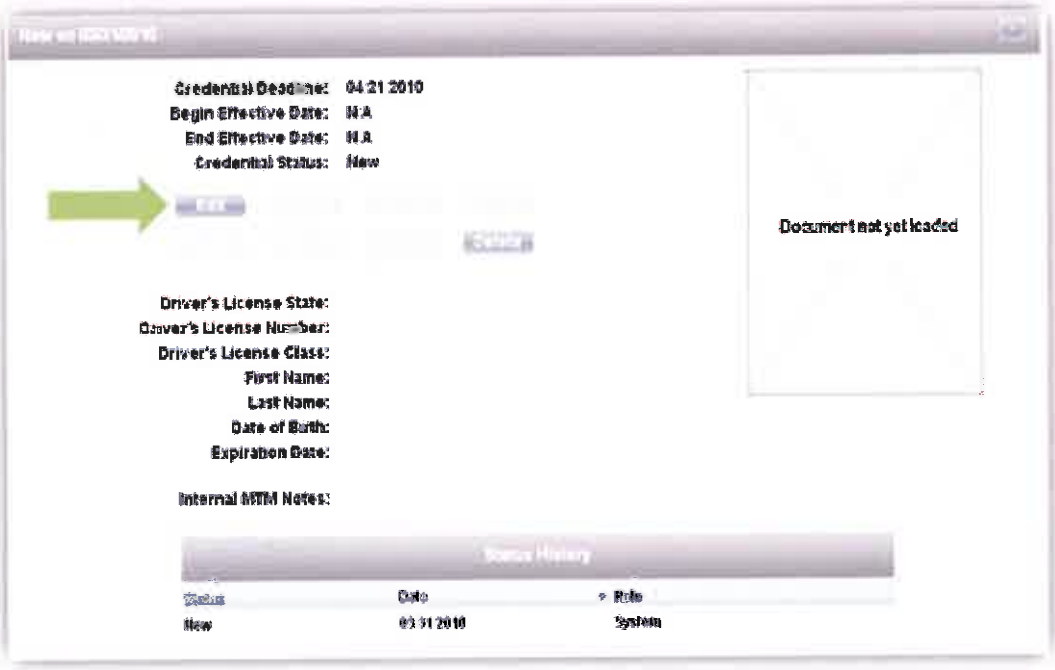
Uploading Credentials for Vehicles and Personnel

Before new drivers and vehicles can provide service for MTM, you must submit all required credentials. Once each has been approved by MTM, the driver or vehicle will be submitted to the Credentialing Committee for final approval. Figure 1 shows an example of the credentials for a driver that would be found on the driver's "Detail Page". The "X" graphic to the left of the credential means the credential has not yet been approved by MTM.



Figure 1

To upload a specific credential, click on the credential you would like to upload. Once you arrive at the "Credential Detail" Page, select the "Edit" button. Below is an image from the "Credential Detail" Page that provides an example of how a driver's license would appear within the website.



You will take these steps when submitting credentialing information and documents:

1. Enter all requested information (blank fields).
2. Upload the image/document of the credential if required. Credentials that require supporting documents will have an "Upload File"... button near the top of the screen, shown below.



3. Select the "Upload File" button. A pop-up will appear prompting you to select the file containing the document. Note that all images must first be saved to your computer.
4. Find the file containing the document by searching for it through the pop-up menu. Select the appropriate file and press "Open."
5. Select the "Save" button once the credential has been uploaded.

6. Review the information displayed on the new screen. If the information is correct, press "Submit" to send the credential to MTM for approval. If it is not correct, select the "Edit" button to make the appropriate changes.
7. Repeat this process for any new driver or vehicle prior to using them to provide service for MTM.

Even after submitting the required information, the "X" image will remain until MTM approves the credential. This will take no longer than one week. MTM will notify you if there is a problem with the credential. Following approval, we will send you an email notification.

Re-Submitting Credentials

Credentials that are about to expire or those that have been rejected by MTM must be re-submitted following the same process outlined above.

To Do Notifications

When a credential is about to expire, a "To Do" will be created. You will be notified of this status via email. Additionally, the image next to the name of the credential will be changed from a green check mark to a yellow exclamation point. The "To Do" will be created six weeks before the credential is set to expire, allowing sufficient time for renewal. Each week the credential is not submitted, the color of the icon will become increasingly red, and you will continue to receive email notifications to remind you the credential is due. You will also receive email notifications containing "To Do Notifications".

Submittal Deadline

Your deadline for submitting the credential is two weeks before the actual expiration date. This will allow sufficient time for Network Management to approve your credential or resolve any issues that may arise.

Rejected Credentials

Credentials that do not meet the requirements established by MTM will be rejected. When a credential is rejected, a "To Do" notification will appear alerting you that the credential was not approved. The "Detail Page" will display the rejection reason, and you will receive an email notification with the status change.

Deleting Vehicles and Personnel No Longer In Use

You must change the status of driver and vehicle that no longer provides services for MTM to a "Deleted" status. Once in the "Deleted" Status, "To Do" notifications will not be sent to you when credentials begin to expire. Once a driver or vehicle has been deleted, it will not be allowed to provide services for MTM.

If after deleting a driver or vehicle you wish to use them again, press the "Restore" button. This will change the status of the driver or vehicle from "Deleted" to a "Pending" status. Additionally, you should notify MTM so your Network Representative can approve the driver or vehicle. You should also submit the needed credentials if any have expired since the driver or vehicle was deleted. You may see a variety of status like "Expired, Pending Re-approval, Pending Credential, etc."

Updating Your Information

The website allows you to edit your name, e-mail address, and password by editing your profile. To edit your profile, select the "Edit" button in the header after you've logged in, as shown below.



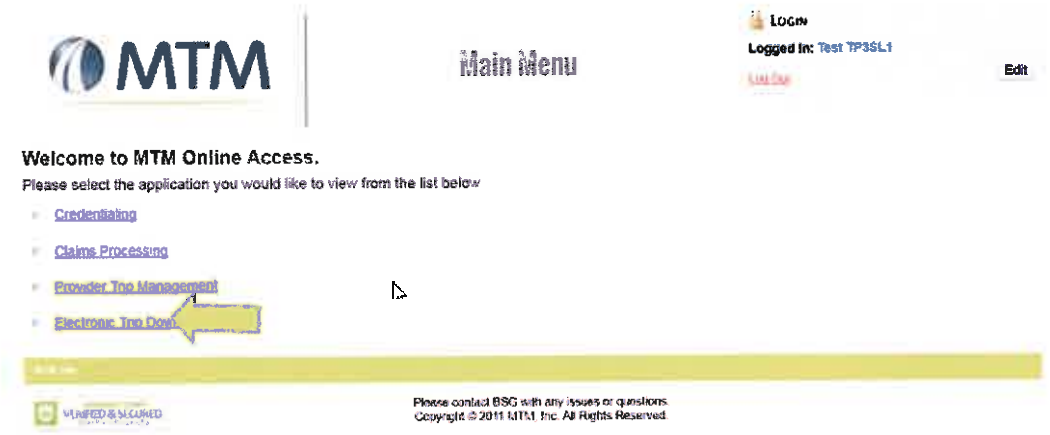
After pressing "Edit", a pop-up window will appear allowing you to enter any information you would like to update.

Chapter 3:
Electronic Trip Download (ETD)

Introduction

Transportation is assigned to a provider at the time of the call, whenever possible. Transportation providers will use Electronic Trip Download at an ongoing basis to verify their current trip assignments. Electronic Trip Download (ETD) is a method that MTM uses to notify transportation providers of upcoming trips. Faxes are provided to the Transportation Provider for 30 days after their start date, with the exception of short-notice trips falling under same-day or next-day appointments, which will still receive a fax past 30 days. Transportation Providers will receive trips with less than two business days' notice via fax if accepted first through MTM via phone. Transportation providers should review faxes, the MTM Daily Fax Summary, and/or electronic trip file, at a minimum, daily to make certain all trip requests have been received. If you are not receiving trips, please contact the Transportation Helpdesk at 1-877-892-3997.
The web portal lists the trips that are set with your transportation company in real time. Information from the portal can be downloaded to an Excel spreadsheet. The ETD Report contains all information that is required for each trip and can be downloaded as often as needed. ETD reports may also be used as Driver Logs as long as they remain HIPAA compliant by not displaying the ID number of the member.

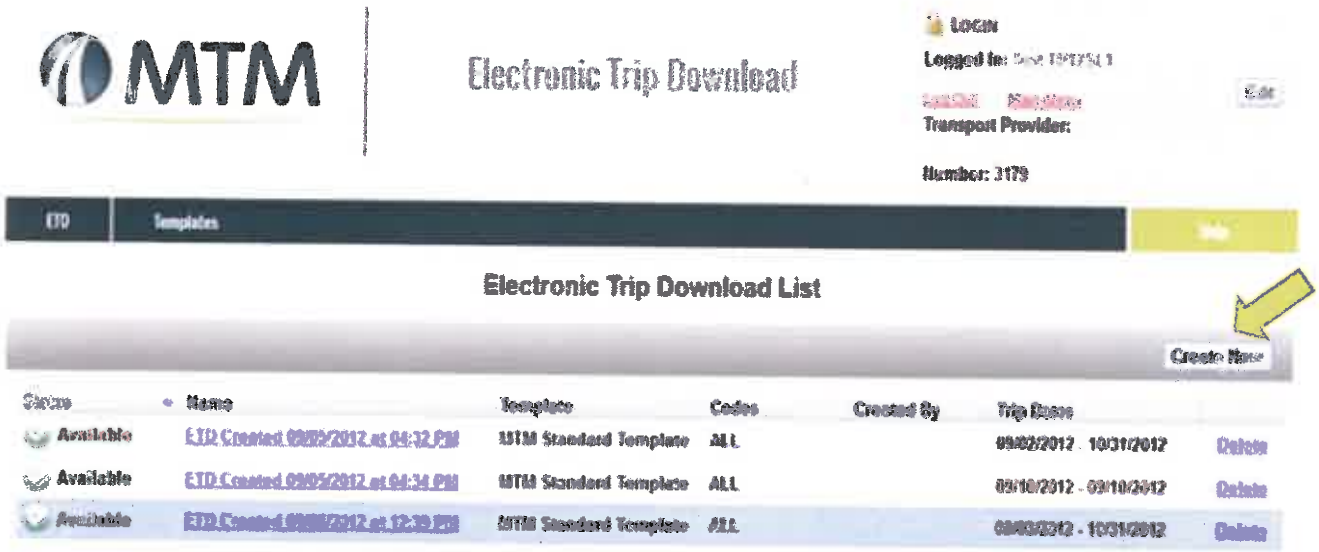
Users will have access to the ETD by going to https://onlineaccess.mtm-inc.net/index/login. Once logged in, the ETD option will be located on the left hand side of the screen as shown below.



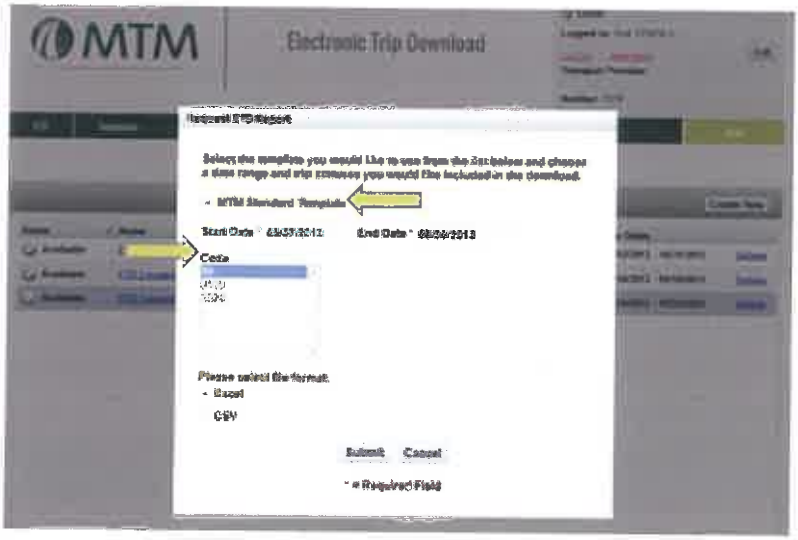
***NOTE:** Please remember to save all reports to your computer for later use (billing, claims, etc.).*

Creating Your Report

Once the ETD option has been selected, you will be directed to a new screen. On the right of this screen, you can select "Create New".

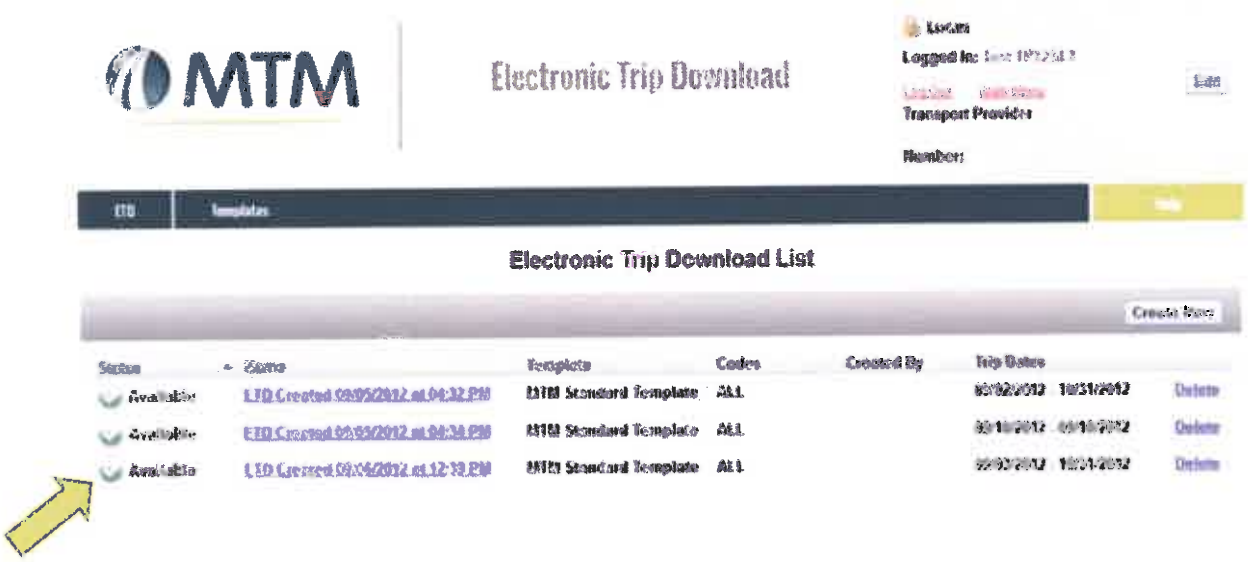


Once an ETD report has been requested by clicking on "Create New", a pop-up will appear instructing you to select a template. You will have the option to choose one of your own templates or use the MTM standard template, choose the dates of the report you would like to see, and select your vendor code.



***NOTE:** The report Start Date can only be backdated three days. The report End Date cannot be beyond the last day of the following month.*

After you have made your selections, click "Submit". You can now see the status of your report. Once in an "Available" status, you may access your report.



Refresh the page to update the status or press the F5 key on your keyboard. Once the status of your report is "Available," click on the hyperlink that says "ETD Created 12/06/2012 at 2:25PM" and the document will download on your computer for you to open. Reports can be manually deleted at any point from the website. If a report is not manually deleted, the system will automatically delete it after 90 days. Remember to save the file to your computer for your records.

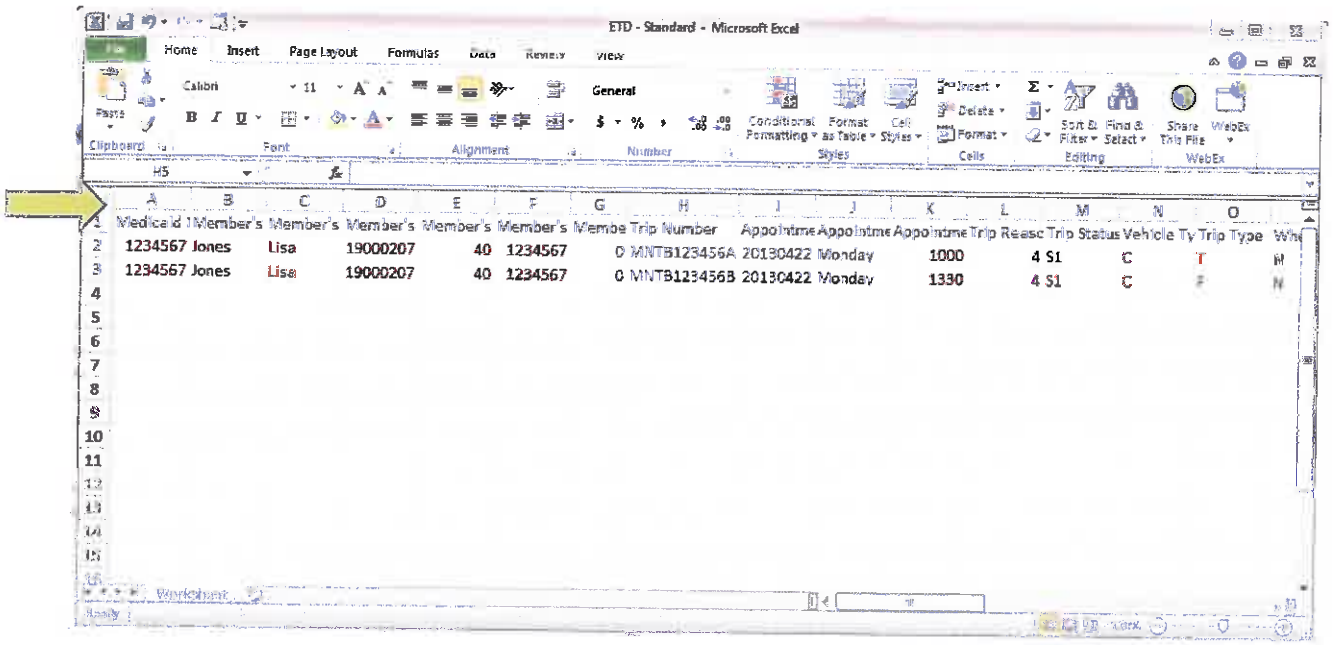
***NOTE:** You must have Microsoft Excel or equivalent software on your computer to open the report. MTM recommends Microsoft Excel Version 7 or higher.*

Opening, Saving, and Reviewing the ETD Report

Save the document on your computer by clicking on File from within the document and selecting Save As. This enables you to name the report and choose where to save it on your computer.

Shown below is an example of an ETD report in Microsoft Excel. The report contains the following information:

- Column A displays the member's Medicaid number; (1234567)
- Column B displays the member's last name: (Jones)
- Column C displays the member's first name: (Lisa)
- Column D shows the trip date in Year/Month/Day format; (19000207)
- Column E displays the member's age: (40)
- Column H show the member's phone number; (1234567)
- Column N shows the vehicle type, where C = Cab and P = Para-lift
- Column M shows the trip status; (S1 – see page 29 for definitions of trip status codes)



NOTE: *Columns can be added or deleted by right-clicking with your mouse on a column and selecting Insert to add a column, or Delete to remove a column.*

Round Trips

Each round trip will have two legs: the "To Leg" and the "From Leg." Each trip has a "Trip Number," the "To" and the "From" legs are identified by the letter A or B at the end of the trip number. Example:

- To Leg = MTMA1202222A: The appointment time of "Leg A" indicates at what time the member needs to be at the appointment.
- From Leg = MTMA1202222B: The appointment time of "Leg B" indicates at what time the member will need to be picked up for the return ride home. If "Leg B" has a zero under appointment time, this indicates that the return time is a "will-call" and that the member "will-call" when they are ready to be picked up.

Multi Leg trip (3 Leg Trip)

Three-legged trips will have individual trip numbers and have a letter A at the end of the trip number; for example:

- To leg = MTMA1202222A
- To leg = MTMA1222223A
- From leg = MTMA122224A

Three-legged trips will not have a "B" leg assigned.

Military/Standard Time Conversion

MTM uses military time on all trips; conversions to military times are shown in the following table.

Military Time	Standard Time	Military Time	Standard Time
0000	12:00 AM	1200	12:00 PM
0100	1:00 AM	1300	1:00 PM
0200	2:00 AM	1400	2:00 PM
0300	3:00 AM	1500	3:00 PM
0400	4:00 AM	1600	4:00 PM
0500	5:00 AM	1700	5:00 PM
0600	6:00 AM	1800	6:00 PM
0700	7:00 AM	1900	7:00 PM
0800	8:00 AM	2000	8:00 PM
0900	9:00 AM	2100	9:00 PM
1000	10:00 AM	2200	10:00 PM
1100	11:00 AM	2300	11:00 PM

Trip Status Codes

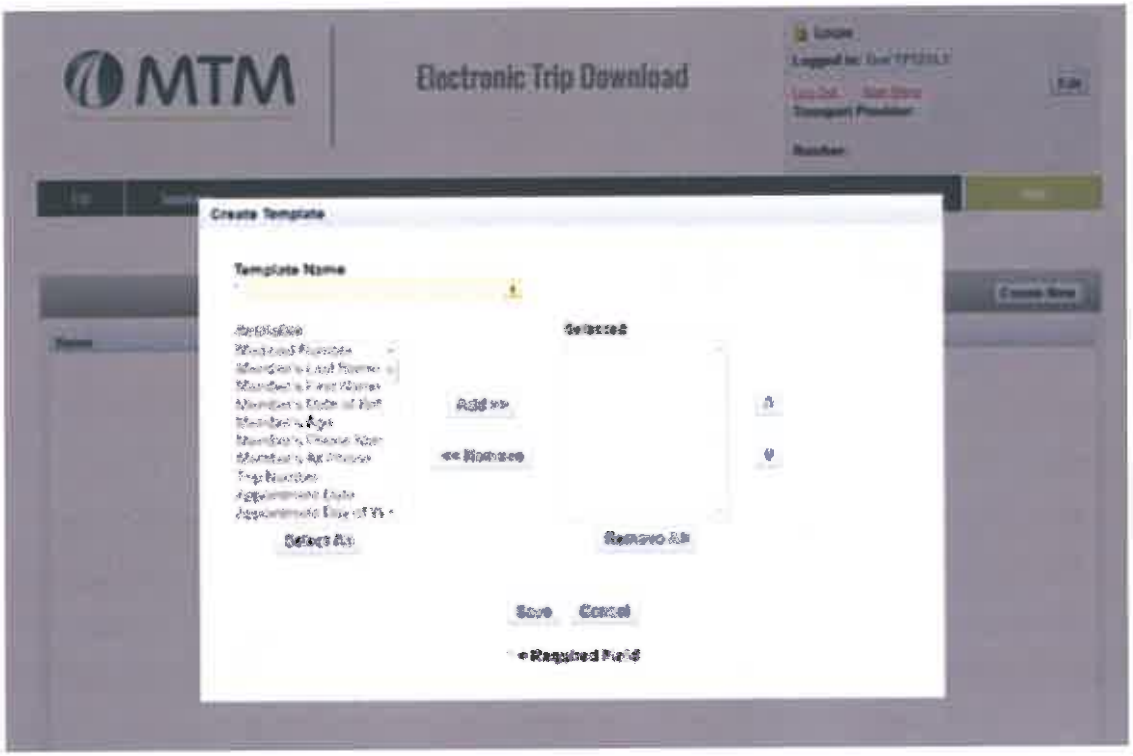
Trips may be assigned the following codes:

S1	Trip scheduled
SQ	Trip scheduled, with special rate
SV	RETURN (FROM) TRIP – Provider did not pick up passenger
S4	Return Trip - Passenger was not at pre-arranged pickup point, could not be located
S7	RETURN TRIP - Passenger cancelled direct to Provider prior to return pick-up
S8	RETURN TRIP - Passenger did not call Provider to be picked up and Provider did not go
X1	Passenger cancelled direct to driver at time of pick-up
X2	Passenger was not there at time of pick-up
X3	Passenger was there but not ready - driver required going to next pick-up
X5	Passenger cancelled direct to Provider prior to trip
X6	MTM cancelled to the Provider prior to pick-up
X9	Cancelled due to schedule/appointment change
XE	Cancelled due to operator error
XH	Cancelled, passenger hospitalized
XM	Cancelled by MTM dispatch
XN	Cancelled, provider not most appropriate
XS	Cancelled due to provider being non-compliant
XT	Cancelled, duplicate trip
XW	Cancelled by social worker or facility
XX	Cancelled due to misinformation given by the provider, plan or passenger
XQ	Provider cancelled - i.e., turn back, more than 48 hours prior to appointment
XV	Provider cancelled - i.e., bad weather, mechanical breakdown, accident, traffic jam, lost order, over-scheduled, turn back less than 48 hours prior to appointment etc.
VN	ORIGIN (TO) TRIP -Provider did not pick up passenger or provider was tardy in picking up passenger, which resulted in passenger not being seen at appointment

Custom Templates

Users can create custom templates. This allows you to customize the data fields which will appear on your ETD.

- To create your own template, select the "Templates" option on the menu bar and then select "Create New." Custom templates allow you to select what information you would like to see, and in what order it would displayed. After clicking "Create New," a pop-up window will appear allowing you to choose the information you would like on your template. To add columns of data to your template, simply click on each item from the "Available" list and add it to the "Selected" list by using the add and remove options on the screen. To change the order of items in your template, click on an item and use the up and down arrows.



- After creating the template, click "Save." This will save the new template under the "Templates" tab in the menu bar.

- Once a template is saved, it will appear in the "Templates List." You may edit or delete any of your custom templates from the "Templates List." Users can only create up to three custom templates at this time. Users with three custom templates will have to click the "Delete" button and delete an existing template before a new one can be added.

Trip Process Signature Guidelines When Using MTM's Daily Trip Log

Transportation providers must maintain a signed trip or log sheet, including member's original signature and date of transport and listing all members' scheduled rides for each individual day. These guidelines should be followed on a daily basis:

- The transportation provider must not require a member to sign the trip/log sheet on any leg of the trip which is not completed.
- The transportation provider must require the member to sign the trip/log sheet for each leg of the trip at the time of completion of the trip. The member's signature is used as part of the trip verification process.
- The transportation provider understands that lack of required trip documentation will result in denial of payment. These requirements include:
    a. member signatures
    b. driver signatures
    c. date and time of transport pick up and drop off
- If the member is unable to sign, the driver must have the facility staff or aid accompanying the member to sign on behalf of the member. Transportation provider understands payment may be subject to verification.
- An adult, accompanying a minor child, may sign the adult's name on the trip/log sheet as long as the minor's name is clearly noted as well.
- The transportation provider must provide MTM with the trip/log sheets upon request.

Pre-Trip Confirmations

- Transportation provider agrees to contact the member by phone the day before the appointment to confirm the transportation provider's estimated pick-up arrival time.
- Transportation provider shall provide their phone number to the member during the pre-trip confirmation phone call.

MTM's Daily Trip Log (Driver Log)

MTM, INC. DAILY TRIP LOG

Transportation Provider: _____

Date of Service: _____

Driver's License Number: _____

Vehicle ID Number (VIN Last five digits): _____

Trip Number	Recipient's Printed Name	T or F Leg	AM/PM of Pickup	Scheduled Pickup Time	Pickup Arrival	Pickup Departure	Drop Off Time	Recipient Signature

"NOTES" T or F Leg: Indicates the To or From leg for the trip. Example: Picking the recipient up at the residence and transporting to the doctor's office would be considered one leg (To); picking the recipient up at the doctor's office and transporting back to the residence would be considered the second leg of the trip (From). Each leg of the transport must be documented on separate lines. A signature is required for each leg of the transport. If the Member is unable to sign the Trip Log, please have the Facility Staff or Aid sign on behalf of the Member. AM/PM is indicated for the time of the Scheduled Pickup. No shows will be indicated with NS in the Drop-Off Time.

I certify that all information contained herein is true and accurate, and understand that this statement is made subject to the applicable penalties under federal and state law for making false declarations.

DRIVER'S SIGNATURE: _____

DRIVER'S PRINTED NAME: _____

Effective Date: 12/2013

Trip Process: Etiquette

Trip Cost

A payment by MTM of the amount noted on the trip shall constitute payment in full and satisfaction of transportation provider's claim for compensation for services rendered for that trip. The transportation provider, by performing the trip, waives any claim for compensation in excess of the stated compensation on the trip. If the transportation provider knows that the price, designated level of service, mileage, zip codes, or any other data on the trip request is incorrect when checking the Electronic Trip Download, the transportation provider must immediately notify the Transportation Provider Helpdesk at 1-877-892-3997 of the corrections prior to performing the trip.

The transportation provider has the right to refuse any trip assignment from MTM. If the transportation provider performs a trip, the transportation provider agrees to:

- Accept the amount of compensation for that trip that is noted by MTM on the trip assignment sheet provided in advance by MTM to the transportation provider.
- Not claim compensation in excess of the compensation noted on the trip assignment sheet, irrespective of the level of service, or the totality of services provided by transportation provider for the given trip.

Communicating with Members

- If member calls transportation provider directly, transportation provider must notify them to call MTM to arrange and authorize their transportation.
- Transportation provider will not contact member's medical provider to schedule or re-schedule appointments.
- Drivers must make best effort to make contact with the member notifying them their ride has been waiting outside for at least 5 minutes after the scheduled pick up time before leaving the premises without the member. This would include, at a minimum, honking, knocking at door, inquiring at reception desk and calling dispatch to place a call to the member to notify them their ride is outside.
- Members must call for approval prior to an unscheduled appointment or a pharmacy trip. If the transportation provider does not obtain prior approval from MTM, they will not be paid for the trip.
- Drivers must not enter the passenger's home except under prior authorization from MTM.

No-Shows and Cancellations

- MTM required the transportation provider to contact the MTM Transportation Provider Helpdesk with all no-shows at the time of the no-show. Timeliness of reporting will determine whether the no-show is a member or provider no-show.
- If a trip is cancelled by the member directly, the transportation provider must notify the MTM Transportation Provider Helpdesk immediately to document member cancellation of the trip.

Reassignments

If a transportation provider refuses a trip assignment, the transportation provider must notify MTM within 24 hours of receiving the trip.

Mileage, Trip Costs, and Discrepancies

- Transportation provider understands all trips are defined as one-way trips.
- Transportation provider acknowledges and agrees that where mileage is paid by MTM for a trip, all mileage will be calculated by MTM's commercial GPS based mileage system, based on the shortest distance from the pick-up point to the final destination point, irrespective of the route actually taken by the transportation provider, and irrespective of the actual travel time incurred in the performance of the trip. MTM's system determination of mileage shall be final and not subject to challenge or dispute by transportation provider.
- If transportation provider knows that the price, designated level of service, mileage, zip codes, or any other data on the trip request is incorrect, transportation provider must notify MTM of the corrections prior to performing the trip.
- If there is a discrepancy on the number of additional members noted on the trip faxes, transportation provider must contact the MTM Transportation Provider Helpdesk before leaving member's home/pick-up location.

Timeliness

- Transportation provider must allow a minimum of five minutes wait time at the scheduled pick-up locations for scheduled member(s) to enter vehicle.
- Transportation provider must not cause a member to arrive more than 30 minutes prior to an appointment, unless requested or pre-authorized by MTM or the member.

- The wait time for a pre-scheduled return trip, such as dialysis, rehabilitation, etc., after an appointment, shall not exceed 30 minutes.
- Transportation provider must accommodate "will-call" pick-ups within one hour from time of the member's call.
- Transportation provider are given - a ½ hour window 15 minutes before and after estimated scheduled pick-up to arrive for the scheduled pick time. Transportation provider must allow a minimum of 5 minutes wait time after the pre-scheduled pick-up time before leaving the member's pick up location.
- Transportation provider must maintain that all trips not exceed one hour in vehicle riding time, except in cases when long distance travel is involved.
- In multiple-member situations, members should not remain in the vehicle for more than 45 minutes longer than the average travel time for direct transport except in cases when long distance travel is involved.
- Transportation provider agrees to complete any pre-scheduled round trips even under the circumstance when the medical service extends past the approximate expected completion time.
- Transportation provider agrees to contact the member of a significant pick-up delay and obtain information as to whether or not the member will still be able to attend the scheduled appointment.
- Transportation provider understands if they are consistently late for pick-up and/or drop-off by MTM's assessment, transportation provider may face corrective action and be assessed liquidated damages.
- If Transportation provider fails to perform agreed services or arrive within a timely period resulting in the member missing their appointment as described in this section, provider agrees they may be assessed a provider "no-show," where provider may face corrective action and be assessed liquidated damages.

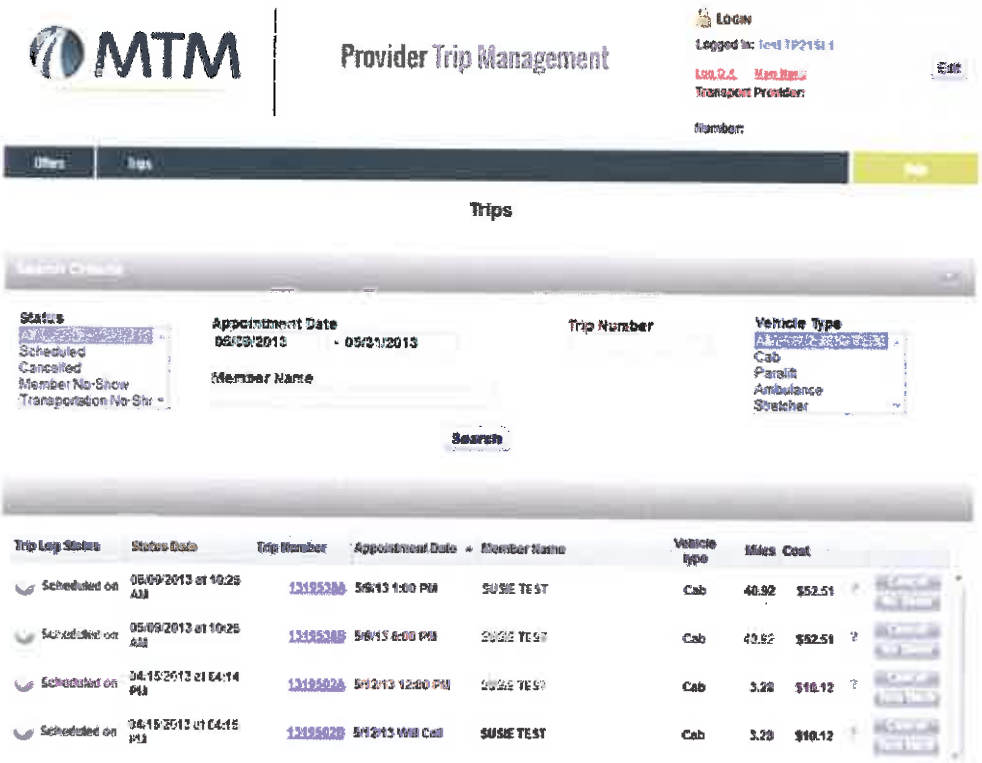
Chapter 4:
Provider Trip Management (PTM)

Reporting Member Cancellations, No-Shows, and Reassignments

The PTM application allows transportation providers to report cancellations, no-shows and reassignments to MTM.

To access the PTM Website, navigate to the Main Menu by logging in or selecting the Main Menu link from the login box in the upper right corner of your screen. To use the application, use the search criteria to look up the trip you want to see, than choose the action you would like to report by selecting the button on the right hand side of the trip information.

You will be able to look up the trip number by using any of the "Search Criteria" and clicking on "Search". When searching for trips the "Appointment Date" can only be backdated two days. The "Appointment End Date" cannot be beyond the last day of the following month.



Trip Cancellations

If the member contacts you directly to cancel transportation, you can cancel the trip using the PTM Website. If you do not report the cancellation, this could result in an unwarranted and unintentional provider no-show.

Member No-Show

You should report a trip leg as a member no-show at the time the member was a no-show for the scheduled transportation. Lack of notification to MTM could warrant a provider no-show, in the event that the member contacts MTM and states that the no-show occurred on the part of the provider.

If you are reporting the "A" Leg as a member no-show, the "A" Leg will automatically be changed to Member No-Show in MTM's system. Then, the "B Leg" will automatically be cancelled. If you are reporting the "B" Leg as a member no-show, the "B" Leg will automatically be changed to Member No Show in MTM's system. The "A" Leg will not be changed.

You may also report a no-show by calling the Transportation Provider Helpdesk at 1-877-892-3997.

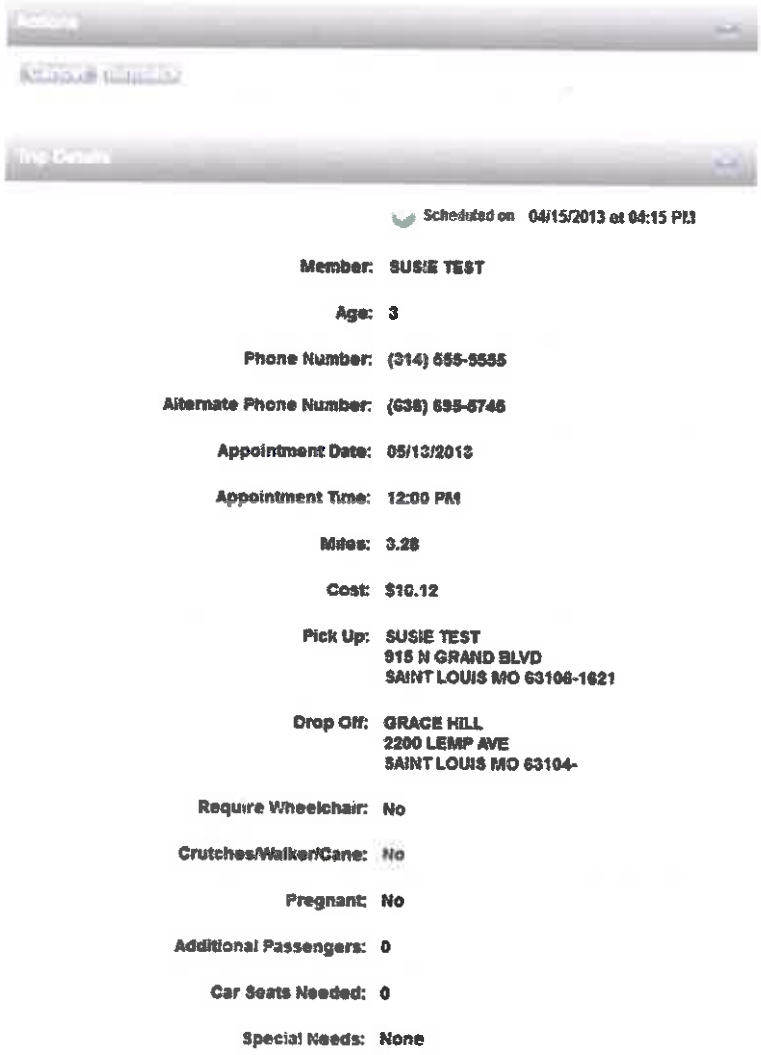
Reassignments

You should report a trip leg as a reassignment if you are unable to provide service for the trip. Report a reassignment as soon as you are aware that you are unable to provide service. This will allow MTM enough time to find alternate transportation and can be done up to 48 hours prior to the trip using PTM. To submit a reassignment less than 48 hours before the trip, you will need to call the MTM Provider Helpdesk. Remember, Liquidated Damages may be assessed for late trip cancellations. Refer to your Schedule B documentation.

When a reassignment is reported to MTM for an "A" or "B" Leg trip, both legs will be turned back. You may not reassign only one leg of a round trip.

Trip Information

If you would like to read more detail information about the trip, please click on the trip number and you will see the trip detail page.



Scheduled on 04/15/2013 at 04:15 PM

Member: SUSIE TEST

Age: 3

Phone Number: (314) 555-5555

Alternate Phone Number: (636) 695-6746

Appointment Date: 05/13/2013

Appointment Time: 12:00 PM

Miles: 3.28

Cost: $10.12

Pick Up: SUSIE TEST
915 N GRAND BLVD
SAINT LOUIS MO 63106-1621

Drop Off: GRACE HILL
2200 LEMP AVE
SAINT LOUIS MO 63104-

Require Wheelchair: No

Crutches/Walker/Cane: No

Pregnant: No

Additional Passengers: 0

Car Seats Needed: 0

Special Needs: None

Print Option

If you would like to print the "Trip Sheet/fax sheet" from the website, please click on the "Print" button.

Additional Assistance

For additional assistance please contact the Transportation Provider Help Desk as 1-877-892-3997.

Chapter 5:
Claims Processing

Introduction

The Claims Website is an online tool that allows transportation providers to submit claims electronically and review payment information online. Using this website, all claims-related interactions between providers and MTM occurs electronically. All signature documentation is scanned and saved to the provider's computer as a PDF, after which they may upload it to the site. Providers do not need to mail in any documents unless specifically asked to do so. There is no limit to the number of trips that you can claim in one packet; however the file size of your signature PDF cannot exceed 11.99 MB.

Transportation providers will not assert any claim for payment against MTM where such claim is based on services provided more than 90 days prior to the date of MTM's receipt of the claim. Any claim submitted by transportation providers more than 90 days after the date of service shall not be eligible for payment. Transportation providers hereby waive any right to such payment.

To make claims, trips are batched together as part of a packet. Packets are created by transportation providers and include the uploaded image of signature documentation (trip logs or driver sheets) and a list of trips the provider wants to claim.

Once signature verification and adjudication have been completed, providers can easily find claims that have been approved and denied. Approved claims will be paid according to the Scheduled Payment Terms on the website. Providers have the ability to appeal any denied claims so long as it is not past the appeal deadline (30 days after claim denial). Refer to the payment schedule located at the end of the claims section of this handbook.

First Steps

Please complete the following steps prior to logging into the Claims application:

1. Complete the Daily Trip Log: The trip log (or faxed trip sheets) must be scanned and saved to your computer as a PDF document. If you have more the one log to submit, scan all pages together and save as one PDF document. The uploaded image (Daily Trip Log), must contain a picture of the signature for every claim being submitted. If there is a signature image for a trip, but the trip number is not on the list, the signature will be ignored even though the trip may have been claimed in another packet. Any claim added to the list without a signature in the image will be denied. It is your responsibility to ensure that each trip has a corresponding signature verification image.
2. Upload the Claims Template: After scanning and saving the trip logs, you will need to type the information that is on the scanned trip logs into an Excel spreadsheet (Claims Upload Template) in the same order that is displayed on the scanned trip logs. Once that has been completed, please save it to your computer. Now you may log in to the website (https://onlineaccess.mtm-inc.net/index/login) and start creating your packet.

Claiming Your Trips

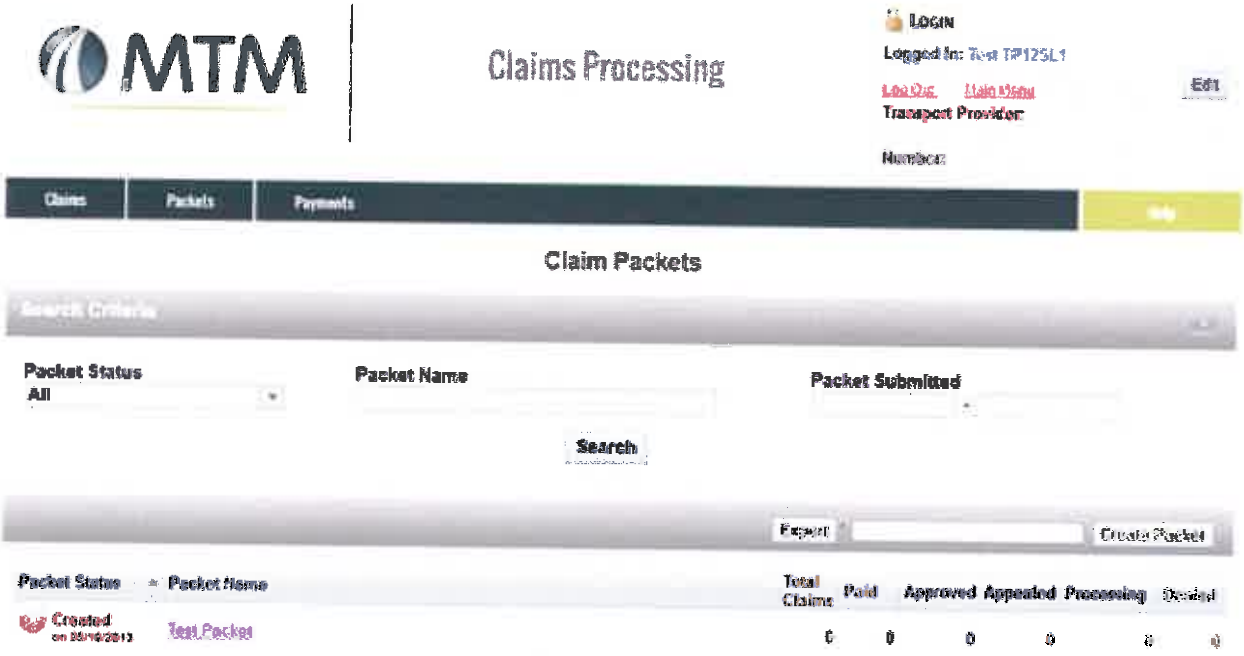
To make claims, batch your trips together as part of a packet. Packets include the uploaded image of signature documentation (trip logs or driver sheets) and a list of trips you want to claim. Claims, and all required information, can be added to a packet manually one at a time or by importing the information for multiple claims from a spreadsheet.

A trip number is required for each claim; additionally, you may also be required to submit any combination of the following data:

- All PUDO (pick-up and drop-off) times per trip leg
- Driver's license number
- VIN (full VIN number)
- Signature type (member, facility staff, or representative of the member)

Packets

To create a new packet, navigate to the Claim Packets menu by selecting the "Packets" tab located in the upper left corner of the screen. Below is an image of the Claim Packets list page.

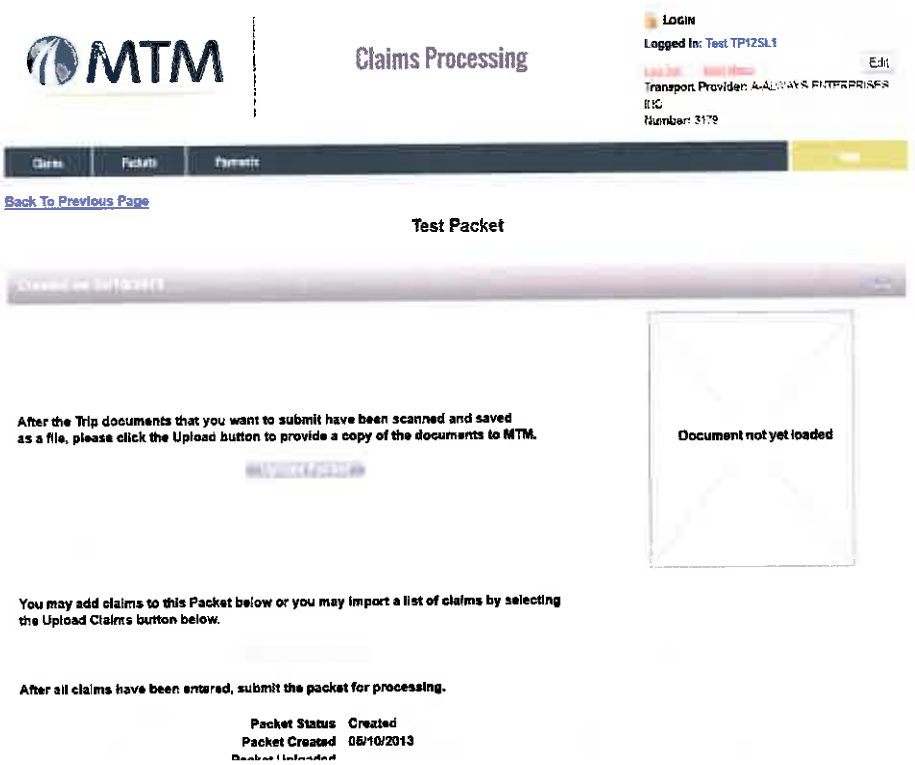


Enter the name you would like to use for the packet in the field to the left of the "Create Packet" button. Click on "Create Packet," which will route you back to the Packet page where you can upload the image of your signatures, add claims to the list, and submit the packet for processing.

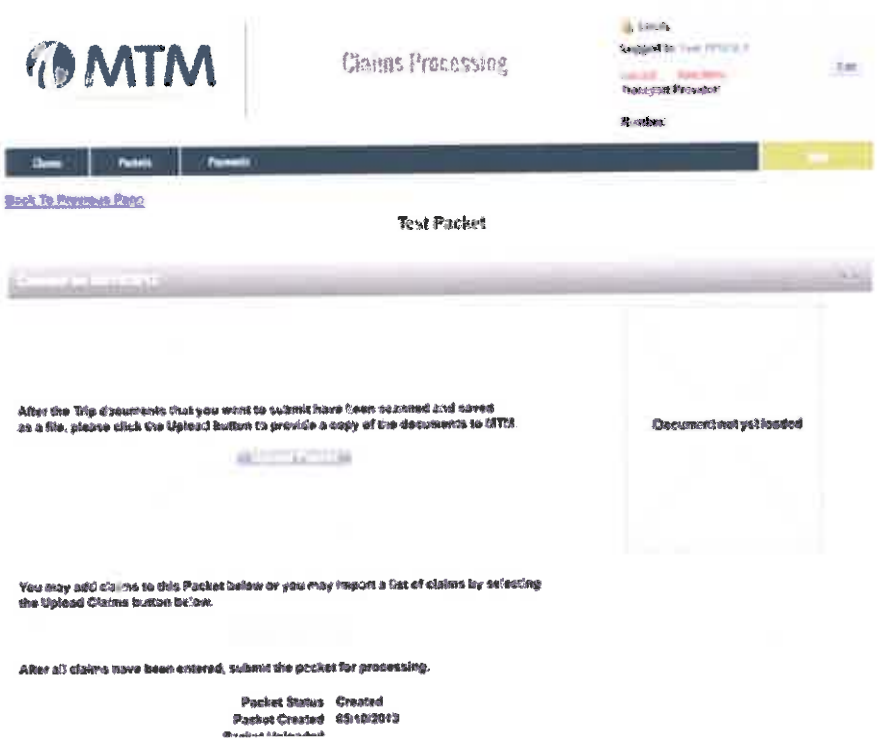
Uploading Signature Image (Trip Logs) To Packets

To upload signatures and trip logs to your packet:

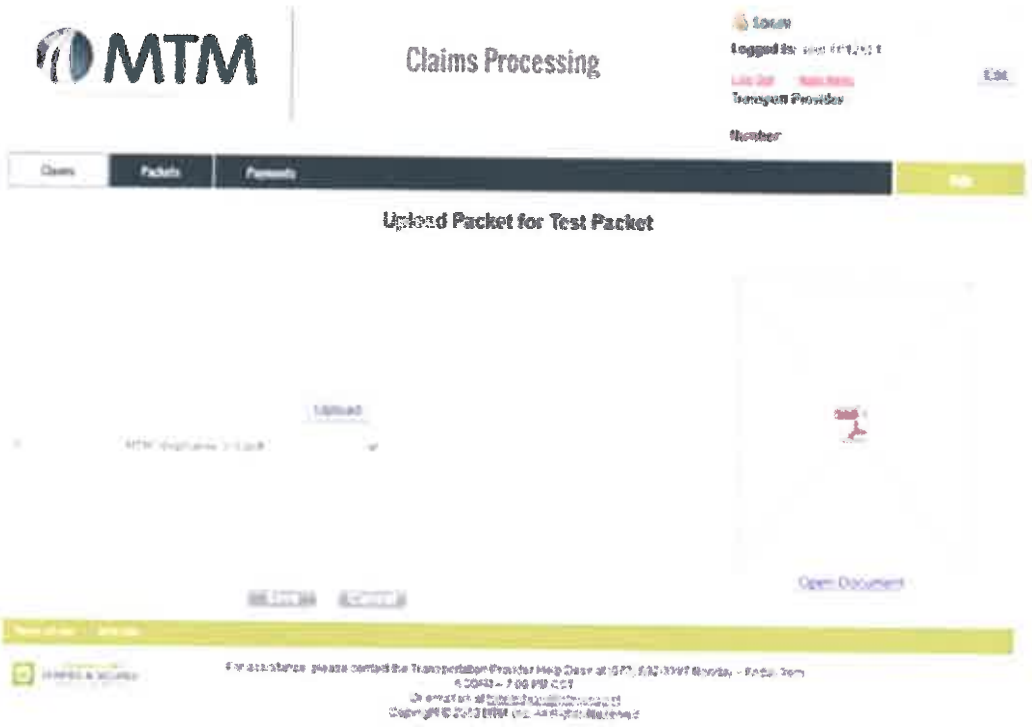
1. Scan a copy of the packet and save it as a PDF to your computer.
2. Navigate to the Claims Packet menu by selecting the "Packets" tab.
3. Choose the packet you would like to work with from the list, or create a new packet.
4. Select the "Upload Packet" button which will navigate you to the "Upload Packet" page.



5. The Upload Packet page will have the "Upload Packet" button. The Upload Packet page is illustrated below.



6. Find the file containing the scanned signature packet by searching for it through the pop-up menu. Press "Open."
7. Select the "Save" button at the bottom of the page, demonstrated in the image below, after the system uploads the file. Selecting "Save" will navigate you back to the Claims Packet page. **Claims may be added to the packet only after a signature image has been uploaded.**

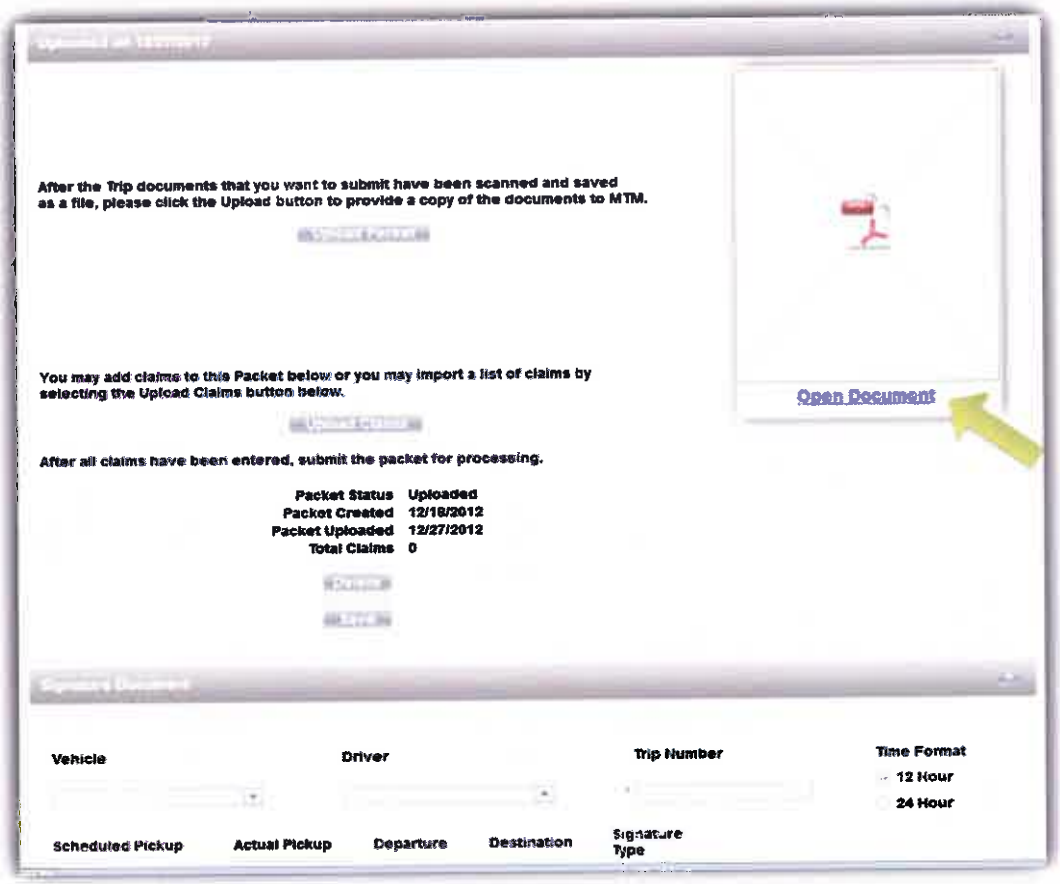


Open your scanned signature image by selecting the "Open Document" hyperlink under the uploaded image or by opening the embedded image. It is important to review the scanned image when adding claims to verify that you do not add a claim that is not in the image. It is okay if a trip signature you are ready to claim is on the same sheet of paper as trips you are not ready to claim. MTM will only review signatures for trips with corresponding trip numbers in the packet. Additional signatures will be ignored.

Adding Claims to the Packet

Claims can be added in groups by uploading an Excel spreadsheet or individually by entering all required compliance data, along with the trip number, in the data entry section of the screen using

information from the scanned image. The section used to enter your compliance data is displayed below. The Vehicle and Driver boxes contain dropdowns that display all vehicles and drivers who have been approved within the last 3 months.



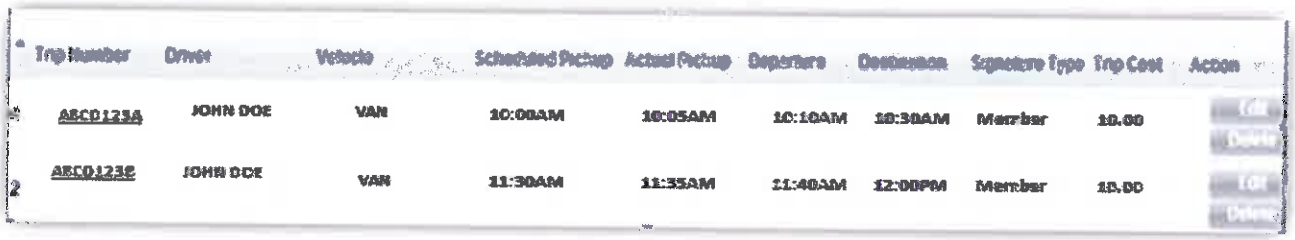
Times may be entered in 12-hour or 24-hour, military format, but must be entered in the format selected along the right side of the entry section. The 12-hour format requires an AM or PM designation (you may also use A or P) but the 24-hour format does not. A colon is not required for either format. For example, one o'clock in the afternoon in 12-hour format can be entered as 0100PM, while one o'clock in the afternoon in 24-hour format can be entered as 1300.

After entering all the required information for a claim, select the "Add" button to add the claim to the packet. The claim will be added to the list.

Your reports and records shall contain, for each trip, the requisite passenger and driver signatures and contain all required documentation. Transportation providers will not be paid for any claim that lacks required documentation, and shall be deemed to have waived payment for any claim lacking required documentation. Liquidated damages may be assessed for non-compliance events set forth on the Schedule B.

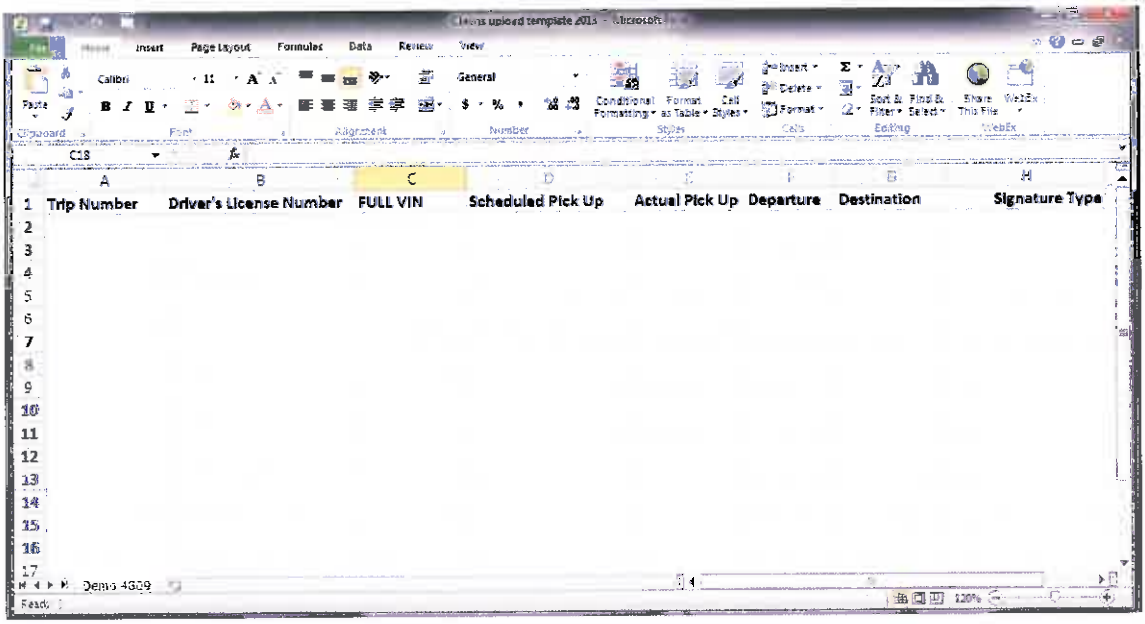
Editing and Deleting Claims

You may need to edit or delete a claim from a packet if you find an error or do not agree with the trip cost that is displayed. All deleted claims may be added to another packet. It may only be edited or deleted before it is submitted to MTM. The image below shows the "Edit" and "Delete" options next to each claim.



Importing Multiple Claims Using MTM's Claims Upload Template

If you choose to claim trips in batch form instead of entering them one at a time, an Excel spreadsheet must be created and saved in a folder before it can be uploaded. An example is shown below.

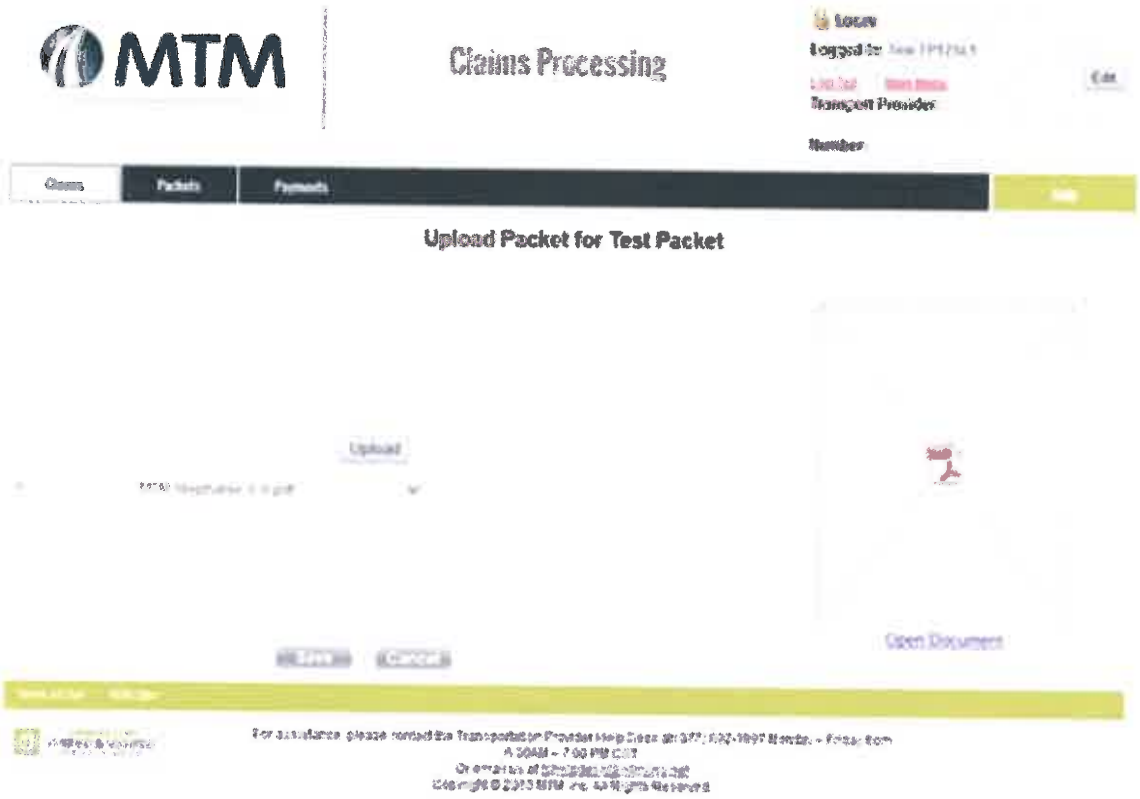


Signature type can be one of the following choices:

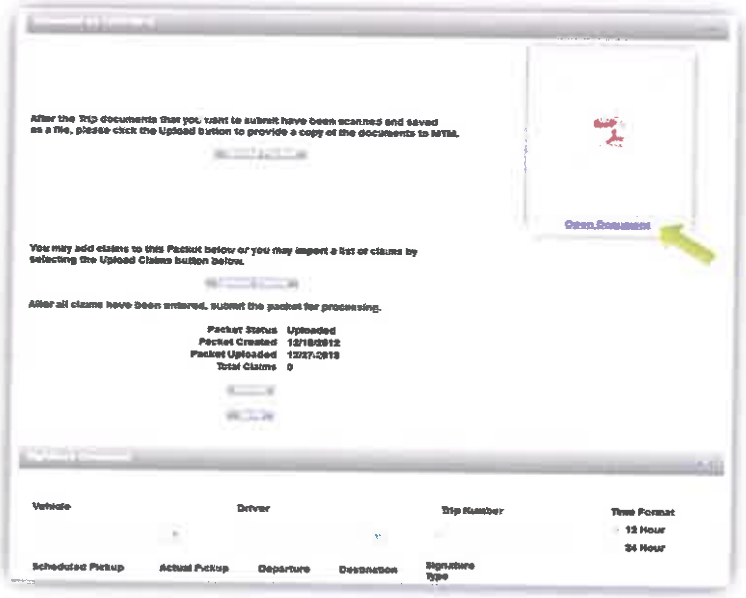
- M = Member Signature
- F = Facility Signature
- R = Representative of the Member Signature
- N = No Signature

Once the spreadsheet has been created, filled out, and save to your computer, it will need to be uploaded through the following steps:

1. Navigate to the claims packet list by selecting the "Packets" tab. Choose the packet you would like to work with from the list, or create a new packet.

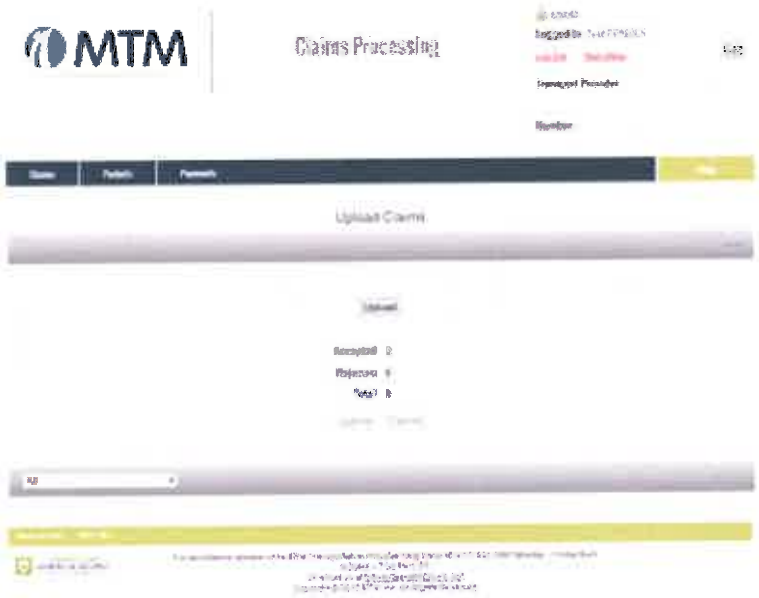


2. After the image of the signatures has been uploaded, select the "Upload Claims" button which will navigate you to the Upload Claims page. Note that this button will be grayed out and nonfunctional until a packet image has been uploaded. You must upload the image first.



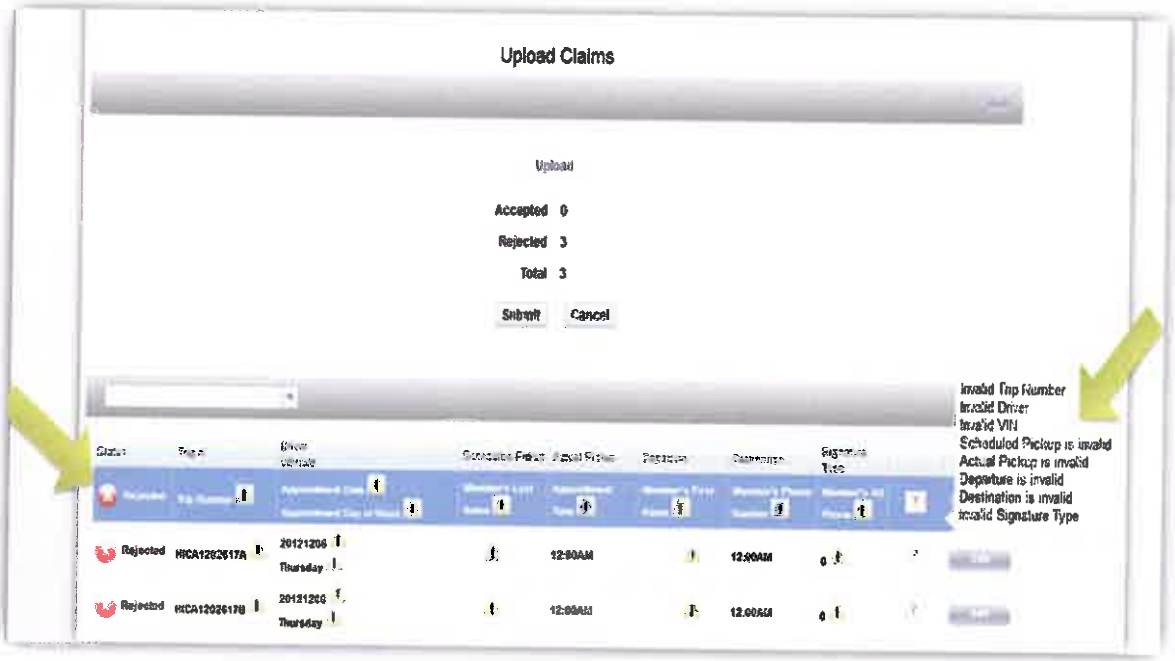
3. Find the file by searching for it through the pop-up menu and press "Open".

   The claims from the spreadsheet will be displayed in the list at the bottom of the page. Each claim from the spreadsheet will either be accepted or rejected. The total number of claims labeled as accepted and rejected will display under the Upload button at the top of the page, as shown below. Although the file has been uploaded, it is not a part of the packet until it is submitted.



Reviewing Rejected Rows

Rejected rows will display with a red "X", as shown below. You may edit rejected rows by selecting the "Edit" button along the right side of the list. Selecting the "Edit" button will display a window allowing you to make corrections to the invalid fields. Selecting the "Submit" button will take you back to the "Packet" page and your claims will be populated within the list at the bottom of the page. After adding all the claims to the packet, you should submit the packet to be reviewed by MTM.



Trip Cost

The cost of the trip will be displayed on the list. If the cost is different than you expect it to be, contact the Transportation Provider Helpdesk at 1-877-892-3997. Incorrect claims may be deleted and claimed on a later packet; therefore, the incorrect price of one claim does not slow down payment of all other claims that are priced correctly. Remove the claim from the list and resubmit it after the price discrepancy has been resolved. There is no need to remove the signature image if you remove a claim from the list. To remove the claim from the list, you must delete it from the packet. Claims deleted from the packet may be claimed on another packet, but you must include the signature image on the new packet. Price negotiations will not be allowed after the trip has been claimed.

NOTE: It is important to add claims to the list in the same order they are displayed in your image. Doing so will reduce the chances of a claim being denied because MTM marked it as missing a signature when a signature was actually provided.

Deleting a Packet

Packets may only be deleted before they are submitted to MTM. You may decide to delete an entire packet because a mistake was made over multiple claims. All claims on a deleted packet may be added to another packet, as long as the packet has not been submitted.

Appeals

You have an opportunity to appeal any claim that was denied by adjudication. All appeals must be made on or before the appeal deadline of the claim, which can be found in the rightmost column of the "Claims" list. The appeal deadline is set automatically by the system following adjudication for all claims that are denied. If a denied claim is not appealed by the appeal deadline, the status will change to Denied –T/O, indicating that the appeal has timed out and will no longer be available for appeal. Once a claim has been denied, you will have 30 days to claim the trip.



Appealing a Denied Claim

To appeal a denied claim, navigate to the claims tab, and click on the claim (trip number) that was denied. This will navigate you to the "Trip Detail" page. You will find the adjudication section near the top of the page. This section displays the status of the claim and any reasons for denial, as demonstrated below.



In order to appeal your denied claims select the "Dispute" button. This will display a window requiring you to submit certain information that will assist MTM in determining your appeal. After disputing each denial reason, you may select the "Appeal" button to submit your appeal to MTM. The status of your claim will be updated to Appealed. The status of your claim will be updated to Approved or Denied depending on the outcome of the appeal.

Escalating an Appeal

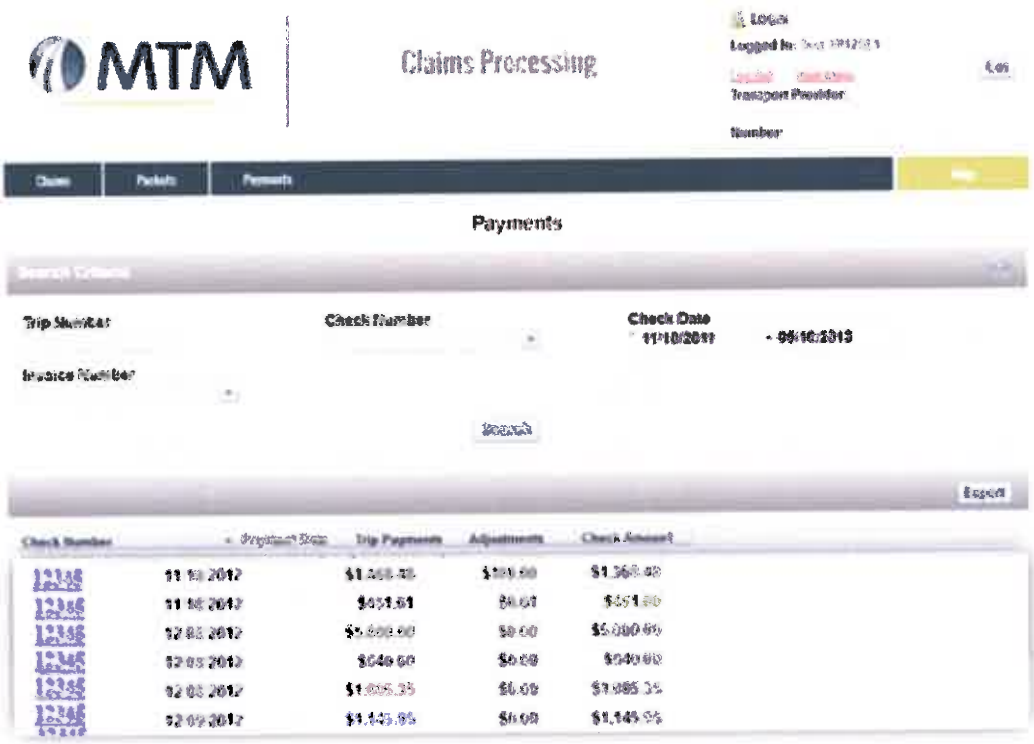
You will have the opportunity to escalate a denied appeal to a supervisor at MTM who will provide additional review. To escalate your denied appeal to a supervisor, select the "Escalate" button located next to the "Appeal" button on the "Trip Detail" screen. Once selected, the system will display a popup window requiring you to select one of two choices:

- My claim was denied in error.
- My claim was accurately denied, but I should receive payment.

After making your selections, you will see the message "Please summarize the circumstances that warrant payment for this denied appeal." Pressing the "Confirm" button will send the escalated appeal to MTM. Pressing "Cancel" will close the window without sending the escalated appeal.

Payments

Payment information may be viewed by selecting the "Payments" tab, as shown below. Each check number is displayed as a hyperlink. Clicking on the check number will navigate the user to the "Payment Detail" page, which contains a list of all trips included in the payment.



Compensation Guidelines

In the event that an MTM or client audit discovers that a transportation provider has not provided full and complete documentation and records to support a claim for payment, or that MTM has overpaid the provider, the provider agrees that MTM shall have the right to recoup or offset against current or future payments. This will be done in a sum which equals the amount of the disallowed and unsubstantiated portion of the claim for payment. The provider also agrees that it will look solely to MTM for payment for services rendered. In no event, including but not limited to, non-payment by MTM or MTM's client, may the provider bill, charge, or otherwise seek compensation from a member to whom the provider rendered services. This provision does not prohibit the provider from collecting a copayment.

Transportation providers agree to bill MTM for the designated level of service, regardless of the level of service actually provided. The provider may not accept the trip assignment at the MTM designated rate and claim additional compensation after performance of the trip for a higher level of service or for any other extras. Additionally providers agree that:

- There will be no charge to MTM for trips cancelled by the transportation provider, member, or in advance by MTM
- Billing shall only include charges set forth in the predetermined rate set by MTM
- Disputed claims must be resolved before payment for any disputed claim can occur
- Unless explicitly agreed upon, payment will only be issued for loaded miles (from member's pre-scheduled start location to pre-scheduled end location) and not for the distance traveled by the provider to arrive at the pick-up location. Loaded mileage will be conclusively determined in accordance with MTM's system.

Definitions

Website: the online Transportation Provider Website. https://onlineaccess.mtm-inc.net/index/login

MTM Trip Log: form given by MTM to transportation providers, in order to obtain the required signature documentation to bill MTM for the transportation provided to a Member.

Template: lay out used to download trip information from the Electronic Trip Download.

Credentialing: process through which transportation providers become compliant when submitting the required documentation electronically.

Transportation Provider Help Desk: MTM department that answers all of the transportation providers questions and concerns over the phone when calling 1-877-892-3997 or via email at tphelpdesk@mtm-inc.net .

Mileage Reimbursement – Sales Script

MTM Incoming Call Script Guide

AETNA Plans Only *-Please ensure that you use the address for one of the HIPAA identifiers on Aetna calls. The caller must provide the complete home address including city, state and zip.*

If the caller cannot supply the complete home address that we have in the AS400 you will then need to obtain a separate HIPAA identifier in order to access the account.

For the caller that could not verify home address as one of the 3 HIPPA identifiers:

1. *Once you have access to the account, you will need to ask the caller if their home address has changed. If so, then please update the home address by having the member provide the complete home address for you.*
2. *Again, you cannot give them any information on the address we have on file, even if they ask you what we show in our system.*
3. *After the address is updated, politely ask the member to contact their health plan as soon possible to update their address with the health plan. Continue with trip intake after this reminder.*
4. *The only point in the call when you can repeat the home address to the caller is during the read back of the scheduled trip.*

MdWise Plans Only – *Please ensure that you are obtaining four HIPAA identifiers for all MDWise contracts. Request the caller to provide the complete home address including city, state and zip.*

If the caller cannot supply the complete home address that we have in the AS400 you will then need to obtain a separate HIPAA identifier in order to access the account.

If four identifiers are not able to be verified by the caller- inform the caller that you cannot continue with the call and they must call back when they can verify four complete HIPAA identifiers.

Greeting and HIPAA Verification:

Callers will be prompted to enter various HIPAA information through the phone system (IVR) before reaching an MTM agent. IVR has not been enabled for: NYTC, TX, MDWise.

When you answer your phone, the script greeting for each plan will pop up on your computer screen. Begin the call using the verbiage in that greeting box.

The information that will come to the agent will be:

1. The number that the caller is calling from
2. The Member's phone number they entered into the IVR
3. Their Member's date of birth
4. The Member's Zip Code

If the Caller Provided Information is a match to our files the agent will be presented with the Member Information. The agent will use the below script to identify the caller.

1. *"May I have your name?"*
2. *"Thank you, is this trip for you or someone else?"*
3. If not the member calling: *"May I have your relationship to the member and good contact phone number for you?"*
4. *Thank you for verifying the member's information. Is the member's name and address still _____?*
5. If the member: *Thank you for verifying your information. Is your address still _____?*

If the Caller Provided Information is not a match to our files use this script below to verify HIPAA. Compare the information that comes over in the pop with the information in AS400 to ensure it matches.

6. *"May I have your name?"*
7. *"Thank you, is this trip for you or someone else?"*
8. If not the member calling: *"May I have your relationship to the member and good contact phone number for you?"*
9. *Thank you for verifying the member's phone number and date of birth. Is the member's name and address still _____?*
10. If the member: *Thank you for verifying your phone number and date of birth. Is your address still _____?*

If the member does not enter information into the IVR use the below script.

11. *"May I have your name?"*
12. *"Thank you, is this trip for you or someone else?"*
13. If not the member calling: *"May I have your relationship to the member and good contact phone number for you?"*
14. If the member: *May I have your (the member's) name and date of birth?*
15. *Thank you. Is your (the member's) home address and phone number still _____?*

UHC Iowa ONLY – *If the caller is not the member, state* "We would need to verify if you are an authorized representative on the member's account, or if the member is with you he/she can verbally agree to us speaking with you." *Place the caller on hold and call 800-464-9484 to confirm with the health plan that this is an authorized representative. If UHC informs us that they are not on authorized representative, inform the caller that the member or health plan will need to call. A facility can call on behalf of the member.*

16. *If the member is not in the system or is shown as ineligible, the CSR will inform the member:*

20a. If eligibility is handled directly by the health plan, follow the instructions located within the plan protocols and either refer them to the health plan or complete a warm transfer of the call back to the health plan

20b. If eligibility can be handled by CSCOT, place the caller on hold and call the appropriate CSCOT team which handles eligibility

Inform the caller, "Mr. /Ms. _____, I will need to contact our Customer Service Escalation Team for further assistance regarding your eligibility. This specialized team will be able to review your eligibility status and make any changes that are necessary. I will then be able to assist you with your transportation request. Can you please hold while I contact our customer service escalation team?"

Scheduling New Appointment:

17. **"Are we scheduling just one appointment or multiple appointments today? "What is the date and time of your appointment(s), please?"** *If the date falls outside of days' notice requirements, CSR will use Urgency Guidelines to either deny transportation or continue with request. CSR should strongly encourage Member to utilize GMR if plan offers this option. Scheduling transportation outside of days' notice will be more difficult to secure and guarantee. If CSR knows that the trip is to be denied, s/he will continue with the transportation request process so that the member receives proper notification of denial.*

Mileage Reimbursement:

22a. *MDWISE ONLY* - "Mr. /Ms. _____, for your convenience, are we paying a family member to drive you to this/these appointment(s) in their own/private vehicle?"

22b. *All other plans that offer GMR as a Transportation Mode* - "Mr. /Ms. _____, for your convenience, are we paying you, a friend or family member to drive you to this/these appointment(s) in their own/private vehicle?"

If yes, **"Great, I will set this trip up as Gas Mileage Reimbursement."** *Proceed to #25*

If no go to 23a or 23b depending on plan.

23a. *MDWISE ONLY* **- "Did you know, we will pay _____ per mile if a family member drives you to your appointment(s). This option gives you the freedom to make additional stops including pharmacy trips, and ensures you arrive on time to your appointment. Who would you like the payment sent to?"**

23b. *All other plans that offer GMR as a Transportation Mode* **- "Did you know, we will pay** *(if over .30 state amount)* **per mile if you drive yourself or have a friend or family member drive you to your appointment(s). This option gives you the freedom to make additional stops including pharmacy trips, and ensures you arrive on time to your appointment. Who would you like the payment sent to?"**

Make note of payee name in Notepad to add to AS400 at appropriate screen and continue on to #25.

If no proceed to #24

24. "Would you be willing to give this option a try?"

If yes, **"Great, I will set this trip up as Gas Mileage Reimbursement."** *Proceed to #25*

If no, **"Alright Mr. /Mrs. _____. I understand. Feel free to use this option anytime even up to the day before the appointment."** *Proceed to #34.*

25. *Ask caller,* **"Is this a round trip or one way?"**

26. **"Thank you, can you please provide me with a telephone number of the doctor or facility you will be going to?"** *If CSR can't locate by phone number in AS400, request the facility name, Dr. Name, or address of the health care provider.*

27. **"May I please have the name of the physician you are seeing?**

If member does not have the physician's name, the CSR will state: **"I apologize but I am unable to proceed with the trip request at this time without specific physician information. Please call the medical provider to obtain the physician's name and call us back when you have the specific information. Thank you."** *CSR will place trip in W1 status and document the information that is lacking in the F4 notes for reference when the member calls back. (Go to Confirmation/Closing #43)*

Exceptions can be made for trips involving standard procedures such as dialysis and chemotherapy.

28. "May I please verify the facility address where you are traveling to?"

If the member does not have the health care provider information, the CSR will state: **"I apologize but I am unable to proceed with the trip request at this time without specific facility information. Please call the medical provider to obtain the facility address and call us back when you have the specific information. Thank you."** *CSR will place trip in W1 status and document the information that is lacking in the F4 notes for reference when the member calls back. (Go to Confirmation/Closing #43)*

29. "What type of doctor are you seeing?

If the member is going to a non-covered service, the CSR will educate the member: **"I apologize, but I am showing that your appointment is not covered under your plan, therefore we will not be able to schedule a trip for this appointment. I would recommend that you contact your health plan."** *(Go to Confirmation/Closing #43)*

If member advises trip is for hospital discharge and call originates from AmeriHealth DC Medicaid caller, **CSR must ask, "Will you (the member) need to schedule a trip to the pharmacy?"**

If member declined GMR – Go to Bus or Transportation Provider Section

30. "Who is going to be the payee for this trip?"

31. "Mr./Mrs. _____, I will be mailing you a trip log to keep track of your trip confirmation numbers for payment."

32. "Your confirmation number for this trip to record on your log is_____." (If applicable based on plan).

33. Recap Trip Information:

- **"After your first appointment, you have ___ days to send in your trip log."** *(Refer to Mileage Plan Identification Sheet.)*
- **"Please complete the entire trip log. You can use one log for multiple trips, you will just need to contact us to obtain a trip number. Please sign and have your healthcare provider sign the log."**
- **"If at any time you don't have a trip log handy, you can make a photo copy, obtain a trip log from our website (www.mtm-inc.net) or call in to have one mailed to you." If you don't have a log at the time of your appointment, please have the facility verify the appointment on their letter head and sign. You can turn that in with the log."**

TX HHSC – send in copy of DL and Insurance
TX MTO - send in copy of Payee's DL, Vehicle Registration, Insurance and SSN (for future trips).
WV – send in copy of DL, Insurance, and Registration

- **"We will work the trips logs in the date received order. For us to process the log and schedule the payment, please allow at least 10 – 15 business days after we have received the log. You will receive a:**
    - **MasterCard in the mail. Your payment will be loaded on the same card every Wednesday.**

      OR

    - **"You will receive a check in the mail. These checks are mailed on the ___ and ___ of every month."**

Go to Closing # 43.

Bus or Transportation Provider (Cab/Sedan):

34. "Is this a round trip or one way?"

35. **After the appointment, what time can we schedule your pick-up?**

- *If caller doesn't know the pickup time state,* **I do need to provide transportation with a scheduled return time so they can effectively plan their routes."**
- *If caller can't provide the pickup time or refuses to give a return time state,* **I have entered your return to be 2 hours (4 hours for dialysis or hospital visitation) after your appointment. If you need to make any changes, please give us a call back.**
- *The following plans can still elect to use a Will-Call Return Time: TX HHSC, MDWise.*

36. *Ask caller,* **"Do you use a wheelchair?"**

If yes, ask caller **"Is the wheelchair manual or electric?"** *Document this information in the special needs field. Proceed to #37.*

If no proceed to #39.

37. "Do you need a wheelchair lift van or can you transfer into a car?"

If a wheelchair lift is needed ask, **"Is this a standard sized wheelchair?"** *If not a standard size wheelchair ask,* **"What is the member's approximate weight including the wheelchair and**

what is the width of the wheelchair from wheel to wheel?" *Document this information in the special needs field. If member is using a "Bariatric Wheelchair" this must also be noted. If there is insufficient space on the "Special Needs" line, CSR can document information on the "Instructions/Directions" line.*

38. "Are there steps outside of the home and if so how many?"
Document this information in the special needs field.

Document all information in #36-38 above in "Special Needs" section on screen.

39. Ask caller, "Is it medically necessary for someone to ride with you (the member)?"

40. Ask caller, "Is someone traveling with you (the member) to the appointment?"

Bus: *If system shows that bus is the most appropriate mode of transportation state,* **"I am showing that public transportation is the most appropriate way for you to get to your health care appointment. You will be able to ride the bus with (name of public transit system). "**

If less than 5 days-notice from the date of the appointment:

41. Ask caller, "Since you have called with less than 5 days' notice, we cannot guarantee on-time delivery. Is bus pass replacement an option for you? You would purchase tickets at the time of your appointment. When our tickets come in the mail, you can use them however and whenever you wish."

If yes state, **"What address would you like your bus replacement tickets mailed to?** *(Place this address in the alternate mailing screen)* **"You should receive your bus pass replacement tickets within 5-7 days."**

If this BPR is not an option for the member state, **"We will get your passes mailed to you as quickly as possible. What address would you like your passes mailed to?"** *(Place this address in the alternate mailing screen)* ***Note –For the DC market funds will be loaded to the Smart Trip Card for that trip request.***

Go to "Closing" Section of Script #43.

Cab or Sedan: If system shows Cab as most appropriate mode: **"I have your transportation set up with (name of transportation provider). Their phone number is _____."**

AETNA NY, AETNA NY FIDA, WELLCARE NY MLTC, WELLCARE NY FIDA, UNITED OF OHIO MYCARE ONLY SPEAK

A. **Do you (does member) need help getting in and out of vehicle?**
If No – Select Curb to Curb on Level of Service Screen – wheelchair or cab depending on answer to #24 above.
If Yes – Continue with Question B.

B. **Do you (does member) need help getting into the first door of the facility?**
If No – Select Door to Door on Level of Service Screen – wheelchair or cab depending on answer to #24 above.
If Yes – Select Door thru Door on Level of Service Screen – wheelchair or cab depending on answer to #24 above.

C. **If member requests Stretcher or Ambulance,** *CSR must document reason for requiring that mode and choose door thru door on Level of Service Screen, then escalate as normal through Escalation Menu.*

D. **If member requests the assistance of two people supplied by the Transportation Provider,** *Select Two Person Assist on Level of Service Screen – wheelchair or cab depending on answer to #24 above.*

Confirmation and Closing:

42. **CAB or SEDAN: "Mr. /Ms. _____. I have scheduled your transportation as a (trip type, i.e. one way, round trip) being picked up at (member's pick-up address) going to (facility address) on (date) at (time) with (Transportation Company)."**

    42a. *MDWise Only* **- "Mr. /Ms. _____, remember if you want us to pay a relative to take you to your next appointment, just let us know when you call in next time."**

    42b. All other plans that offer GMR as a Transportation Mode **- "Mr. /Ms. _____, remember if you want us to pay you or a friend or relative for your next appointment, just let us know when you call in next time."**

    Note - Mileage reimbursement is not a covered benefit for all plans. Mileage reimbursement portions of the script should only be used for applicable plans.

43. **"Is there anything else I can help you with today?"**

44. **"Thank you for calling, have a great day"**

If HHSC Frew Call and CSR identifies, the caller needs additional help locating resources, ensure that 2-1-1 is offered as needed.

Updated 6.19.17



2017

Quality Assurance Program (QAP)

Medical Transportation Management, Inc. (MTM)

Reviewed/Approved 5/30/2017

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Standardized Language

Throughout this document, the following two definitions will be used:

Client: Refers to an entity contracted with MTM to provide services based on designated contracted stipulations.

Member: Refers to the population served by MTM clients. Members are often referred to as participants, beneficiaries, clients, recipients, and other terms; for MTM purposes, member is being used as a standard meaning for the client's covered population.

I. Purpose

The purpose of the Quality Assurance Program (QAP) is to provide an organized schedule of objective and systematic monitoring, measurement, reporting, and evaluation of MTM's services. Based upon results from this monitoring and evaluation, new processes are implemented and improvements are made based on actual findings from the previous year. The goal is to support MTM's mission of developing best practices in providing access to non-emergency medical care, medical program management, information management, and new product development.

URAC Accreditation

MTM became certified and accredited by URAC in March 2010. Becoming URAC accredited enables MTM to participate in a wide range of quality benchmarking programs and services and keep pace with the rapid changes in the healthcare system. Additionally, URAC accreditation provides a symbol of excellence for organizations to validate their commitment to quality and accountability.



In order to ensure continuing compliance with MTM's Utilization Review Accreditation Committee (URAC) accreditation, the focus of the QAP centers upon addressing opportunities for continued process improvements. This program is reviewed and updated by the Quality & Compliance Committee (Q&CC) and approved by the Chief Executive Officer on an annual basis.

II. Scope

The annual review and renewal of the QAP builds upon the existing QAP. Program activities are reported to the Q&CC for analysis and directives on a quarterly basis. The following departments and their applicable functions are reviewed by the Q&CC:

- Network Management – Transportation provider management and compliance
- Customer Service Center – Call quality scores and contract compliance
- Care Management – Member utilization management
- Claims/Finance – Accuracy, compliance, and timeliness of payments
- Complaint, grievance, and member appeal management
- Fraud, waste, and abuse prevention, detection, and investigation
- Incident and accident management
- Satisfaction survey management

III. MTM's Mission, Vision, and Values

MTM has been a transportation industry leader for more than two decades and has an impressive track record of working with state and county governments, Medicaid and Medicare managed care organizations, transit agencies, third-party administrators, and healthcare providers to manage non-emergency medical transportation (NEMT). With a passion for providing high-quality service and building relationships, MTM's dedication to our stakeholders remains at the core of our business despite increasing changes in healthcare delivery.



Mission Statement

MTM's mission is to partner with our clients in developing innovative solutions for accessing healthcare, increasing independence, and connecting to community resources in the most cost-effective manner. To achieve this, we leverage our core competencies in managing customer service operations and building provider networks.

Vision Statement

Communities without barriers

Workplace Values

Respect individuals
Collaborate to innovate
Deliver value
Align with clients
Act with integrity



IV. Goals and Objectives

MTM's QAP goals align with the "Three Aims" of the Centers of Medicare and Medicaid Services (CMS) Quality Strategy:

Better Health for the Population

MTM's goal is to ensure that members receive the necessary transportation services to ensure they are able to achieve and maintain better overall health and quality of life. MTM seeks to achieve this goal by:

- Ensuring adequate network coverage by establishing a robust network of transportation providers
- Providing access to appropriately staffed and fully trained customer service centers for each member scheduling service

Better Care for Individuals

MTM's goal is to ensure that members receive superior service from MTM and MTM's network of providers. MTM seeks to achieve this goal by:

- Managing and utilizing the feedback from MTM's comprehensive complaint/grievance and member appeals process
- Reviewing and implementing changes based on the various satisfaction survey campaigns MTM uses; member, client, and facility satisfaction surveys are used to gauge MTM's overall effectiveness

Lower Cost through Improvement

One of MTM's primary goals is to ensure that services are provided in a cost-effective manner. This reduces burden to the government and private health care organizations. MTM seeks to achieve this goal by:

- An aggressive approach to fraud, waste, and abuse prevention and detection
- Utilizing the most appropriate mode for each member and trip
- Contracting with providers at reasonable rates and strategically incentivizing providers to ensure the best quality for the best price

V. Performance Methodologies

The following methodologies are employed to achieve QAP objectives:

A. Customer Service Representative Oversight

MTM's Quality Service Evaluators have developed a quality program with specific criteria designed to work with our Interactive Intelligence Quality & Compliance System database. The Customer Service Center Call Quality Scoring Guidelines are reviewed annually and are developed to include, at a minimum:

- Proper verification of a minimum of three pieces of Protected Health Information (PHI) from the caller before entering into conversation related to the member and/or the services they are requesting
- The tone, manner, and efficiency of the Customer Service Representative (CSR) during trip intake, including documentation of any special needs the member has which must be accommodated
- Recap of the entire trip with the caller to ensure accuracy

The Quality Service Evaluators complete the contractually required amount of call observations each month. The observation scores are used as an indicator of the overall performance of the CSR in the area of quality. The Interactive Intelligence Quality & Compliance System database calculates the scores as evaluated by the Quality Service Evaluators on all components of the call intake process, including hard and soft skills, and compiles the CSR's overall score.

Quality Service Evaluators are responsible for sharing individual and overall results with Customer Service Center leadership for useful feedback, training, coaching, and performance improvement purposes. Additionally, Quality Service Evaluators, Quality & Compliance(Q&C) leadership, and Customer Service Center leadership meet on a quarterly basis to review quality monitoring results, discuss trending, identify opportunities for improvement, and field any quality-related issues.

B. Transportation Provider Audits

The purpose of the transportation provider audit is to ensure transportation provider compliance with their contractual obligations to MTM. The MTM Field Inspector or MTM delegate completes transportation provider audits for contracted providers in MTM's network based on contractual guidelines. Initial audits are conducted prior to or within 90 days of the transportation provider's contract effective date.

C. Transportation Provider Monitoring

As MTM monitors the overall performance of transportation providers, MTM may place a transportation provider on a Performance Improvement Plan (PIP) to achieve compliance or improve performance. A PIP may be initiated for reasons including, but not limited to the following:

- Complaints
- Cancellations
- Vendor no shows
- General performance
- Compliance issues
- Potential fraud, waste, or abuse
- Field monitoring deficiencies

Failure to improve or achieve compliance by the conclusion of a PIP may result in liquidated damage assessments, suspension, and/or termination.

D. Transportation Provider Credentialing/Re-credentialing

The credentialing process ensures appropriate and complete information is collected and verified for all contracted transportation providers. The decision to include a transportation provider and/or an individual driver/attendant in the MTM network is based on a thorough review and evaluation of the approved credentials. Items examined include, but may not be limited to:

- State/federal exclusions lists containing the names and addresses of people which have been debarred from providing services to Medicare and/or Medicaid
    - Office of Inspector General (OIG)
    - Systems Award Management (SAM)

- Criminal background check
- DMV records
- Driver's license status
- Proof of insurance
- Any other appropriate sources which may confirm a driver's ability to provide high quality, safe transportation services

MTM utilizes an online, web-based portal to store credentialing information. The portal is a real-time resource which is available to the transportation providers 24 hours a day. The Credentialing team approves or denies each element of the information for the transportation provider. This ensures credentialing is current. All credentials are reviewed and approved as indicated in each client contract.

E. Potential Fraud, Waste, and Abuse Monitoring

1. Focus Audits for Transportation Providers

Periodic audits of transportation providers are conducted to determine if appropriate conduct and practices are being followed. Focus audits of transportation providers are completed for various reasons including, but not limited to:

- Suspicion of fraud, waste, or abuse
- Requests from a client
- Requests from an MTM employee
- Requests from MTM's Legal department
- Requests from local, state, or federal authorities
- Referrals from the Compliance Hotline

Focus Audits may result in one or more of the following:

- PIPs
- Ongoing audits
- Liquidated damage assessments
- Suspension and/or termination

2. **Attendance Verification and/or Validation Checks**

   Attendance verification is conducted to detect potentially fraudulent activity. Pre- and post-attendance verification may be completed through various methods for the following trips:

   - Recurring trip requests (dialysis, chemotherapy, etc.)
   - Urgent trip requests
   - Trips not meeting client protocol or requiring client authorization verified and/or authorized by the client
   - Appointments for members displaying potentially fraudulent behavior

3. **Potential Member Fraud Alert Audits/Investigations**

   A member of the Q&C staff investigates all reported potential fraud alerts. Upon receipt of a potential fraud alert, investigation begins by acquiring all pertinent documentation. Call recordings, trip notes, follow-up calls, and claims information may be utilized to determine the legitimacy of each fraud alert. The Q&C staff member will categorize the potential fraud alert and indicate if MTM determines the alert to be valid or invalid. Potential fraud, waste, and abuse reports are provided to MTM clients in accordance with contractual requirements. MTM's General Counsel may also be consulted during investigation for input and/or recommendations for next steps.

F. Compliance Assessments and Internal Reviews

MTM's internal auditing process is designed to add value and improve operations. Its purpose is to accomplish MTM's objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of our corporate programs and departments. Internal audits will be scheduled and selected based on the following criteria:

- Client findings and/or recommendations from previous client audits
- Q&C findings and/or recommendations from previous audits
- Internal findings based on previous internal audits or projects
- Requests received by the various MTM operational departments; requests will be prioritized based on the following factors:
  - Contractual compliance
  - Potential risk to MTM

- Overall impact to MTM
- Potential cost-savings
- Level of effort

Note: Due to the nature and purpose of internal audits, findings and recommendations are only disclosed to pertinent internal departments.

G. Training

With the ever changing world of training requirements, MTM has continued to evolve our training materials for employees and downstream/related entities. MTM utilizes a centralized training source for all staff trainings. Annually, there are standard assignments which must be completed by each staff member, including topics like Fraud, Waste and Abuse (FWA), HIPAA Compliance, Cultural Competency, Confidentiality, etc. All MTM staff is trained on current HIPAA and FWA standards and regulations. MTM continues to enhance training to ensure ongoing compliance with client requirements, HIPAA best practices, and CMS regulations. Initial training takes place during new hire orientation and annual training is conducted thereafter. MTM makes training materials available to downstream/related entities (MTM transportation providers) via our website.

MTM provides appropriate training to ensure all staff members have the ability to address a diverse population with varying cultural, linguistic, and complex health needs. The goal is to provide all people contacting MTM, regardless of culture, race, ethnic background, religion, or disability, with a positive and professional experience. MTM's staff strives to make every client and member feel valued and respected.

H. Cultural Diversity and Acceptance Program

In addition to the required training listed above, MTM takes further steps to ensure we are in tune with the needs of culturally diverse populations; these steps include offering:

- Language assistance in a wide array of languages, both via MTM staff and the use of a language service if a particular language is not covered by an MTM staff member
- Assistance to those that may be hearing impaired using standard TTY services

- Information such as pamphlets, mailings, and other printed communications in multiple languages, depending upon the demographics of the area and client requirements
- Supplemental training to downstream/related entities so they have the appropriate knowledge base to provide the safest, highest quality service to a diverse membership

I. Satisfaction Surveys

MTM utilizes surveys for the purpose of identifying areas where there may be opportunities for improvement in order to increase the quality of care and services provided to members and clients.

1. **Member Satisfaction Surveys**

   To ensure members receive the highest quality of service, a statistically valid random sample of all members is selected for a telephone follow-up satisfaction survey. The survey includes evaluation of the intake process, driver and vehicle performance, and timeliness of the service. Member Satisfaction Surveys are reported on delegated monthly client summary reports, per contract.

2. **Client Satisfaction Surveys**

   Client Satisfaction Surveys are conducted as a method of maintaining excellence in delivery of services. Additionally, the survey is a tool to monitor MTM's response to client needs and concerns, and to identify areas needing improvement.

3. **Medical Facility Satisfaction Surveys**

   Medical Facility Satisfaction Surveys provide additional insight into MTM's integral role of members accessing healthcare. MTM not only strives to partner with transportation providers, clients, and members, but also understands the vital role of facility cooperation. MTM's Education, Training, and Outreach (ETO) teams are in regular contact with facilities to gauge the timeliness of transportation providers and the effectiveness of MTM's processes to reduce unnecessary burden to members. The Medical Facility Satisfaction Survey is an additional tool to monitor MTM's ability to provide effective delivery of transportation services and to accommodate the special needs of members attending the facility.

J. Complaints/Grievances Management

Complaints and grievances are managed by MTM's Q&C department as specified in client contracts. The purpose of the complaint and grievance process is to establish a mechanism and reporting system allowing MTM to address key issues and problems in an effort to improve quality of care and services. The process includes documentation, investigation, resolution, and reporting. Complaints and grievances are tracked and trended to identify potential issues of concern.

MTM offers a toll-free number through which any stakeholder can file a complaint or grievance. Complaints and grievances may also be filed in writing via mail, fax, e-mail, or the MTM website as dictated by the client contract. If the call is received after standard business hours, the caller has the option to leave a voice message and a member of the Q&C team will return the call the following business day.

All complaints and grievances are tracked from initial intake through resolution and reporting based on client requirements.

K. Member Appeals

Member appeals are managed by the Q&C department based on client contracts. Specific timeframes involving documentation, investigation, follow-up, and resolution are observed. MTM works closely with clients to ensure information is provided as needed. MTM understands the unique reporting requirements of our individual clients and develops client-specific appeals processes in order to meet those needs.

L. State Fair Hearings

Members and/or transportation providers may request a state fair hearing based on the client contract. This is a right given to the member and/or transportation provider by their state of residence. Members and transportation providers alike are given the appropriate contact information by MTM to request a state fair hearing. MTM may participate in such hearings if requested and/or required. The state of record has the final decision in the case of a state fair hearing.

M. Incident/Accident Reports

Incident/accident processes are in place to ensure all information is documented and addressed appropriately within the contractually required timeframes. MTM's Q&C department manages all incident/accident reports to ensure action, closure, and communication to the appropriate stakeholders. MTM's reporting system includes documentation of all incidents/accidents including, but not limited to, abuse by member, abuse by transportation provider, harassment, assault, injuries, and motor vehicle accidents.

Transportation providers are educated and contractually bound to notify MTM of any incident/accident, preferably immediately, but minimally within 24 hours. MTM staff members are educated to forward all calls reporting an incident/accident to the Q&C department. Stakeholders can also use the MTM website to report an incident/accident. MTM's Q&C department escalates reports to designated MTM management staff for review, recommendation, and resolution. Incidents/accidents of a more serious nature are escalated to MTM's General Counsel and designated executive staff. Full investigation and closure is provided to MTM's client within 30 days of the reported incident/accident.

Definitions:

Accident: Any mishap involving a subcontracted transportation provider's vehicle while transporting a member.

Incident: Any non-vehicular mishap involving a member while in the care of an MTM transportation provider.

Serious Incident/Accident: Any report of death, allegation of abuse or neglect, serious physical injury, improper use of restraints, suicide attempt, threat of suicide, and/or missing person.

All incidents/accidents are fully investigated internally and information from all parties involved is gathered, including the police report if applicable.

VI. Process for QAP and Policy Approval

Policies are necessary to:

- Document business processes
- Assign personnel responsibilities
- Describe departmental operations
- Promote uniformity in executing and recording metrics

Q&C maintains the most current electronic directory of policies and procedures. Management staff is responsible for developing and maintaining operational policies and procedures applicable to their functional areas. On an annual basis, or more frequently as needed, departmental policies are evaluated and approved by the Q&CC. The President and CEO, executive management, and managing staff sign policies. Management staff is responsible for advising their staff regarding new and/or revised policies and procedures.

MTM adheres to the following practices for policies and procedures:

- Maintain accurate, complete, and current policies and procedures
- Review and approve all policies and procedures at least annually and revise and/or update as needed
- Communicate significant changes to all affected personnel immediately to ensure they are aware of any revisions to their daily duties and responsibilities; in the event there are changes in personnel, documented policies and procedures will facilitate training and provide guidelines for the respective positions
- Comply with applicable HIPAA and URAC standards
- Post all policies on the electronic directory for employee access

Reviews and Approvals

When a process is conducted within a department, there is:

- Another level of review and approval performed by the Q&CC
- Documentation to verify a review and approval were completed
- Electronic approval available to enable rapid documentation of approvals
- Assurance those approval alerts and escalations are within the workflow
- Approval documented in a repository to ensure compliance with internal and external audits

MTM Policy & Procedure Approval Process



Figure 1: Policy and Procedure Development.

VII. MTM Committee Infrastructure

Quality & Compliance Committee (Q&CC)

The Q&CC is a committee which is granted authority by MTM's Board of Directors, President and CEO, and executive management staff. The committee consists of the following members:

Membership of the Q&CC Committee:
Director, Quality & Compliance – *Chair*
Vice President, Program Governance
Vice President, Accounting
Chief Marketing Officer
Executive Consultant
Vice President, People & Culture
Vice President, Information Technology

The Q&CC meets quarterly and is responsible for:

- Providing ongoing reporting to MTM's Board of Directors
- Maintaining minutes of all committee meetings
- Providing guidance to MTM staff on quality & compliance priorities and projects
- Approval of all quality improvement projects
- Monitoring quality improvement goals
- Evaluating the QAP annually
- Informing department staff of Q&CC activities/results

Transportation Provider Advisory Committee Meetings

Based on client requirements, MTM developed a Transportation Provider Advisory Committee (PAC) meeting structure (also known as stakeholder meetings) in certain areas. Meetings are held with MTM, per client contractual obligations, or as needed. All transportation providers are polled during the initial provider meetings for interest in the committee. MTM then includes transportation providers of all sizes and regions of the state for fair and accurate

representation. The purpose of these meetings is to increase communication with transportation providers in the respective areas and for the group to act as a liaison between the transportation providers and MTM. The PAC meeting provides a forum for transportation providers to present ideas, concerns, and suggestions to MTM. In addition, it provides MTM a forum to introduce new processes or strategies. Each meeting has an agenda and notes are documented for tracking purposes.

MTM Members of the Advisory Committee:
Program Director
Manager, Network Operations
Network Representative

VIII. Quality Improvement Program (QIP)

MTM's Q&CC addresses priority program-related issues in connection with key indicators which require further study and intervention. MTM conducts a minimum of two QIPs per year. QIPs exemplify the process of continuous quality improvement, allowing MTM to refine, improve, and maintain quality. The committee utilizes survey results, outcome results, and other operational reports to identify opportunities for quality improvement projects. Each QIP includes the following:

- Reports of changes in implementation strategies together with a description of why strategies were changed
- Notes regarding the onset and end dates of the project
- Decision as to whether or not MTM will continue to periodically measure performance after project completion

Note: MTM's QIPs answer each identifier within URAC version 3.0, CORE 23.

Project results are disseminated to MTM departments, board members, and applicable clients as deemed appropriate by MTM.

IX. Indicators of Care and Service

MTM's Q&CC monitors various operational indicators of care and service. MTM determines Key Performance Indicators (KPIs) based on client contracts and overall impact to various stakeholders.

Client Reporting

Monthly Client Summary Reports are available to designated clients that provide an in-depth review of each client's membership and various data points relating to the transportation benefit administrated by MTM. The reports include metrics pertaining to the following:

- Member utilization
- Customer Service Center phone statistics
- Complaint management
- Modes of transportation
- Trips reasons
- Member Satisfaction Survey results

Internal Reporting

Internal reports are provided to the Q&CC members and various operational departments to review various KPIs as determined by the Q&C department and executive management staff. As these reports encompass data and statistics across multiple plans, reports remain internal and are utilized to identify potential areas for opportunity and improvement across the entire organization.

X. Evaluation and Accountability to the Governing Body

The QAP is accountable to the governing body of MTM, which includes both the Executive Management team and the Board of Directors. Achievements of the QAP are reflected in results of audits and overall improvement of MTM services as a whole. Several parameters indicate the success of the QAP's efforts in improving quality of care and services:

- Significant reduction in costs
- Increase in member and client satisfaction
- Development of sustainable quality of care and services
- Increases in MTM's book of business
- Increased collaboration and commitment to MTM's mission by personnel

Summary

The QAP is built upon the monitoring and evaluation process. Modifications within the QAP include but are not limited to:

- Placing emphasis on leadership's role in improving quality
- Expanding the scope of assessment and improvement activities
- Utilizing other sources for feedback such as community and client responses to surveys
- Organizing assessment and improvement activities around services, with specific attention to how the member, client, and transportation provider relationships can be improved
- Emphasizing continuous improvement in addition to resolving identified problems
- Maintaining quality improvement over time

Note: MTM reserves the right to make adjustments to the QAP to best meet the needs of clients, members, transportation providers, and MTM.

Approved: _____ 5/30/2017

Director, Quality & Compliance — Date

Approved: _____ 5/30/2017

VP, Program Governance — Date

Approved: _____ 5/30/2017

President/CEO — Date

Business Continuity & Disaster Recovery Plan

(BC & DRP)

Version 8.1



Approved

Revision Dated 03/10/17

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Revision History

Date	By	Revision	Comment
10/12/2012	Jeanne Kues	2.0	Approved by Executive Team on 12/12/2012 Replaced VP, Client Services with Director Client Services Added VP, Marketing
6/13/2013	Sarah Raines	3.0	Updated contact information Removed references to Business Solutions Group (BSG) Added Chief Information Officer (CIO)
6/2013	Curtis Simms Andy Mize Tisha Venneman	4.0	Content changes Telephony system content changes Back-up content changes
8/2014	Joe Federer Rachael Irby	5.0	Contact information updates
9/2015	Tammy Wright Pamela Cook	6.0	General updates to operational plans Contact information updates
12/2015	Tammy Wright Pamela Cook	7.0	General updates to operational plans Contact information updates
5/2016	Pamela Cook	8.0	Content updates per HHSC review
3/2017	Pamela Cook	8.1	Contact information updates

1. Purpose

To provide a Business Continuity and Disaster Recovery Plan (BC & DRP) to ensure that in the case of any service disruption, minimal impact is placed on MTM's clients. Service continuation is ensured through alternative plans of action, including but not limited to the re-routing of calls, the use of manual documentation and faxing, the use of back-up emergency equipment, and the replacement of primary systems and/or servers with standby replicas. This document identifies the applicable risk/threat scenarios, the critical business functions they impact, and their dependencies, and initiates the plan of action to be executed in the event that a disaster scenario occurs.

2. Management of the BC & DRP

Maintenance of the MTM BC & DRP is the joint responsibility of the BC & DR Coordinator and the Operations, Technology, and Program Governance departments, and is approved by the Chief Executive Officer (CEO).

Responsibilities of the BC & DR Coordinator

- Periodically reviewing the adequacy and appropriateness of the plan.
- Keeping the plan updated with changes made within departments.
- Coordinating changes and communicating to departments when other Business Continuity and Disaster Recovery changes impact them.

This plan is reviewed annually, at a minimum, by the following MTM Executives to ensure information contained herein is accurate.

☐	CEO, Alaina Maciá
☐	Executive VP, General Counsel, Don Tiemeyer
☐	VP, Information Technology, Heather Pekar
☐	CMO, Michele Lucas
☐	VP, People & Culture, HR, Kerri Schewe
☐	VP, Business Development, Eric Reynolds
☐	VP, Finance, Stephanie Klaas
☐	VP, Accounting, Jill Heneghan
☐	VP, Program Governance, Pamela Cook
☐	VP, Operations, Natasha Boekholt

Additionally, in the event that a disaster scenario occurs, the plan will be reviewed to identify areas of opportunity and updated accordingly. Each MTM Executive will review the plan with their subject matter experts, contribute changes, and approve changes made by other departments. The Chief Executive Officer (CEO) will confirm that all departments agree with the revised plan before approving the final updated document. The revised document will be effective immediately upon CEO approval.

Access to Plan in Case of Emergency

This document will be maintained on MTM's corporate shared drive, "Leadership Resource," under the folder named "Compliance" and will be named "Business Continuity and Disaster Recovery Plan." At least one physical copy must be available at each facility, with, at a minimum, the resources listed in the table below. At all times the current version will be available on MTM's Corporate Shared Drive and any revisions will be sent to the resources listed in the table below. The plan will be distributed to the following departments, locations, and individuals, and will be numbered in the following manner to maintain accountability and tracking purposes in case of changes.

Plan ID Number	Location	Person Responsible
MTM BCDRP No1	CEO Office	CEO
MTM BCDRP No2	CEO Home	CEO
MTM BCDRP No3	EVP Office	EVP
MTM BCDRP No4	EVP Home	EVP
MTM BCDRP No5	VP IT Office	VP IT
MTM BCDRP No6	VP IT Home	VP IT
MTM BCDRP No7	CMO Office	CMO
MTM BCDRP No8	CMO Home	CMO
MTM BCDRP No9	VP HR Office	VP HR
MTM BCDRP No10	VP HR Home	VP HR
MTM BCDRP No11	VP BD Office	VP BD
MTM BCDRP No12	VP BD Home	VP BD
MTM BCDRP No13	VP Finance Office	VP Finance
MTM BCDRP No14	VP Finance Home	VP Finance
MTM BCDRP No15	VP Program Gov Office	VP Program Gov
MTM BCDRP No16	VP Program Gov Home	VP Program Gov
MTM BCDRP No17	VP Operations Office	VP Operations
MTM BCDRP No18	VP Operations Home	VP Operations
MTM BCDRP No19	VP Accounting Office	VP Accounting
MTM BCDRP No20	VP Accounting Home	VP Accounting
MTM BCDRP No21	Director WFM Office	Director WFM
MTM BCDRP No22	Director WFM Home	Director WFM

Plan ID Number	Location	Person Responsible
MTM BCDRP No23	Director CSC Office	Director CSC
MTM BCDRP No24	Director CSC Home	Director CSC
MTM BCDRP No25	Director Admin Office	Director Admin
MTM BCDRP No26	Director Admin Home	Director Admin
MTM BCDRP No27	Manager Security Office	Manager Security
MTM BCDRP No28	Manager Security Home	Manager Security
MTM BCDRP No29	Director Infrastructure Office	Director Infrastructure
MTM BCDRP No30	Director Infrastructure Home	Director Infrastructure
MTM BCDRP No31	TX Program Director Office	TX Program Director
MTM BCDRP No32	TX Program Director Home	TX Program Director
MTM BCDRP No33	TX Director Ops Office	TX Director Ops
MTM BCDRP No34	TX Director Ops Home	TX Director Ops
MTM BCDRP No35	TX Manager CSC Office	TX Manager CSC
MTM BCDRP No36	TX Manager CSC Home	TX Manager CSC
MTM BCDRP No37	TX IT Analyst Office	TX IT Analyst
MTM BCDRP No38	TX IT Analyst Home	TX IT Analyst
MTM BCDRP No39	TX Transport Manager Office	TX Transport Manager
MTM BCDRP No40	TX Transport Manager Home	TX Transport Manager
MTM BCDRP No41	MS Program Director Office	MS Program Director
MTM BCDRP No42	MS Program Director Home	MS Program Director
MTM BCDRP No43	MS Director Ops Office	MS Director Ops
MTM BCDRP No44	MS Director Ops Home	MS Director Ops
MTM BCDRP No45	MS Manager CSC Office	MS Manager CSC
MTM BCDRP No46	MS Manager CSC Home	MS Manager CSC
MTM BCDRP No47	MS IT Analyst Office	MS IT Analyst
MTM BCDRP No48	MS IT Analyst Home	MS IT Analyst
MTM BCDRP No49	MS Transport Manager Office	MS Transport Manager
MTM BCDRP No50	MS Transport Manager Home	MS Transport Manager
MTM BCDRP No51	WI GM Office	WI GM
MTM BCDRP No52	WI GM Home	WI GM

Plan ID Number	Location	Person Responsible
MTM BCDRP No53	WI Director Ops Office	WI Director Ops
MTM BCDRP No54	WI Director Ops Home	WI Director Ops
MTM BCDRP No55	WI Manager CSC Office	WI Manager CSC
MTM BCDRP No56	WI Manager CSC Home	WI Manager CSC
MTM BCDRP No57	WI IT Analyst Office	WI IT Analyst
MTM BCDRP No58	WI IT Analyst Home	WI IT Analyst
MTM BCDRP No59	WI Transport Manager Office	WI Transport Manager
MTM BCDRP No60	WI Transport Manager Home	WI Transport Manager
MTM BCDRP No61	MN Program Director Office	MN Program Director
MTM BCDRP No62	MN Program Director Home	MN Program Director
MTM BCDRP No63	MN Director Ops Office	MN Director Ops
MTM BCDRP No64	MN Director Ops Home	MN Director Ops
MTM BCDRP No65	MN Manager CSC Office	MN Manager CSC
MTM BCDRP No66	MN Manager CSC Home	MN Manager CSC
MTM BCDRP No67	MN Transport Manager Office	MN Transport Manager
MTM BCDRP No68	MN Transport Manager Home	MN Transport Manager
MTM BCDRP No69	WV Program Director Office	WV Program Director
MTM BCDRP No70	WV Program Director Home	WV Program Director
MTM BCDRP No71	WV Director Ops Office	WV Director Ops
MTM BCDRP No72	WV Director Ops Home	WV Director Ops
MTM BCDRP No73	WV Manager CSC Office	WV Manager CSC
MTM BCDRP No74	WV Manager CSC Home	WV Manager CSC
MTM BCDRP No75	WV IT Analyst Office	WV IT Analyst
MTM BCDRP No76	WV IT Analyst Home	WV IT Analyst
MTM BCDRP No77	WV Transport Manager Office	WV Transport Manager
MTM BCDRP No78	WV Transport Manager Home	WV Transport Manager
MTM BCDRP No79	NV Program Director Office	NV Program Director
MTM BCDRP No80	NV Program Director Home	NV Program Director
MTM BCDRP No81	NV Manager CSC Office	NV Manager CSC
MTM BCDRP No82	NV Manager CSC Home	NV Manager CSC

Plan ID Number	Location	Person Responsible
MTM BCDRP No83	NV IT Analyst Office	NV IT Analyst
MTM BCDRP No84	NV IT Analyst Home	NV IT Analyst
MTM BCDRP No85	NV Transport Manager Office	NV Transport Manager
MTM BCDRP No86	NV Transport Manager Home	NV Transport Manager
MTM BCDRP No87	DC Program Manager Office	DC Program Manager
MTM BCDRP No88	DC Program Manager Home	DC Program Manager
MTM BCDRP No89	DC Manager CSC Office	DC Manager CSC
MTM BCDRP No90	DC Manager CSC Home	DC Manager CSC
MTM BCDRP No91	DC Transport Manager Office	DC Transport Manager
MTM BCDRP No92	DC Transport Manager Home	DC Transport Manager
MTM BCDRP No93	NY Program Director Office	NY Program Director
MTM BCDRP No94	NY Program Director Home	NY Program Director
MTM BCDRP No95	NY Manager Ops Office	NY Manager CSC
MTM BCDRP No96	NY Manager Ops Home	NY Manager CSC
MTM BCDRP No97	NY Manager CSC Office	NY Manager CSC
MTM BCDRP No98	NY Manager CSC Home	NY Manager CSC
MTM BCDRP No99	NY Transport Manager Office	NY Transport Manager
MTM BCDRP No100	NY Transport Manager Home	NY Transport Manager
MTM BCDRP No101	VA GM Ops Office	VA GM Ops
MTM BCDRP No102	VA GM Ops Home	VA GM Ops
MTM BCDRP No103	VA Manager CSC Office	VA Manager CSC
MTM BCDRP No104	VA Manager CSC Home	VA Manager CSC
MTM BCDRP No105	VP Transit Office	VP Transit
MTM BCDRP No106	VP Transit Home	VP Transit

Periodic Review and Testing of the Plan

The BC & DRP is reviewed annually. Any subsequent changes and remedies applied based on the results and findings are updated to the BC & DRP and submitted to clients.

MTM also performs other types of periodic testing as part of the operational maintenance of systems, tools, and processes. This includes any operational procedures and processes that are described in this BC & DRP. This testing allows MTM to continuously review and update the BC & DRP and update clients upon request, other than the annual update.

The below table lists the schedule and activities of periodic testing and maintenance testing.

Timeline	System Tested	Activities Performed
Annual and Periodic	**Cisco CUCM Cluster**	Rolled all phones onto secondary nodes
	CIFS File services	File/folder restore completed
	MS Exchanger DB Cluster	Failed over to secondary node in DAG
	MS Exchange CAS servers	Failed over to secondary CAS server
	MS SQL services	GPSQL DBs manually restored
	Doubletake DB Replication	Replication to internal systems verified; data is replicated to backup systems
	AS/400	High availability system tested with user application testing on the redundant AS/400
	Terminal Server Failover	Terminal sessions shut down and users failed to alternate servers
	Cisco Adaptive Security Appliance	Rolled to secondary, shut down, and restarted primary
	I3 CaaS Cloud services	Rolled to alternate data center
	I3 CaaS Contact Center	Failover testing to alternate data center
	Site Generators	A weekly generator power on/run test is performed

Review Process

Apart from the updates made based on areas of opportunity from a real disaster scenario and operational maintenance, periodic testing results, findings, and recommendations undergo a review process by the Quality & Compliance Department and are approved by the Executives identified earlier in the BC & DRP. Any actions or remedies required are planned and addressed, and the BC & DRP is updated and published accordingly.

The BC & DR Coordinator is responsible for maintaining the most current electronic BC & DRP. The BC & DR Coordinator, along with the Quality & Compliance Department, is responsible for documenting, reviewing, and approving the most current electronic version of the BC & DRP. Management staff is responsible for developing and maintaining operational policies and procedures that impact the BC & DRP for their functional areas. On at least an annual basis, departmental policies and procedures related to BC & DR are reviewed and revised as necessary, and all policies are approved by the Quality & Compliance Committee. Management and Executive staff will annually sign a review attestation for their department, and approval/effective dates will be documented in the BC & DRP. The BC & DR Coordinator is responsible for advising Management staff and their teams regarding the updated BC & DRP.

Accreditations

URAC

MTM has earned Utilization Review Accreditation Commission (URAC) accreditation for promoting healthcare quality. This accreditation outlines a framework showing best practices that describe operational policies and procedures necessary for an effective compliance program. URAC includes standards that address the American Reinvestment and Recovery Act (ARRA) breach processing and notification requirements. The URAC Health Insurance Portability and Accountability Act (HIPAA) security standards align with the ARRA provisions, where business associates must comply with the full complement of security standards and address civil and criminal penalties outlined in ARRA. MTM has not only achieved this accreditation for our compliance program, but to engage our clients' trust and understanding of the importance to protect data files that include both personally sensitive/identifiable information (PSI/PII) and protected health information (PHI).

In our most recent URAC version 3.0 accreditation dated for April 1, 2016 to April 1, 2019, MTM received a score of 100% against mandated HIPAA compliance controls. This included organizational policy and procedure maintenance, review, and approval, regulatory compliance, client business associate agreements, client satisfaction, information management, business

continuity, information confidentiality and security, confidentiality of individually identifiable health information, quality management, staff qualifications and training, financials, consumer complaint process, consumer rights and responsibilities, and health literacy.

SSAE 16 Type II SOC1

The SOC1 certification includes a thorough review of internal controls necessary to operate our financial reporting, transaction processing, and information technology around business transportation and accounting operations. The annual service organization controls audit establishes oversight, structure, reporting lines, appropriate authorities, and responsibilities to ensure individuals are accountable for their internal control responsibilities in the pursuit of MTM and client objectives. KPMG provided the 2015 SSAE 16 Type II SOC1 audit report on MTM's transportation management system and the suitability of the design and operating effectiveness of its controls.

3. Contingency Planning

Initiation of Disaster Management Process

The VP of Operations, VP of Technology, and CEO will jointly assess each disaster scenario, initiate the appropriate plan of action, and manage the disaster until normal service is resumed. In the event that a disaster scenario occurs, the CMO and VP of Business Development, or delegate, will report the outage to all impacted clients. Each client will be informed of the nature of the disaster, the impact to operations, the plan to manage the disaster, and the anticipated timeline to resolve the issue and restore normal operations.

The VP of Operations, or delegate, will contact the head of each operational department to ensure that all departments immediately initiate the plan of action described in this document.

Hot Line and Calling Tree

The VP of Operations or Director of Workforce Management will contact each regional CSC Manager and instruct them to call the conference bridge number in the event of a disaster scenario. The recovery planning call is followed by the initiation of the calling tree to inform Customer Service Representatives (CSRs). Coaches and Supervisors will contact each of their team members to make immediate arrangements to assign and transport staff to the appropriate remote call center location. The VP of Operations or Director of Workforce Management will determine which staff is to be allocated to each remote call center.

Recovery Teams

The recovery teams have been identified in the table below.

Site	Title	Name	Role/Responsibility	Contact Information
Corporate Recovery Team	CSC Forecast and Planning Analyst, Work Force Management	Doug Kappauff	Enterprise-wide contact to redirect calls. Initiates DR alert and establishes bridge line and scheduled updates.	706-980-4631
	Director, CSC	Mary Stewart	Responsible for adequate CSR staffing and support for CSCs.	314-703-7249

Site	Title	Name	Role/Responsibility	Contact Information
	Director, Administrative Services	Gina Vogel	Primary internal contact for facilities, including notification to emergency responders (fire, ambulance, police, etc.).	314-496-8143
	Manager, Enterprise Security, IT Infrastructure	Curtis Simms	Enterprise-wide contact for system and facility security.	636-300-7586
	Director, IT Infrastructure	Chris Hoffner	Enterprise-wide contact for NET Management System, servers, phone lines, MPLS, fax lines; Responsible for contacting third party vendors.	216-577-1151
	VP, Operations	Natasha Boekholt	Enterprise-wide CSC management; initiates DR alert with Workforce Management.	314-393-6168
	CMO/VP, Business Development	Michele Lucas/Eric Reynolds	Client/provider/member notifications.	636-541-2978/314-606-8191
	CEO	Alaina Macia	Initiation of BC & DR and business oversight.	314-495-4953
	VP, Program Governance	Pamela Cook	Quality & Compliance; BC & DR coordinator.	314-482-8087
	VP, Accounting	Jill Heneghan	Payment processing: operating, transportation provider, and member (GMR) payments.	314-583-2531
	VP, Finance	Stephanie Klaas	Claims processing: transportation provider and member (GMR) payments.	314-323-3736
Houston, TX	Vice President	Valorie Williams	Notification to clients; communication with Executives and recovery team.	678-296-2549

Site	Title	Name	Role/Responsibility	Contact Information
	Director of Operations	Marshelle Simms	Communication with on-site staff and overall management of operations and facility; notification to emergency response teams (police, fire etc.).	832-627-2860
	Call Center Manager	Tracy Jackson	Call center operations management.	281-702-4692
	Technology	Nigel Beharry	Systems and infrastructure.	347-744-0119
	Transportation Manager	Stephen Nelms	Transportation provider contact	512-547-7502
Jackson, MS	Program Director	Ryan Kaspar	Notification to clients; communication with executives and recovery team.	314-780-1440
	Director of Operations	Debra Ransburg	Communication with on-site staff and overall management of operations and facility; notification to emergency response teams (police, fire etc.).	251-447-4048
	Call Center Manager	Rhonda Thompson	Call center operations management.	662-607-3890
	Technology	Cast Brown	Systems and infrastructure.	504-570-8733
	Transportation Manager	Tanaka Knight	Transportation provider contact.	601-519-7135
Madison, WI	General Manager	Danielle Dale	Notification to clients; communication with executives and recovery team.	816-739-8457
	Director of Operations	Tim Hopfensperger	Communication with on-site staff and overall management of operations and facility; notification to emergency response teams (police, fire etc.).	608-445-4254

Site	Title	Name	Role/Responsibility	Contact Information
	Call Center Manager	Michelle Kopczynski	Call center operations management.	615-900-6006
	Technology	Olexiy Gryshyn (shared with MN)	Systems and infrastructure.	608-381-5166
	Transportation Manager	Chris Behling	Transportation provider contact.	414-236-1052
St. Paul, MN	Program Director	Phil Stalboerger (interim)	Notification to clients; communication with executives and recovery team.	612-616-2445
	Director of Operations	Davin Miller	Communication with on-site staff and overall management of operations and facility; notification to emergency response teams (police, fire etc.).	715-338-8539
	Call Center Manager	Brian Rooney	Call center operations management.	763-607-6003
	Technology	Olexiy Gryshyn (shared with WI)	Systems and infrastructure.	608-381-5166
	Transportation Manager	Jim Nienaber	Transportation provider contact.	763-202-6760
Pulaski, VA	General Manager, Ops Team	Brian Arnold	Notification to clients; communication with executives and recovery team.	276-920-4999
	Call Center Manager	Kendall Ramsey	Call center operations management.	540-320-2347

Site	Title	Name	Role/Responsibility	Contact Information
Charleston, WV	Program Director	Tammy Pritt-Jones	Notification to clients; communication with executives and recovery team; communication with on-site staff and overall management of operations and facility; notification to emergency response teams (police, fire etc.).	304-380-5488
	Call Center Manager	Erica Byrd	Call center operations management.	336-575-6613
	Technology	Brandon Hicks	Systems and infrastructure.	304-553-1800
	Transportation Manager	James Stafford	Transportation provider contact.	931-302-4099
Washington, D.C.	Program Manager	Michelle Moses	Notification to clients; communication with executives and recovery team; communication with on-site staff and overall management of operations and facility; notification to emergency response teams (police, fire etc.).	202-903-9218
	Call Center Manager	Terrance Vaughn	Call center operations management.	202-823-1641
	Transportation Manager	Russell Peek	Transportation provider contact.	240-716-2569
Las Vegas, NV	Program Director	Sandra Stanko	Notification to clients; communication with executives and recovery team; communication with on-site staff and overall management of operations and facility; notification to emergency response teams (police, fire etc.).	702-496-2017

Site	Title	Name	Role/Responsibility	Contact Information
	Call Center Manager	Se'Rita Covarrubias	Call center operations management.	702-719-9327
	Technology	Johnnie McDuffie	Systems and infrastructure.	310-993-5717
	Transportation Manager	David Coppock	Transportation provider contact.	310-686-0712
Brooklyn, NY	Program Director	Sonita Terrell	Notification to clients; communication with executives and recovery team; communication with on-site staff and overall management of operations and facility; notification to emergency response teams (police, fire etc.).	718-362-0013
	Operations Manager	Crys Cooper	Communication with on-site staff and overall management of operations and facility; notification to emergency response teams (police, fire etc.).	917-375-3631
	Call Center Manager	Sharon Cox	Call center operations management.	347-295-5375
	Transportation Manager	Ryan Hanley	Transportation provider contact.	973-634-2864

Critical Risks/Threats, Priority, Impact, and Mitigation Plan

MTM has reviewed various business scenarios against potential risks and threats, and has identified and prioritized the following scenarios as critical risks/threats, along with their priority, impact, and summary actions to mitigate the risk/threat.

Critical MTM Risks/Threats	Priority	Business Impact	Summary Actions to Mitigate Risk/Threat
Telephone server goes down not due to power outage	1	Inbound/outbound calls dropped; unable to route to agents.	MTM has two Cisco call system type servers: CallManager, which allows us to have phones on the desk, and Interactive Intelligence Customer Interaction Center, which allows us to take calls and route them to agents. MTM has a primary and secondary CallManager server in production at all times. These servers are located in a remote, SOC2 compliant data center. This ensures that in the event one server fails, calls will not be dropped and can be placed as normal. MTM also has a primary and secondary Interactive Intelligence Customer Interaction Center server in production at all times. This ensures that in the event one server fails, calls will continue to be routed to agents.
Telephone lines down at regional call center location	2	Staff and agents unable to receive inbound calls or make outbound calls at remote site.	Interactive Intelligence Customer Interaction Center System routes calls to back-up call center. Call centers have secondary and tertiary identified. CSRs in secondary/tertiary call centers are trained on client plans.

Critical MTM Risks/Threats	Priority	Business Impact	Summary Actions to Mitigate Risk/Threat
Telephone lines down at corporate	3	Staff and agents unable to receive inbound calls or make outbound calls at corporate.	Maintain open work order with telecommunications provider. Calls rerouted from back-up data center to all sites over MPLS network.
Loss of MPLS connectivity	4	Loss of data connectivity; all functions at site impacted.	Every plan has primary, secondary, and tertiary call center. Calls in queue sent to other call centers. Bring site up on VPN (typically up within an hour) Contact carrier.
NET Management System goes down	5	Operational departments will transition to manual operations. Trip requests will be manually scheduled. CSRs contact providers for return trips or to confirm return trips. Member eligibility cannot be confirmed. Complaint/incident/accident processing documented on paper. Operating, member, and provider payments may be delayed.	IT initiates procedures to bring up the NET Management System on the mirrored back-up server. Primary and back-up servers are located at different sites. Data mirroring is re-enabled through high availability and disaster recovery software to ensure syncing of primary and backup server.
Power outage at corporate or regional sites	6	Corporate (LSL); Houston, TX; Jackson, MS; and Pulaski, VA: generator supports call center operations. Calls rerouted from impacted site to those with power.	Generators installed in call centers at corporate, TX, MS, and VA (corporate and VA are 24/7 operations). Workforce Management (WFM) routes calls to secondary and tertiary offices.

The content below further details the actions taken to eliminate and lessen the impact around some of the risks/threats identified above.

Telephone Server Goes Down Not Due to Power Outage

MTM has two Cisco call system type servers: CallManager, which allows us to have phones on the desk, and Interactive Intelligence Customer Interaction Center, which allows us to take CSC calls and route them to agents. MTM has a primary and secondary CallManager server in production at all times. These servers are located in a remote, SOC2 compliant data center. This ensures that in the event one server fails, calls will not be dropped and can be placed as normal. MTM also has a primary and secondary Interactive Intelligence Customer Interaction Center server in production at all times. This ensures that in the event one server fails, calls will continue to be routed to agents.

Telephone Lines Down at Corporate

If telephone lines go down at the corporate office, MTM maintains an open work order with our telecommunications provider. The CMO and VP of Business Development, or delegate, will notify clients of system failures and provide clients with appropriate phone numbers for emergencies. Network Management will notify transportation providers of the outage. Inbound toll-free numbers and outbound calls will be rerouted to redundant phone trunks at MTM's backup data center. Calls will be routed from the back-up data center to all sites over MTM's MPLS network.

Telephone Lines Down at Remote Call Center Location

The Interactive Intelligence Customer Interaction Center System automatically routes calls to back-up call centers. A secondary and tertiary back-up call center is identified for all phone lines. During normal operations, calls are routinely routed to staff in the secondary and tertiary call centers, ensuring we are fully compliant with client requirements. CSRs in the secondary and tertiary call centers are trained to the same client standards and at the same frequency as the primary call center and are able to manage calls seamlessly.

Loss of Multi-Protocol Label Switching (MPLS) Connectivity

Corporate Loses MPLS Connectivity

- IT will call our telecommunications provider.
- Network traffic is automatically rerouted to direct point-to-point connection between corporate and the primary data center.

- If both the MPLS and point-to-point connections are down, inbound toll-free numbers and outbound calls will be rerouted to redundant phone trunks at MTM's back-up data center.

Primary Datacenter Loses MPLS Connectivity

- The primary datacenter is equipped with redundant MPLS connections. If one connection goes down, traffic is automatically rerouted to the other connection.
- If both MPLS connections go down, traffic is rerouted to corporate over the point-to-point connection and to remote sites over the MPLS connection at corporate.

Back-Up Datacenter Loses MPLS Connectivity

- IT will call our telecommunications provider.
- Inbound toll-free numbers and outbound calls will be rerouted to redundant phone trunks at the corporate location.
- VPN tunnel brought up to MTM's corporate location until MPLS connectivity is restored.

Remote Site Loses MPLS Connectivity

- IT will call our telecommunications provider.
- The Interactive Intelligence Customer Interaction Center System automatically routes calls to back-up call centers. A secondary and tertiary back-up call center is identified for all phone lines. During normal operations, calls are routinely routed to staff in the secondary and tertiary call centers, ensuring we are fully compliant with client requirements.
- CSRs in the secondary and tertiary call centers are trained to the same client standards and at the same frequency as the primary call center and are able to manage calls seamlessly.
- VPN tunnel is brought up at MTM corporate location until MPLS connectivity can be restored.

The NET Management System Goes Down at All Sites

The IT department immediately investigates the reason for the outage and reports to the Executive Team when the NET Management System will be restored. The CMO and VP of Business Development, or delegate, will report the outage to all impacted clients. MTM operational departments will transition to manual operations.

IT will diagnose, assess, and determine the prognosis of the NET Management System and begin back-up procedures. If it is determined that the system is non-operational at all sites and service cannot be restored within four hours, IT initiates procedures to bring up the NET Management System on the mirrored back-up server at the geo-distinct location, located in northeast Topeka, Kansas, approximately ten miles from the primary system. Trip requests that have been recorded using the electronic trip request form are entered into the NET Management System immediately once the back-up server is online.

Once the issue is resolved, IT initiates procedures to resume operations on the main server. When the NET Management System is operational on the primary server, this server is updated to store the data that was entered on the back-up server during the period of outage. Data mirroring is re-enabled through high availability and disaster recovery software, ensuring that data between the primary and secondary server is in sync.

Specific recovery details of the IBM iSeries hardware and other infrastructure hardware are identified in **Attachments 1** and **2**.

Disaster Results in Corporate or Remote Site Unavailability

MTM has a footprint comprised of CSCs located across the nation. MTM's CSC capabilities are fully redundant and not reliant on any single office. MTM has moved to a regionalized approach which supports continued performance of operational processes. A process performed in the corporate office can be performed from a remote location, such as work from home and/or by staff relocation to another existing site.

CSC Locations
Lake St. Louis, Missouri (Corporate)
Houston, Texas
St. Paul, Minnesota
Jackson, Mississippi
Brooklyn, New York
Pulaski, Virginia
Charleston, West Virginia
Madison, Wisconsin
Washington, D.C.
Las Vegas, NV

Customer Interaction Impact

In the event of any potential system impact, pandemic impact, or any other environmental disaster that would make one or more sites unavailable, the Workforce Management department (WFM) is responsible for re-routing customer interactions at MTM's existing sites. In the event of loss at either a regional office or the corporate CSC, WFM will coordinate with the executive team, facilities departments, and CSC management to reroute interactions as required. WFM team monitors all interactions real time and can dynamically route calls through any of MTM's CSCs.

Loss of Single Facility

- To ensure full redundancy of contact centers, all interactions and phone lines are routed through multiple MTM sites (at least two) varied by size and service level requirements.
- WFM monitors service levels and call volume in real time, and can instantly modify call routing paths across all sites as needed to ensure service impacts are minimized until the center is restored.
    - WFM will update call paths as necessary through phone system administration.
    - WFM will add necessary skills to agents at other sites if needed.

Loss of Multiple Facilities or Redundant Sites

- In the event that all trained sites for any plan are impacted, WFM will manually reroute calls to other MTM CSCs.
- MTM maintains call handling documents that will be utilized as necessary by CSRs in other regional offices.
- WFM monitors service levels and call volume in real time, and can instantly modify call routing across all sites as needed to ensure service impacts are minimalized until the center is restored.
    - WFM will update call paths as necessary through phone system administration.
    - WFM will add necessary skills to agents at other sites if needed.

Loss of 24/7 Facilities

- To ensure redundancy of CSCs 24 hours per day, MTM utilizes two sites that remain active and open 24 hours per day. If either CSC is impacted, calls can be routed to the other active site.
- In the event that our 24/7 facilities become inoperable, any of MTM's other CSCs are capable of receiving calls after hours and may be activated for calls.
- Facility groups and IT security will modify and activate badges as necessary.

- Facility groups will ensure environmental controls are updated as needed.
- WFM will coordinate with local offices to recruit staff for coverage.
- WFM will update call routing to that site and those agents.

Power Outage at Corporate or Regional Sites

Facility generators provide alerts utilizing a M2M cellular remote monitoring and control device provided by OmniMetrix. Weekly power tests are performed and scheduled for every Sunday at each location. Weekly results of all generator actions are provided to IT for review and logging. Annual test loads are performed. Generators are supported and maintained by CK Power, and MTM maintains a biannual maintenance service plan for each generator. Each generator is located outside each facility in a locked cage enclosure.

4. Critical Business Functions

Workforce Management (WFM)

Impact: WFM's ability to route inbound calls to available call center staff; ability to manage schedule and contract adherence.

Dependencies: Toll-free telephone lines, telephone server, NET management system, MPLS, and Interactive Intelligence.

Systems/Tools/Processes: Phone routing system (Interactive Intelligence) and phone trunks.

Resource Dependencies: Century Link, I3, BW, and Cisco.

Maximum Allowable Downtime: Less than one day.

Resources Needed to Recover: WFM, IT, CSC Director, and CSC Management.

Actions to be Taken in the Event of Impact

WFM will coordinate with local resources and the IT department to activate users at alternate sites as deemed necessary during a disaster event. WFM will also initiate and maintain a regular disaster recovery bridge with key CSC management at all other sites to ensure continuity of service during the event. WFM will update call routing through CSC administration as necessary which may include schedules, skilling, call path, or routing priority. In the event that the corporate CSC is down, WFM is able to function from home locations or any site where internet access is available. Inbound toll-free numbers and outbound calls will be rerouted to redundant phone trunks at MTM's back-up data center.

Customer Service Center

Impact: Schedule member trips, return trips (Where's My Ride), and urgent trips (under three day notice/same day); check member plan eligibility; make changes to scheduled trips; and determine transportation provider capacity. The impact is also dependent on each client contract.

Dependencies: Toll-free telephone lines, telephone server, NET Management System, MPLS, fax, and Interactive Intelligence.

Systems/Tools/Processes: Policy and Procedures Manual: WFM initiates communication process with an email template that details the outage and CSRs are given a script with the details and steps for back-up process; Interactive Intelligence; and phone trunks.

Resource Dependencies: Century Link, I3, BW, and Cisco.

Max Allowable Downtime: Every client has a primary and secondary call center assigned. Third site will be identified if necessary. Last resort work from home option will also enable to nullify down time.

Resources Needed to Recover: WFM, IT, CSC Local Management, CSC Director, Client Services, Executive Team, CSC Staff, Corporate Directory File Server, PC (thin client), telephone, and terminal server.

Actions to be Taken in the Event of Impact

Trip Requests

CSRs will take all incoming calls during a system outage. Trips will be manually scheduled using the electronic trip forms (see **Attachment 5**) available in the corporate shared directory "CSC Management Drive," under the folder "CSC Reference Tool Kit for Sups and Managers."

Urgent trips, same day, or next day trips are scheduled immediately. CSRs will take all incoming calls and manually record the details of the trip request using the electronic trip forms. The CSR references the county-by-county transportation provider listing at time of NET Management System outage. This list is posted to the corporate shared directory identified above. The CSR contacts a transportation provider, confirms their availability, and provides them with all the trip information verbally. The transportation provider is also informed that our systems are down and they will not receive a fax for the trip until the NET Management System is operational. If a transportation provider refuses to take the trip without a fax, refer to section "Vendor Communication and Faxes."

Where's My Ride Calls and Return Trips

If a member is calling to check on their ride or ask for a return ride, the CSR should ask the member who their transportation provider was. The CSR will contact the provider to confirm the return trip. The CSR documents the trip information on the electronic trip form and saves it to the corporate shared directory identified above. Refer to section "Vendor Communication and Faxes."

Non-Urgent Trips

If the trip is non-urgent (a minimum of two to three days out or more), the trip request is documented on the electronic trip form. If a member requests more than one trip or a multi-leg trip, each trip is documented on a separate electronic trip form. The CSR references the county by county transportation provider listing at the time of NET Management System outage. This list is posted to the corporate shared directory. The CSR contacts a transportation provider, confirms their availability, and provides them with all the trip information verbally. The transportation provider is also informed that our systems are down and they will not receive a fax for the trip until the NET Management System is operating. If a transportation provider refuses to take the trip without a fax, refer to section "Vendor Communication and Faxes."

Eligibility Issues

During an outage, we will not be able to see a member's eligibility status. Trip intake should be done without question for all plans, excluding Aetna NY FIDA, Wellcare NY FIDA, and MN. If a same day trip request is received from a member of Aetna NY FIDA, Wellcare NY FIDA, or MN, the CSR verifies the member's eligibility prior to setting the trip through the appropriate client eligibility website (MN-ITS for MN and E-Paces for Aetna NY FIDA and Wellcare NY FIDA). Trip intake cannot occur for same day trips without the eligibility check.

Changes to Trips

If a trip was set prior to the NET Management System outage and the member is calling to make a change or cancellation to the trip scheduled, the CSR will search for the trip using the Trip Inquiry Report posted on the corporate shared directory identified above. The Trip Inquiry Report documents all the trip information that was originally used to set the trip, including the trip number. The CSR uses the electronic trip form to record the trip changes/cancellation. The CSR calls the transportation provider and provides them with the changes or cancellation to the trip verbally. If the transportation provider will not accept the schedule change/cancellation without a fax, refer to section "Vendor Communication and Faxes." If the trip was set after the outage began, the CSR should locate the electronic trip form for the scheduled trip on the corporate shared directory identified above and make the member's requested changes or cancellation. The agent contacts the transportation provider and communicates the revised trip information. If the transportation provider will not accept the schedule change/cancellation without a fax, refer to section "Vendor Communication and Faxes."

Transportation Providers Reach Capacity
Transportation providers alert their Network Management contact once they have reached trip capacity. Network Management notifies the CSC with the name of the provider, and agents will cease scheduling trips with provider.

Vendor Communication and Faxes
CSRs inform transportation providers that our systems are down and they will not receive faxes immediately. Transportation providers should receive any trip information verbally until a fax can be sent out. There will be no trip numbers assigned while the NET Management System is down. If the transportation provider requires a fax before they go to pick up the member; advise them that the trip information can be faxed to them, however they will not receive a trip number at this time. Once the system is up and running they will receive the normal trip fax.

Entering Trips Post Outage
Following an outage, available CSRs will work to enter all manually set trips (Electronic Trip Form saved to the corporate shared directory during the outage) into the NET Management System. Normal trip verification and authorization steps commence after normal operations are restored.

Care Management: Recurring Trips (RTP)

Impact: Ability to schedule urgent recurring trips, as well as meals and lodging requests.

Dependencies: Fax, NET Management System, and reporting tool SSRS for existing RTPS.

Systems/Tools/Processes: A report lists future scheduled trips and relevant information.

Resource Dependencies: Berlin Wheeler, Axacore, and CenturyLink.

Max Allowable Downtime: One to two days.

Resources Needed to Recover: IT, CSC Director, Client Services and Network, Corporate Directory File Server, PC (thin client), telephone, and terminal server.

Actions to be Taken in the Event of Impact

Care Management (CM) Representatives will identify and manually schedule any urgent recurring trip, meals, and lodging requests. At the time of a NET Management System outage, CM will reference the Active RTP report to identify any impacted or expiring RTPs and the trip inquiry report for any associated RTP trips which would potentially require immediate attention. These reports are posted to the corporate shared directory. Trips will be manually scheduled for care managed members using the electronic trip form (see **Attachment 5**). CM contacts a transportation provider, confirms their availability, and provides them with all the trip information verbally. The transportation provider is also informed that our systems are down and they will not receive a fax for the trip until the NET Management System is operational. If a transportation provider refuses to take the trip without a fax, refer to section "Vendor Communication and Faxes."

Following an outage, Care Management will enter all manually set recurring trips (Electronic Trip Form saved to the corporate shared directory during the outage) into the NET Management System and audit the trips scheduled during the outage. Normal trip verification and authorization steps commence after operations are restored.

Quality Management

Impact: Ability to document complaints, incidents, and accidents from inbound calls on the We Care Line, receive by email, investigate complaints, and respond to client within timeline required by contract.

Dependencies: MLPS, toll-free telephone lines, telephone server, and NET Management System.

Systems/Tools/Processes: NET Management System on AS400 mainframe.

Resource Dependencies: Berlin Wheeler, CenturyLink, and I3.

Max Allowable Downtime: One day.

Resources Needed to Recover: IT and Reporting, Corporate Directory File Server, PC (thin client), telephone, and terminal server.

Actions to be Taken in the Event of Impact

Quality Service Representatives (QSRs) take complaints, incidents, and accidents over the phone and document them on the Complaint/Incident/Accident Forms, (see **Attachments 6** and **7**), which are then transferred to the NET Management System. Complaints, incidents, and accidents are documented and resolved to the extent possible without the information in the NET Management System. Relevant information will need to be collected on the form; the forms are saved on the corporate shared directory "Quality Management" in the folder "2016 DRBCP Forms" until the system is back online and/or power is restored. When this occurs, the information on the forms is entered into the NET Management System. After the information has been entered into the system, the forms are scanned and filed on MTM's server for use in the event of any disputes or issues.

TP Helpdesk

Impact: Ability to receive calls from transportation providers regarding trip schedule changes, issues, and rate changes.

Dependencies: Toll-free telephone lines, telephone server, FAX, MPLS, SMS, email notifications, and internet access.

Systems/Tools/Processes: SNT as back-up (if just HD is down); WFM moves phone calls to call center and SNT; Network Reps send email blast to providers with communications; and providers can contact via email.

Resource Dependencies: Berlin Wheeler, Century Link, I3, Cisco, and Axacore.

Max Allowable Downtime: One to two days.

Resources Needed to Recover: IT, WFM, CSC Director, Network and SNT, Corporate Directory File Server, PC (thin client), telephone, and terminal server.

Actions to be Taken in the Event of Impact

In the event of an outage, Network Management staff in off-site locations take over transportation provider operational management. The Transportation Provider Help Desk diverts to off-site CSC locations in Pulaski, Virginia, and Houston, Texas.

Transportation Provider Help Desk Representatives take provider trip changes/issues over the phone and document them on the Transportation Provider Request Form (See **Attachment 8**)

Trip change forms are completed with provider requests and worked by the Help Desk as soon as systems are restored. The Help Desk will follow up with the provider to communicate the outcome of request or gather additional information if needed and contact the member if required. After the NET Management System is up and running, all changes documented on the Transportation Provider Request Form (See **Attachment 8**) are immediately entered in the NET Management System.

After the information has been entered into the system, the forms are scanned and filed on MTM's corporate shared directory for use in the event of any disputes or issues.

In the event the corporate office cannot be made operational within 48 hours, staff located at secondary and tertiary sites will provide weekday, weekend, and overnight support. Staff normally located at the corporate offices will be relocated to the secondary and tertiary sites at company expense for the duration of the recovery event.

Client Communications

Impact: Program Directors and Account Executives for state and MCO clients; Marketing for website updates for members; Network for transportation providers; and IT for phone messaging for members.

Dependencies: Email, internet access, web updates (third party), and outgoing phone messages (IVR messaging).

Systems/Tools/Processes: WordPress and email.

Resource Dependencies: Bluehost, Cisco, and SalesForce.

Max Allowable Downtime: Not mission critical for existing business but is for adding new businesses; five business days.

Resources Needed to Recover: Marketing, IT, and Program Director.

Actions to be Taken in the Event of Impact

A client contact list is maintained and will be used to identify the contact information. The CMO and VP of Business Development, or delegate, will communicate if required with the respective clients.

Finance

Impact: Operations, member, and transportation provider payments, including claims processing.

Dependencies: MPLS, AS400, GP, internal reporting (SQL/SSRS), and internet access.

Systems/Tools/Processes: Webprod01, AS400, Online Access, and banking tokens.

Resource Dependencies: BW and CenturyLink.

Max Allowable Downtime: Operating payments and transportation payments may be delayed depending on the day of the week and time the facility becomes unavailable.

Resources Needed to Recover: IT, Network, Client Services, WFM, HR, Corporate Directory File Server, PC, telephone, and terminal server.

Actions to be Taken in the Event of Impact

Claims Management

As soon as management is notified that the building or NET Management System is not available, Claims staff will be notified via the call tree contact list. Claims staff will work from any computer with internet access, specifically from home. Accessing the claims application does not require VPN connection, nor access to MTM e-mail. Working from an offsite computer, the Claims team is able to maintain their deadlines and workload, which include:

- Claim verifications (signatures)
- Appeals
- Escalated appeals

Payment Processing

If the corporate office is unavailable, the following actions would be taken to continue essential Accounting functions:

- Essential staff would report to the nearest MTM or affiliate office to perform functions that require VPN. If the nearest office is also unavailable, the next closest office would be utilized and so on.
- Payments: Operating payments and transportation payments may be delayed depending on the day of the week and time the facility becomes unavailable.
    - Accounting begins processing payments to transportation providers each Wednesday and the checks are printed on Thursday. If a disruption were to occur on one of those days, it is possible that payments would be delayed by one day. For those providers that receive ACH, this would result in payments being received on Monday. MTM outsources check printing to our banking partner JP Morgan, in the event of an interruption checks would be mailed a day later.
    - In the event of a delay, communication would be made to Network Management as well as Client Services.
    - The Network Management group would communicate any payment delays to our transportation providers with Client Services communicating the delay to our clients.

Eligibility

Impact: Electronic member population update (eligibility update).

Dependencies: NET Management System, FTP sites, EDI systems, MPLS, and internet access.

Systems/Tools/Processes: AS400

Resource Dependencies: Berlin Wheeler, Mayteck, and CenturyLink.

Max Allowable Downtime: One day.

Resources Needed to Recover: IT and Client Services.

Actions to be Taken in the Event of Impact

Manually run reports against production databases and/or point SSRS to pull from development servers.

Encounters

Impact: Electronic reporting of member utilization.

Dependencies: NET Management System, FTP sites, EDI systems, MPLS, and internet access.

Systems/Tools/Processes: AS400.

Resource Dependencies: Berlin Wheeler, Mayteck, and CenturyLink.

Max Allowable Downtime: Three days.

Resources Needed to Recover: IT and Client Services.

Actions to be Taken in the Event of Impact

Manually run reports against production databases and/or point SSRS to pull from development servers.

Reporting

Impact: Monthly reporting required by client contracts.

Dependencies: NET Management System, SSRS, reporting database, MPLS, and internet access.

Systems/Tools/Processes: AS400.

Resource Dependencies: Berlin Wheeler, Doubletake, and CenturyLink.

Max Allowable Downtime: One day.

Resources Needed to Recover: IT.

Actions to be Taken in the Event of Impact

Manually run reports against production databases and/or point SSRS to pull from development servers.

5. Physical Security and Access Control

Security Overview

MTM's security team provides both physical and enterprise security assurance managing the security of facilities and information data assets. This includes following a written security plan, policy, and procedures that implement industry-best practices based on a combination of using NIST, ISO, and ISO/IEC 27001/27002 guidelines.

Threat and risk management services include quarterly and annual security assessments. These services include web application, network vulnerability, penetration testing, wireless, physical, and social engineering assessments. Security awareness training is provided during new hire orientations and throughout the year by HR, Training, and Security.

Security Protocols

MTM at all times demands the use of secure connections to all required hosts for business. MTM will use and follow industry best practices as set forth and provided by the National Institute of Standards and Technology (NIST). MTM will deploy and implement secure solutions that include Web Portals/Services; digital certificates installed and trusted by a certificate authority (CA); email communications deployed offering secure (encrypted) communication and transactions with a SSL/TLS (Secure Socket Layer/Transport Layer Security) connection. File transfer services include SFTP (Secure File Transfer Protocol)/FTPS (File Transfer Protocol with SSL/TLS) solutions that meet FIPS 140-2 validated compliance. Virtual Private Networks (VPN) solutions will also include SSL/TLS security. MTM's workforce VPN authentication process is backed by a two-factor authentication process which requires an additional form of authentication in addition to just a standard username and password combination.

MTM provides multiple layers of securing our infrastructure. Physical security protocols are in place for each location, with all equipment and terminals in use. MTM provides a safe and secure place of employment at all principal and back-up locations for both employees and data storage. These services include video surveillance, intrusion detection, access control, and burglar/fire monitoring services. These services provide 24-hour protection at all locations. All infrastructure systems are logged, monitored, and indexed for user activity and processes for both reporting and security incident prevention.

Hackett Security, headquarters in St. Louis, Missouri, provides 24/7 alarm and fire monitoring services for MTM and affiliated company offices. Hackett Security is an Underwriters Laboratories (UL) certified and listed company.

Video Surveillance

Each location is equipped with video surveillance system, including at minimum an eight-channel high definition (HD) digital video recorder system capable of providing 24-hour motion recording services. MTM provides central monitoring station services from corporate office. Video surveillance includes all entry and exit doors as well as the call center operations. Any local data center rooms at each office also include video surveillance.

In the event of system malfunctions, Hackett Security may be called in for an immediate service call and most camera system failures is not considered a business critical function unless it pertains to recording a call center operations area. All video security systems are managed by security, monitored 24/7, and located behind a secure door on premise. Video retention is stored for up to 30 days of facility operations before previous recorded video is overwritten.

Intrusion Detection

Most locations have an alarm system to help protect against unauthorized entry with 24-hour protection. Our system includes silent alarm services that can be activated by location management staff to notify the police of immediate problems.

Access Control

All locations require card access readers (badges) for all location entry doors. All offsite data center rooms are also equipped with card access control. Card access activity is logged for each event triggered and all history archived and saved weekly.

In the event of system malfunctions, Hackett Security may be called in for an immediate service call and most door failures is not considered a business critical function unless it pertains to outside facility access directly into our call center operations area. All card access security systems are managed by security, monitored 24/7, and located behind a secure door on premise. User access logs are archived weekly for retention and stored indefinitely.

In our colocation data center, a separate secure card access system is managed by Digital Realty. They monitor and manage the system 24/7 and store user access logs to the facility.

Fire Monitoring

Where applicable, we provide fire alert services. Each location is equipped with Underwriters Laboratories (UL) approved equipment including smoke detectors. The corporate data center room is equipped with a HFC-125 Clean Agent fire suppression system.

All servers that host data will include system event and incident management (SIEM) services. MTM utilizes industry best practices to safeguard data. This includes a centralized data store in our data center, management of logs and events, and tracking all user activity.

MTM also provides a standardized patch management process to keep systems properly patched. Our quarterly and annual security risk assessments can identify gaps and provide analysis of security trending. MTM has a corporate policy stating that all critical vulnerabilities are remediated within 30 days of the security team's vulnerability assessments.

Remote Access Services: Two-Factor VPN Authentication

MTM requires all users accessing network resources to use Duo Security services for two-factor VPN authentication that includes advanced endpoint security to protect users from account takeovers and data breaches. Users are protected from man-in-the-middle attacks during login session and from stealing password and data.

Requirements are that a user is registers a mobile device with our system during an enrollment process. This device must be present during the authentication process (typically a smartphone). Duo Security does not use shared secrets to generate token numbers, which stop attacks and theft of username and passwords. Duo utilizes an asymmetric cryptography to verify the user's smartphone against Duo's servers. Duo implements an agile development cycle, releasing updates in hours and days. This solution is implemented into our perimeter security on premise for network access in conjunction with the cloud services hosted by Duo Security.

Perimeter Security

MTM provides an on premise high-availability Cisco ASA firewall system with AMP FirePower services, designed to operate in the event of any one system component failure and defend against cyber-attacks. This system provides multilayered protection and is an industry leader in the NSS Breach Detection Systems tested.

Cisco FirePower services include Sourcefire, based on Snort for all intrusion prevention system (IPS) services. Sourcefire provides the security and network team visibility into hosts, operating systems, applications, services, protocols, users, content, network behavior, network attacks, and malware. This provides MTM with control over access, application control, threat prevention, and a complete set of tools for firewall services.

Password Security and Management

At MTM, we understand the importance of implementing and auditing against users, admins, and service accounts for password security best practices. Password security and management is the front line of protection for all user and system accounts. Password best practices are enforced for all users and applications. MTM requirements include strong passwords for user and application passwords, and the protection and storing and maintaining high security best practices. Below are our practices for password security and management.

Administrator, System-Level, and Service Account Passwords

Critical passwords to support infrastructure services and applications are in most cases known by more than one administrator. Because of this requirement, system-level and service account passwords require greater controls:

- Passwords require change anytime someone with knowledge is removed from an administrator role.
- System-level and service account passwords are always changed from default manufacturer passwords.
- Where SNMP (system network management protocol) is used, the community strings will be disabled or changed from manufacturer default settings of public, private, and system.
- System-level and service account passwords will never be used in any electronic form of communications.
- All system-level, service accounts, and administrator passwords will also include the minimum requirements of user passwords.

Users Passwords

This is the default policy that MTM utilizes for most accounts and application profiles; some rare exceptions may exist.

- Passwords must be at minimum eight characters in length.
- Passwords changed every 90 days (exceptions exist for system-level critical application passwords).

- Passwords history length set to six passwords.
- Passwords account lockout set to five attempts.
- Passwords account lockout period set to give minutes
- Password complexity enabled (three out of five categories must be used):
    - Uppercase characters of European languages (A through Z).
    - Lowercase characters of European languages (a through z).
    - Base 10 digits (0 through 9).
    - Non-alphanumeric characters (~ ! @ # $ % ^ & * _ - + = ` | \ ( ) { } [ ] : ; " ' < > , . ? /).
    - Any Unicode character that is categorized as an alphabetic character but is not upper or lowercase.
- Username and passwords should never be sent in electronic communications together.
- Encrypted emails from staff for sensitive information require the use of identifiers on the subject line: '#reg#' or '#encrypt#'.
- Passwords are not to be shared; no exceptions.

Password Management

MTM requires staff to use KeePass (http://keepass.info/features.html) for storing passwords at both the user and administrator levels. Critical components of this product and use include:

- Passwords should never be written down and left unsecure (i.e., stored on paper, left under keyboards, sticky notes).
- KeePass supports Advanced Encryption Standard (AES, Rijndael) and the twofish algorithm to encrypt its password databases. KeePass by default encrypts the whole KeePass database, not just password fields (i.e., user names, passwords, notes).
- KeePass uses SHA-256 a 256-bit cryptographically secure one-way hash. The master password set to login to a KeePass database is hashed using this algorithm and its output is used as key for the encryption algorithms.
- KeePass is protected In-Memory Streams and from key-loggers.
- Password databases are required to be stored on-premises in a secured MTM network folder. Cloud password managers and storage services are strictly prohibited.

Investigations and Data Breach Laws

Security incidents and investigations are managed and enforced by Legal, Quality Management, and Enterprise Security. Policy, procedures, and plans are in place to provide incident management and procedures for violations and data breaches investigations. MTM requires all suppliers and vendors per the Business Associate Agreement to immediately report any data breaches.

All investigations include HR and Legal for documentation and oversight. The Quality Management and Enterprise Security teams perform assessment services and mitigation. All incidents would be logged and stored indefinitely.

MTM has established company policies and procedures for:

- Security Investigations Policy (IT)
- Security Investigations Procedures (IT)
- Reporting and Handling of Accidents Incidents Policy (QM)
- Fraud, Waste, and Abuse Prevention and Investigation Policy (QM)
- Fraud, Waste, and Abuse Prevention and Investigation Procedures (QM)
- General Counsel Oversight Compliance Policy (QM)
- Breach Notification of Unsecured PHI HIPAA HITECH Policy (QM)
- Breach Notification of Unsecured PHI HIPAA HITECH Procedure (QM)
- Regulatory Compliance Policy (Legal)
- HIPAA Violation Discipline Procedure (People and Culture; HR)

HIPAA/HITECH ACT and State Data Breach Notification Laws

MTM has developed a breach notification risk assessment tool aimed at providing a consistent approach in performing a risk assessment to determine if the breach notification would be required to be implemented as a result of a possible breach of unsecured protected health information (PHI). MTM supports and follows all regulations for breach notifications as stated on HHS' website: http://www.hhs.gov/hipaa/for-professionals/breach-notification/breach-reporting/index.html.

HIPAA Business Associates

MTM enforces strict HIPAA regulations as a Business Associate to our clients. As part of federal regulations, MTM requires all vendors and suppliers that perform certain functions or activities that involve the use or disclosure of PHI on behalf of or provides services to a Business Associate or covered entity.

Business Associate functions that pertain to most vendors or suppliers include, but are not limited to: claims processing or administration; data analysis, processing or administration; utilization review; quality assurance; billing; benefit management; practice management; and re-pricing. Business Associate services are: legal; actuarial; accounting; consulting; data aggregation; management; administrative; accreditation; and financial. The HIPAA Business Associate is listed under federal law 45 CFR 160.103, defined at

https://www.gpo.gov/fdsys/pkg/CFR-2007-title45-vol1/pdf/CFR-2007-title45-vol1-sec160-103.pdf. MTM's Legal and Security teams manage and audit Business Associate Agreements that pertain to any vendor or supplier requiring access to member health data.

6. Attachments

Attachment 1: Our Co-Located Data Center and Cloud Infrastructure

MTM technology systems and data are run from and stored in three distinct classes of data centers. Each of these centers encompasses a different level of responsibility, ownership, and different processes for ensuring business continuity. These three classes are described below. MTM expects the suppliers and vendors who provides these services have their own BR & DCP and audits them upon new contracts and on a regular basis.

Public Cloud

According to the National Institute for Standards and Technology (NIST) Special Publication 800-145, the definition of public cloud computing which is applied to MTM's application and data storage is as follows. Under this definition, MTM utilizes the services of a number of different cloud service providers for different application and data storage uses.

The NIST Definition of Cloud Computing

Cloud computing is a model for enabling ubiquitous, convenient, on-demand network access to a shared pool of configurable computing resources (e.g., networks, servers, storage, applications, and services) that can be rapidly provisioned and released with minimal management effort or service provider interaction. This cloud model is composed of five essential characteristics, three service models, and four deployment models.

Essential Characteristics:

- *On-demand self-service.* A consumer can unilaterally provision computing capabilities, such as server time and network storage, as needed automatically without requiring human interaction with each service provider.
- *Broad network access.* Capabilities are available over the network and accessed through standard mechanisms that promote use by heterogeneous thin or thick client platforms (e.g., mobile phones, tablets, laptops, and workstations).
- *Resource pooling.* The provider's computing resources are pooled to serve multiple consumers using a multi-tenant model, with different physical and virtual resources dynamically assigned and reassigned according to consumer demand. There is a sense of location independence in that the customer generally has no control or knowledge over the exact location of the provided resources but may be able to specify location at a higher level of abstraction (e.g., country, state, or datacenter). Examples of resources include storage, processing, memory, and network bandwidth.

- *Rapid elasticity.* Capabilities can be elastically provisioned and released, in some cases automatically, to scale rapidly outward and inward commensurate with demand. To the consumer, the capabilities available for provisioning often appear to be unlimited and can be appropriated in any quantity at any time.
- *Measured service.* Cloud systems automatically control and optimize resource use by leveraging a metering capability1 at some level of abstraction appropriate to the type of service (e.g., storage, processing, bandwidth, and active user accounts). Resource usage can be monitored, controlled, and reported, providing transparency for both the provider and consumer of the utilized service.

Deployment Models:

- *Private cloud.* The cloud infrastructure is provisioned for exclusive use by a single organization comprising multiple consumers (e.g., business units). It may be owned, managed, and operated by the organization, a third party, or some combination of them, and it may exist on or off premises.
- *Community cloud.* The cloud infrastructure is provisioned for exclusive use by a specific community of consumers from organizations that have shared concerns (e.g., mission, security requirements, policy, and compliance considerations). It may be owned, managed, and operated by one or more of the organizations in the community, a third party, or some combination of them, and it may exist on or off premises.
- *Public cloud.* The cloud infrastructure is provisioned for open use by the general public. It may be owned, managed, and operated by a business, academic, or government organization, or some combination of them. It exists on the premises of the cloud provider.
- *Hybrid cloud.* The cloud infrastructure is a composition of two or more distinct cloud infrastructures (private, community, or public) that remain unique entities, but are bound together by standardized or proprietary technology that enables data and application portability (e.g., cloud bursting for load balancing between clouds).

Application Service Provider

MTM utilizes the services of an Application Service Provider (ASP) to host for MTM's use a computing environment and application which are wholly owned by the service provider. The ASP determines and maintains backup, recovery, continuity, asset management, and maintenance activities related to this environment.

On-Premise

MTM owns computing hardware, and utilizes these assets to serve other business critical applications. The hardware is maintained in either MTM owned data centers in MTM office locations or in MTM leased space within co-location data centers. MTM owned data centers are managed by MTM staff for facility maintenance, access control, power, and cooling. The co-location data centers are maintained by the owning companies for the use of all of their tenants, including MTM.

MTM partners with both data center based and cloud-computing platforms to deliver world-class business functions in a highly secure and redundant data center operations.

Digital Realty Colocation Services

MTM partners with Netelligent services to host our infrastructure in a Digital Realty colocation center. This is a secured facility with state-of-the-art security, power, cooling, and redundancy. Our infrastructure environment offers a broad array of connectivity options. The colocation data center features a robust power architecture that delivers 3.9 MW of critical IT capacity and provides MTM with a multi-rack and cage configuration that ranges from 2 kW to over 1 MW. Access to Global Tier 1 Internet service providers. Data centers are 'Complete N+1 redundancy'. The security includes 100% SLA backed uptime, 7x24 onsite security, Two-factor authentication with biometric access, and CCTV monitoring. MTM's environment is designed to replicate from St. Louis to Houston for data redundancy to its workforce environment.

To cover operational controls and disaster recovery services, Digital Realty is SSAE 16 SOC1 and SOC2, SOX, ISO9001, ISO14001, ISO27001, and ISO50001 accredited.

Salesforce

Our critical path application is hosted by Salesforce (Force.com), an industry leader in enterprise cloud computing. Salesforce offers over 10 years of experience providing high availability, secure, and scalable cloud-computing application services on the Force.com platform.

Force.com provides a fully mirrored data centers that provide seamless disaster recovery. A full-scale 1:1 disaster recovery facility that guarantees consistent service performance in the event of a regional disaster. A multilevel data integrity and backup procedures ensure rapid recovery with minimal data loss. Salesforce has a $50 million investment across four data centers. Data centers are 'Complete N+1 redundancy' and provide a historical track record of high availability. Salesforce provides https://trust.salesforce.com/ to view in real-time, security

and system performance. They use secure point-to-point data replication for data backup; backup tapes for customer data never leaves their facilities – no tapes ever in transport. Data backups are created in near real time at the disk level and replicated. Being a multilevel backup strategy that includes disk-to-disk-to-tape data backup in which tape backups server as a secondary level of backup, not as the primary disaster-recovery data source. This process ensures maximum recovery speed with a minimal procedure for data loss in the event of a disaster.

To cover operational controls and disaster recovery services, Salesforce is SSAE 16 SOC2, SOX, and ISO27001 accredited. Various third party reports are available for vulnerability and SysTrust certifications.

Attachment 2: Our IBM iSeries Mainframe System

Historically, the IBM iSeries system has a 99.9% availability. Data is mirrored to a backup server in another location. If a failure occurs on the primary system, it is repaired quickly if possible. If the system cannot be repaired quickly, the NET system is brought up on the secondary iSeries system. The operating system on the iSeries has system and hardware diagnostics running at all times. If a failure is about to occur, or has occurred, a message to IBM support is automatically generated and sent to the IBM support center as well as the IT staff and is addressed immediately.

The following has been implemented to recover from any outside influence that is beyond our control:

- All of the MTM data is backed up to tape on a nightly basis. All user data on the iSeries is backed up to tape weekly. The entire system is backed up to tape on a monthly basis. These tapes are then stored offsite. These tapes are used to restore one or more objects that have been damaged due to an error in a program or some other action.
- As a last resort (both the primary and backup systems had a simultaneous unrecoverable failure), the monthly tape and the most recent nightly tape are used to restore the entire system.
- MTM currently uses a High Availability (HA) and Disaster Recovery software application that mirrors every transaction taking place on the production system and duplicates it on another iSeries backup system in a secure, monitored, hardened building, which has generator backup to ensure maximum uptime. These transactions are typically available on the backup box within milliseconds. During heavy traffic periods, a transaction may take a few minutes to be available on the backup/HA iSeries. The HA application has built-in auditing capabilities that are run nightly to ensure that both iSeries are in sync.
- The two iSeries systems are in geo-distinct locations and are constantly monitored to ensure all transactions are mirrored. Every precaution has been taken to ensure MTM's data is available at all times. The backup iSeries is brought online providing access to MTM data within approximately one hour.
- MTM has standing agreements with the hardware/software providers to provide next-day delivery of the affected servers and/or software.

Attachment 3: Infrastructure Servers and Data Back-Up Procedures

Back-up Policies

The following is the general back-up operational procedures managed and controlled by our infrastructure server operations team.

General Back-up Policies (applies to all servers)

- Back-up jobs may only be created, modified, or cancelled by a member of the server operations team. Security is provided through Active Directory integration of authorized user accounts into the account management infrastructure. All server operations team members have administrative permissions in the back-up system.
- All back-up jobs undergo an integrity check by the back-up system at the conclusion of each back-up session (nightly). The results of the back-up jobs and the integrity checks are reported to all server operations staff upon completion. Selected back-up jobs are manually tested on a quarterly basis. Annually, back-up jobs are manually tested at least once.
- All back-up jobs include job validation checks, manual job testing, testing procedures, selected file restore testing, and full virtual server restores.
- All back-up jobs run nightly during approved MTM backup windows.
- Requests for changes or additions to back-up jobs must be initiated as a change control form in the ticketing system and approved by the server operations team manager.
- Back-up jobs are performed on a VMware Virtual Machine level by the Veeam Backup & Replication application.
- Back-up stores are located in a distinct storage array separated from production data.

Database Back-up Policies (addition to General Back-up Policies)

- Database (SQL) servers have additional back-ups performed at the database level by the database engine (Microsoft SQL Server).
- Database log files are backed up at 15 minute intervals to a dedicated SQL Server Back-up network share.
- Full database back-ups are performed nightly to a dedicated SQL Server Back-up network share.
- The server hosting the SQL Server Back-up network share is backed up using the General Back-up Policies above.

Active Directory Back-up Policies (addition to General Back-up Policies)

- Active Directory schema and objects are backed up nightly with the Domain Controller Virtual Machine back-up using the Veeam Back-up & Replication application.

Email Back-up Policies (addition to General Back-up Policies)

- Microsoft Exchange 2013 configuration and email messages are backed up nightly with the backup of the inactive Exchange 2013 DAG server by the Veeam Backup & Replication application.

Restore Procedures

General Restore Procedures (applies to all servers)

- All servers can be restored as complete Virtual Machines by restoring the back-up performed by the Veeam Backup & Replication application.
- Files on any server can be individually restored using the Instant File-Level Recovery feature of the Veean Back-up & Replication application.

Database Restore Procedures (addition to the General Restore Procedures)

- Database (SQL) server databases can be restored using the Microsoft SQL Server restore procedure on the incremental or full back-ups performed by the Database Back-up Policies above.
- Database log files can be restored using the Microsoft SQL Server restore procedure on the incremental or full back-ups performed by the Database Back-up Policies above.

Active Directory Restore Procedures (addition to General Restore Procedures)

- Active Directory objects and schema can be restored using the Veeam Explorer for Active Directory feature of the Veeam Back-up & Replication application.
- Active Directory objects are located on the Active Directory Domain Controller(s) back-ups.

Email Back-up Procedures (addition to General Restore Procedures)

- Microsoft Exchange 2013 configuration information can be restored using the Veeam Explorer for Microsoft Exchange feature of the Veeam Back-up & Replication application.
- Entire Microsoft Exchange 2013 mailboxes can be restored using the Veeam Explorer for Microsoft Exchange feature of the Veeam Back-up & Replication application.
- Individual Microsoft Exchange 2013 email messages can be restored using the Veeam Explorer for Microsoft Exchange feature of the Veeam Back-up & Replication application.
- Microsoft Exchange 2013 configuration, mailboxes, and messages are located on the Exchange Mailbox Server backups.

Attachment 4: Business Disruption Form

Business Disruption Notification Report
Medical Transportation Management, Inc.

Final Report

Date & Time of Incident: 8/2/2015 11:37 AM
Expected Recovery Time: NA
Time of Next Update: NA
Restoral Date & Time: NA
Duration of Outage: 0 hour 00 minutes

Description of Outage:

- **Description**

What triggered incident:

- **Triggers**

Population &/or Location Affected:

- **What internal locations and departments**

System(s) Impacted:

☒Data	☒Telephony	☒Network	☐Systems (AS400)

Area of Responsibility:

- **Who is working on the problem**

Attachment 5: Transportation Request Form

Member's ID #:					
Caller's Name:		Relationship:			
Member's Name:		Member's DOB:			
Member's Phone #:					
Reason for call:	☐ Confirm	☐ Cancel	☐ Set Up	☐ WMR	☐ Other: (Specify)
Type of Trip	☐ Round	☐ To	☐ From		
Type of Transportation:	☐ Cab	☐ Paralift	☐ Stretcher	☐ Ambulance	☐ GMR
Pick Up Address		City:	State:	Zip:	
Appointment Date:		Appointment Time:		Return Time:	
Doctor or Facility Name:		Phone #:			
Street Address:		City:	State:	Zip:	
Type of Doctor:					
☐ Wheelchair	W/C Type:	Combined Weight:	Can member transfer: Y/N		
☐ Crutches	☐ Walker	☐ Cane	☐ Pregnant (Due Date):		
Additional Passenger(s):	Name:	Age:	Relationship:	Passenger Appt: Y/N	
Additional Passenger(s):	Name:	Age:	Relationship:	Passenger Appt: Y/N	
Additional Passenger(s):	Name:	Age:	Relationship:	Passenger Appt: Y/N	
Special Needs/Instructions:					
MTM Employee:		Date:			

Attachment 6: MTM Complaints/Compliments Form

Your Name: _____ **Date:**_____ **Time:**_____

Patient Name:_____

Caller's Name: _____ **Phone #:**_____

Member Medicaid # (if applicable):_____

Scheduled Trip Date:_____ **Appointment Time:**_____

TP: _____

MTM Client Name: _____

MTM Trip # (Authorization #):_____

COMPLAINT/COMPLIMENT

(List specific details using dates, times and names)

_____

_____

_____

_____

_____

_____

_____

MTM COMMENTS / RESOLUTION

_____

_____

_____

_____

_____

_____

Signed: _____ **Date:**_____

Attachment 7: MTM Accident/Incident Report Form

DATE OF ACCIDENT/INCIDENT: _____

PARTICIPANT(MEMBER/RECIPIENT/BENEFICIARY) INFORMATION
Name of Primary Person(s) Involved: _____
Medicaid/ID # (if applicable):_____
Trip Number: _____
Health Plan: _____
Age: _____ Phone #:_____
Residential Address:_____

LOCATION OF ACCIDENT/INCIDENT
Address (if different from above): _____
TP Name: _____ Phone: _____
Driver Name: _____

OTHER PARTICIPANTS(MEMBERS/RECIPIENTS/BENEFICIARIES) INVOLVED:
Name: _____
Name: _____
Name: _____

STAFF INVOLVED: Name: _____ Title:_____
Name: _____ Title: _____

Reported by (name): _____ Title: _____
Phone: _____ Fax: _____

Section 1 Accident/Incident Categorization

SERIOUS REPORTABLE
(report to be submitted within 24 hours)

1. Death
2. Allegation of Abuse
3. Neglect
4. Serious Physical Injury
5. Theft of Personal Property or Funds of Customers
6. Serious Medication Error
7. Improper Use of Restraints
8. Emergency Inpatient Hospitalization
9. Suicide Attempt or Threat
10. Missing Person
11. Incident Requiring Law Enforcement or Emergency Personnel
12. Aspiration

Alleged Abuse/Neglect Categories

a. Physical
b. Sexual
c. Verbal
d. Psychological
e. Self-abuse
f. Mistreatment
g. Exploitation
h. Individual/Individual

For abuse and neglect allegations, staff must be removed from <u>all</u> customer contact immediately. Please indicate below that this action has been taken.

Name of Supervisor certifying that action has been taken (print):_____
Title: _____
Signature: _____

REPORTABLE
(report written and maintained in-house for internal investigation and trending/tracking report)

1. Property Damage
2. Medication Error
3. Suicide Threat (BSP)
4. Hospitalization
5. Physical Injury
6. Vehicle Accident
7. Theft by an Individual of an Individual's Funds/Property
8. Ingestion of Harmful Substance
9. Overuse of Chemical Restraints
10. Burns
11. Blood borne Pathogens Exposure

PRIMARY LOCATION

1. Residential Facility **Circle** (ICF) (CRF)
2. Day Treatment Program
3. Community Outing
4. Transportation Vehicle
5. Natural Home
6. Hospital
7. Nursing Home
8. Other

Section 2 **DESCRIPTION OF ACCIDENT/INCIDENT** ***(Check or complete, as appropriate)***

Date of Accident/Incident: _____ Time: _____ AM ☐ PM ☐ Informed ☐ Witnessed ☐ Discovered ☐

Reporter Code: ☐ 1. Employee ☐ 2. Facility ☐ 3. Family ☐ 4. Visitor ☐ 5. Other (Name) _____

Witness Name: _____ Witness Telephone Number: _____

Witness Name: _____ Witness Telephone Number: _____

Description of the Accident/Incident (Please provide all information in a clear and concise manner – use additional pages as necessary)

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Immediate Actions Taken (Include what actions were taken and by whom, i.e., medical treatment provided)

☐ **Investigation Initiated** **By Whom**_____ **Investigator** _____

_____

_____

_____

_____

Signature of Reporter_____ Date:_____ Time:_____ AM ☐ PM ☐

Corrective Action Plan:_____

VERBAL NOTIFICATION: (Check All That Apply)	PERSON NOTIFIED	DATE	TIME
☐ Case Manager			
☐ MTM			
☐ Family/Guardian (unless otherwise documented)			
☐ Nurse/Physician			
☐ Adult/or Child Protective Services			
☐ Legal Representative/Attorney			
☐ Police Department/ MPD Report Number: _____			

Driver Signature:_____

Management/Owner Signature: _____

MTM Signature (if applicable): _____

Attachment 8: Transportation Provider Request Form

Provider Company Name: _____ **Date of Request:**_____

Person Making Request: _____ **Vendor Code:** _____

Contact Number: (_____) _____ **Trip Number:**_____

Member Name:_____

Reason for Call: (Circle) CANCELLATION CLAIMS & BILLING TRIP INFORMATION MEMBER NO SHOW TECH SUPPORT & TRAINING PRICE CHANGES COMPLAINT CREDENTIALS TRIP CORRECTIONS PROVIDER STATUS OTHER

Trip: _____**Urgent** _____**Non-Urgent (Routine)**

CALL BACK REQUIRED? _____**NO** _____**YES**

OUTCOME OF CALLBACK:

_____

_____

_____

_____

_____

_____

TRIP NOTED? _____**YES** _____**NA**

Appt Date: _____ **Appt Time:** _____AM/PM (Circle)

Type of Appointment/Doctor: (primary care, cardiologist, discharge, etc.):_____

_____

COMPLETED BY:_____ **DATE:** _____

7. Appendices

Appendix 1

The Data Center and Hardware and Software, Tools, and Applications spreadsheets provided in Appendix 1 provide support and include information relevant to the BC & DRP with respect to hardware, communication, network connectivity, and the various site locations and their specifications.

Appendix 2

The informational brochure from Digital Realty in Appendix 2 explains specifications and details of our St. Louis colocation facility.

Appendix 1

Table 1: Hardware Specifications

Location	Hardware Type	Vendor	Model	CPU	Memory	Description	Serial Number
St. Louis	Server	Cisco	UCSB-B200-M3	2 Xeon(R) CPUs @2.0GHz	512 GB	Vmware Host v5.5.0, 3248547	FCH1718J3SM
St. Louis	Server	Cisco	UCSB-B200-M3	2 Xeon(R) CPUs @2.0GHz	512 GB	Vmware Host v5.5.0, 3248547	FCH1732JC98
St. Louis	Server	Cisco	N20-B6625-1	2 Xeon(R) CPUs @2.533GHz	192 GB	Vmware Host v5.5.0, 3248547	QCI1608AFGQ
St. Louis	Server	Cisco	N20-B6625-1	2 Xeon(R) CPUs @2.533GHz	192 GB	Vmware Host v5.5.0, 3248547	QCI1503A49J
St. Louis	Server	Cisco	UCSB-B200-M4	2 Xeon(R) CPUs @2.3GHz	512 GB	Vmware Host v5.5.0, 3248547	FLM1918665P
St. Louis	Server	Cisco	UCSB-B200-M4	2 Xeon(R) CPUs @2.3GHz	512 GB	Vmware Host v5.5.0, 3248547	FCH19177DLA
St. Louis	Server	Cisco	N20-B6625-1	2 Xeon(R) CPUs @2.533GHz	192 GB	Vmware Host v5.5.0, 3248547	QCI1508A1IO
St. Louis	Server	Cisco	N20-B6625-1	2 Xeon(R) CPUs @2.533GHz	192 GB	Vmware Host v5.5.0, 3248547	QCI1503A3XK
St. Louis	Server	Cisco	UCSB-B200-M3	2 Xeon(R) CPUs @2.0GHz	512 GB	Vmware Host v5.5.0, 3248547	FCH17287PTN
St. Louis	Server	Cisco	UCSB-B200-M3	2 Xeon(R) CPUs @2.0GHz	512 GB	Vmware Host v5.5.0, 3248547	FCH17287RN8
St. Louis	Server	Cisco	N20-B6625-1	2 Xeon(R) CPUs @3.333GHz	192 GB	Vmware Host v5.5.0, 3248547	FCH152372MX
St. Louis	Server	Cisco	N20-B6625-1	2 Xeon(R) CPUs @3.333GHz	192 GB	Vmware Host v5.5.0, 3248547	FCH153173ZF
St. Louis	Server	Cisco	UCSB-B200-M4	2 Xeon(R) CPUs @2.3GHz	512 GB	Vmware Host v5.5.0, 3248547	FLM2013FXHG
St. Louis	Server	Cisco	UCSB-B200-M4	2 Xeon(R) CPUs @2.3GHz	512 GB	Vmware Host v5.5.0, 3248547	FLM2013FXH3
St. Louis	Server Chassis	Cisco	N20-C6508	N/A	N/A	Cisco UCS-B Chassis	FOX1712GXPX
St. Louis	Server Chassis	Cisco	N20-C6508	N/A	N/A	Cisco UCS-B Chassis	FOX1723GLA8
St. Louis	Fabric Interconnect	Cisco	UCS-FI-6248UP	N/A	N/A	Cisco 6248 Fabric Interconnect	SSI171806KG
St. Louis	Fabric Interconnect	Cisco	UCS-FI-6248UP	N/A	N/A	Cisco 6248 Fabric Interconnect	SSI1718068G
Houston	Server	Cisco	UCSB-B200-M3	2 Xeon(R) CPUs @2.0GHz	384 GB	Vmware Host v5.5.0, 3248547	FCH1705J2HV
Houston	Server	Cisco	UCSB-B200-M3	2 Xeon(R) CPUs @2.0GHz	384 GB	Vmware Host v5.5.0, 3248547	FCH1705J44H
Houston	Server	Cisco	N20-B6625-1	2 Xeon(R) CPUs @2.533GHz	192 GB	Vmware Host v5.5.0, 3248547	FCH153074B5
Houston	Server	Cisco	N20-B6625-1	2 Xeon(R) CPUs @2.533GHz	192 GB	Vmware Host v5.5.0, 3248547	QCI1526A2XF
Houston	Server	Cisco	N20-B6625-1	2 Xeon(R) CPUs @2.533GHz	192 GB	Vmware Host v5.5.0, 3248547	FCH153371NC
Houston	Server	Cisco	N20-B6625-1	2 Xeon(R) CPUs @2.533GHz	192 GB	Vmware Host v5.5.0, 3248547	FCH15287383
Houston	Server Chassis	Cisco	N20-C6508	N/A	N/A	Cisco UCS-B Chassis	FOX1521HBAK
Houston	Fabric Interconnect	Cisco	N10-S6100	N/A	N/A	Cisco 6100 Fabric Interconnect	SSI15290RHW
Houston	Fabric Interconnect	Cisco	N10-S6100	N/A	N/A	Cisco 6100 Fabric Interconnect	SSI15290RHP
St. Louis	switch	Cisco	WS-C4500X-32			Core Switch	JAE17280JK4
St. Louis	switch	Cisco	WS-C4500X-32			Core Switch	JAE172808ZT
St. Louis	switch	Cisco	Cisco UCS 6248UP			UCS Fabric Interconnect	SSI171806KG
St. Louis	switch	Cisco	Cisco UCS 6248UP			UCS Fabric Interconnect	SSI1718068G
St. Louis	Router	Cisco	CISCO2921/K9			Internet Router	FTX1438A19W
St. Louis	switch	Cisco	SM-ES3G-24-P			24 port switch installed in router	
St. Louis	firewall	Cisco	ASA5515			ASA in Active/Standby Pair	FGL171740E3
St. Louis	firewall	Cisco	ASA5515			ASA in Active/Standby Pair	FGL171640XN
St. Louis	Router	Cisco	AIR-CT2504-K9			Wireless Guest Anchor	PSZ173000SG
Houston	Router	Cisco	AIR-CT2504-K9			Backup Wireless Guest Anchor	PSZ173000SN

Houston	switch	Cisco	WS-C3750X-48P-L			Houston Switch Stack	FDO1502R1R1
Houston	switch	Cisco	WS-C3750X-48P-L			Houston Switch Stack	FDO1536R1EP
Houston	switch	Cisco	WS-C3750X-48P-L			Houston Switch Stack	FDO1536P1J4
Houston	switch	Cisco	WS-C3750X-48P-L			Houston Switch Stack	FDO1536K18L
Houston	switch	Cisco	WS-C3750X-48P-L			Houston Switch Stack	FDO1502R1QR
Houston	switch	Cisco	WS-C2960XR-48FPS-I			Office expansion switch stack	FDO1816B118
Houston	switch	Cisco	WS-C2960XR-48FPS-I			Office expansion switch stack	FDO1844I0A8
Houston	Router	Cisco	CISCO3925-CHASSIS			MPLS Router	FTX1539AHUB
Houston	Router	Cisco	CISCO3945-CHASSIS			Voice Gateway	FTX1539AH89
Houston	Router	Cisco	CISCO3945-CHASSIS			Voice Gateway	FTX1618AJHV
Houston	firewall	Cisco	ASA5510			Houston Firewall	JMX1538X119
Houston	switch	Cisco	Cisco UCS 6120XP			N10-S6100 UCS Fabric Interconnect	SSI15290RHW
Houston	switch	Cisco	Cisco UCS 6120XP			N10-S6100 UCS Fabric Interconnect	SSI15290RHP

Table 2: Telecommunications, Network, and Connectivity				
Location	Circuit Type	Supplier	Contact Number	Description
Houston	Internet	AT&T	866-287-6288 and 877-288-3499	50Mb DIA circuit
Houston	MPLS	CenturyLink	877-886-6515 and 800-603-8044	100Mb private circuit
Houston	Voice	CenturyLink	877-886-6515 and 800-603-8044	2x DS3 dedicated circuits
St. Louis	Internet	CenturyLink	877-886-6515 and 800-603-8044	100Mb private circuit
St. Louis	MPLS	CenturyLink	877-886-6515 and 800-603-8044	100Mb private circuit with diversity
St. Louis	MPLS	CenturyLink	877-886-6515 and 800-603-8044	100Mb private circuit with diversity
Lake St. Louis	Private fiber	Charter	866-603-3199	1Gb private circuit
Lake St. Louis	MPLS	CenturyLink	877-886-6515 and 800-603-8044	100Mb private circuit
Lake St. Louis	Voice	CenturyLink	877-886-6515 and 800-603-8044	2x DS3 dedicated circuits
Lake St. Louis	Private fiber	Charter	866-603-3199	1Gb private circuit
Berlin Wheeler 1	MPLS	CenturyLink	877-886-6515 and 800-603-8044	8xT1 12Mb private circuit
Berlin Wheeler 2	MPLS	CenturyLink	877-886-6515 and 800-603-8044	6xT1 9Mb private circuit

Table 3: Data Center Requirements

Physical Location	Description	Equipment Inventory	Computer Room and Tape Library Floor Plan	Power Requirements, Cable Diagrams, and Plug Connectors	Air Conditioning, Fire Protection, and Security	Teleprocessing Configuration Information (Data, Network, and Communication)	Equipment Configuration Charts	Model	Serial #	Brand	Location
St. Louis, MO	Colocation Data Center	See Table 1	Please refer Appendix: 2 in BC & DRP	Please refer Appendix: 2 in BC & DRP	Please refer Appendix: 2 in BC & DRP	See Table 2	Please refer Appendix: 2 in BC & DRP	Please refer Appendix: 2 in BC & DRP	Please refer Appendix: 2 in BC & DRP	Please refer Appendix: 2 in BC & DRP	Please refer Appendix: 2 in BC & DRP
	Physical space description	See Table 1	Room Dimensions 12' by 11.5'			See Table 2					5151 Mitchelldale St., Houston, TX 77902
	UPS - power feed			Liebert GXT3 AC Power System 10000VA				GXT3-10000RT208	1113500688BW103		
	UPS - power feed			Liebert GXT3 AC Power System 10000VA				GXT3-10000RT208	1035100057BW103		
	UPS - power feed			Liebert GXT3 AC Power System 5000VA				GXT3-5000RT208	1118700003BW003		
	Cooling				2 Ton Daikin mini split system						
Houston, TX	Cooling				5 Ton						
	Generators						Size: 130 kW Fuel Source: Diesel Gallon Size: 355 DR site added security: 2nd layer of security; Fence with lock.	SG130	2113966	Generac	
	Card Access Security Systems						Secure Doors: 10 Alarm Panel: 1	PC4020		DCS Maxsys Control Panel	
	Video Security Systems						Hard Drive Storage: 3.6 TB Cameras: 11 Analog	480L		Webgate 16 Channel DVR	
	Physical space description	See Table 1	Co-location facility space			See Table 2					20 Hawk Ridge Dr., Lake Saint Louis, MO 63367

Lake St. Louis, MO	UPS - power feed			Liebert GXT3 AC Power System 10000VA					1200600179BW013		21 Hawk Ridge Dr., Lake Saint Louis, MO 63367
	UPS - power feed			Liebert GXT3 AC Power System 10000VA					1105500602BW103		22 Hawk Ridge Dr., Lake Saint Louis, MO 63367
	UPS - power feed			Liebert GXT2 AC Power System 5000VA					10160R0025BW801		23 Hawk Ridge Dr., Lake Saint Louis, MO 63367
	Generators						Size: 130 kW Fuel Source: Gas	125ERESC	SGM32D54C	Kohler	20 Hawk Ridge Dr., Lake Saint Louis, MO 63367
	Card Access Security Systems						Secure Doors: 10 Alarm Panel: 1	PC4020		DCS Maxsys Control Panel	20 Hawk Ridge Dr., Lake Saint Louis, MO 63367
	Video Security Systems						Hard Drive Storage: 9 TB Cameras: 8 IP	NVS04S		Webgate 16 Channel DVR	20 Hawk Ridge Dr., Lake Saint Louis, MO 63367
	Generators						Size: 130 kW Fuel Source: Gas	SG130	2093903	Generac	16 Hawk Ridge Dr., Lake Saint Louis, MO 63367
	Card Access Security Systems						Secure Doors: 18 Alarm Panel: 1	PC4020		DCS Maxsys Control Panel	16 Hawk Ridge Dr., Lake Saint Louis, MO 63367
	Video Security Systems						Hard Drive Storage: 9 TB Cameras: 16 Analog	480L		Webgate 16 Channel DVR	16 Hawk Ridge Dr., Lake Saint Louis, MO 63367
	Card Access Security Systems						Secure Doors: 2 Alarm Panel: 0	Net2+		Paxton Control Panel	18 Hawk Ridge Dr., Lake Saint Louis, MO 63367
	Video Security Systems						Hard Drive Storage: 6 TB Cameras: 4 IP POE (LNB3143RB)	LNR408BS		Lorex 16 Channel NVR	18 Hawk Ridge Dr., Lake Saint Louis, MO 63367
	Video Security Systems						Hard Drive Storage: 5.4 TB Cameras: 6 Analog	480L		Webgate 16 Channel DVR	(CSC Operations)

	Physical space description										6360 I-55 North, Jackson, MS 39211
	Generators						Size: 50 kW	50REZGB	SGM32BCWX	Kohler	

Jackson, MS	Card Access Security Systems						Secure Doors: 8 Alarm Panel: 0	PC4020		DCS Maxsys Control Panel	
	Video Security Systems						Hard Drive Storage: 7.2 TB Cameras: 9 Analog	NVS04S		Webgate 16 Channel DVR	
Pulaski, VA	Physical space description										81 Commerce Street, Pulaski, VA 24301
	Generators						Size: 80 kW	80ERESD	3058841	Kohler	
	Card Access Security Systems						Secure Doors: 4 Alarm Panel: 1	PC4020		DCS Maxsys Control Panel	
	Video Security Systems						Hard Drive Storage: 5.4 TB Cameras: 13 Analog	480L		Webgate 16 Channel DVR	
Las Vegas, NV	Physical space description										750 Pilot Rd., Las Vegas, NV 89119
	Card Access Security Systems						Secure Doors: 4 Alarm Panel: 0	Net2+		Paxton Control Panel	
	Video Security Systems						Hard Drive Storage: 8 TB Cameras: 8 IP POE (LNB3143R-C)	LNR4080		Lorex 16 Channel NVR	
Madison, WI	Physical space description										81 Commerce Street, Pulaski, VA 24301
	Card Access Security Systems						Secure Doors: 7 Alarm Panel: 1	PC4020		DCS Maxsys Control Panel	
	Video Security Systems						Hard Drive Storage: 3.6 TB Cameras: 8 Analog	240M		Webgate 8 Channel DVR	
Mendota Heights, MN	Physical space description										1110 Centre Point Curve, Mendota Heights, MN 55120
	Card Access Security Systems						Secure Doors: 4 Alarm Panel: 0	Net2+		Paxton Control Panel	

	Video Security Systems						Hard Drive Storage: 8 TB Cameras: 8 IP POE (N133BD)	LNR416		Lorex 16 Channel NVR		
Charleston, WV	Physical space description										2 Hale St., Charleston, WV 25301	
	Card Access Security Systems						Secure Doors: 2 Alarm Panel: 1	PC4020		DCS Maxsys Control Panel		
	Video Security Systems						Hard Drive Storage: 5.4 TB Cameras: 6 Analog	NVS04S		Webgate 16 Channel DVR		
Brooklyn, NY	Physical space description										882 3rd Ave., Brooklyn, NY 11232	
	Card Access Security Systems						Secure Doors: 4 Alarm Panel: 1	PC4020		DCS Maxsys Control Panel		
	Video Security Systems						Hard Drive Storage: 3.6 TB Cameras: 8 Analog	240M		Webgate 8 Channel DVR		
Washington D.C	Physical space description										300, M street SE, Suite 825, Washington D.C 20003	
	Card Access Security Systems						Secure Doors: 4 Alarm Panel: 1	PC4020		DCS Maxsys Control Panel		
	Video Security Systems						Hard Drive Storage: 3.6 TB Cameras: 8 Analog	240M		Webgate 8 Channel DVR		

Technical Specifications of Applications, Systems, Software, and Tools

	Application/System/ Software/Tool Name	Custom or Purchased	Description	Users	Dependency	DR Process	URL	Procedure to Recover Password	Storage Capacity	Version/ Release #	Memory Allocation	Primary Contact - IT	Primary Contact - Bus Owner (Bus Unit)	Primary Contact - Vendor (Bus Unit)	Media	Critical Business Functions
1	Service Management Portal (SMP)	Custom	To submit trip requests without calling MTM	Clients, transportation providers, facilities, and members	AS400	External parties to call MTM directly	smp.mtm-inc.net	Keypass Database	60 gb	NA	4 gb	IT HD	Education, Training, Outreach	NA	Primary STL, Secondary HOU	N/A
2	Interactive Intelligence Inc (I3)	Purchased	Handles all MTM phone calls; Future enhancements for additional functionality like chat functions	Members, facilities, transportation providers, and clients	Voice circuits, MPLS	Re-route calls through back up circuits/ carriers.	N/A	I3 holds these passwords	hybrid	2015R2SU12	Hybrid	IT HD	Call Center	II Inc	Primary Cloud, STL, Secondary Cloud, HOU	TP HD, Call Center, Quality, IT HD, WorkForce, Care Management
3	Online Access	Custom			AS400, SQL svr, MEMcache		https://onlineaccess.mtm-inc.net/index/login	Keypass Database	1 tb	3.45	20 gb	IT HD	TP HD	BW	Primary STL, Secondary HOU	Credentialing, Claims, TP HD
	Online Access - Electronic Trip Download (ETD)	Custom	Allows users to run and download trip reports.	Transportation providers	AS400, SQL svr, MEMcache	Fax Trip sheets and/or call providers directly	https://onlineaccess.mtm-inc.net/index/login	Keypass Database	Part of online access	3.45	Part of online access	IT HD	TP HD		Primary STL, Secondary HOU	Providers
	Online Access - Credentialing	Custom?	stores submitted plan required data and documentation to maintain active status as MTM provider	Transportation providers	AS400, SQL svr, MEMcache	Team manually captures and stores required credentialing information- Where?	https://onlineaccess.mtm-inc.net/index/login	Keypass Database	Part of online access	3.45	Part of online access	IT HD	TP HD		Primary STL, Secondary HOU	Credentialing, Claims, TP HD
	Online Access - Service Area Builder	Custom	Requires the Transportation provider to define their service area.	Transportation providers	AS400, SQL svr, MEMcache, ArGIS	Fail over to development Server	https://onlineaccess.mtm-inc.net/index/login	Keypass Database	webprod 01, ArcGIS 5 servers each w/ 300g	3.45	5 servers each 24 gb	IT HD	TP HD		Primary STL, Secondary HOU	Credentialing, Claims, TP HD
	Online Access - Marketplace	Custom	Displays currently unassigned trips for users to accept trips that fit into their schedules	Transportation providers	AS400, SQL svr, MEMcache	Not critical to business function; Trip Assignment would bypass this module if unavailable.	https://onlineaccess.mtm-inc.net/index/login	Keypass Database	70 gb	3.45	8 gb	IT HD	TP HD		Primary STL, Secondary HOU	Credentialing, Claims, TP HD

	Online Access - Provider trip Management (PTM)	Custom	Allows rips to be rejected (turned back) if it doesn't fit into schedule; also allows for member no shows to be reported to MTM without calling directly	Transportation providers	AS400, SQL svr, MEMcache	Fail over to development server.	https://onlineaccess.mtm-inc.net/index/login	Keypass Database	Online access	3.45	Online access	IT HD	TP HD		Primary STL, Secondary HOU	Credentialing, Claims, TP HD
	Online Access - Claims	Custom	Used for submitting documentation of trip completion and to request payment for services rendered	Transportation providers	AS400, SQL svr, MEMcache	Fail over to development server	https://onlineaccess.mtm-inc.net/index/login	Keypass Database	Online access	3.45	Online access	IT HD	TP HD		Primary STL, Secondary HOU	Credentialing, Claims, TP HD
4	PTM Mobile	Custom	MTM's mobile application used to access trips, report member no shows, capture trip data and in some cases submit mobile data for claims	transportation providers	AS400, SQL svr, MEMcache, Online Access, ios, Android	Not critical to business function. Providers would use faxes/ETD reports for notification of trips, and maintain paper trip logs for signature capture	Phone app	Keypass Database	Online access		Online access	IT HD	TP HD		Primary STL, Secondary HOU	Transportation providers, TP HD

5	Axacore (faxing)	Purchased	inbound and outbound faxes for MTM, including outbound trip notification faxes	clients, transportation providers, facilities, and members	Exchange server	For trip notifications MTM would call providers with detail transportation providers could use other MTM Tools (PTM Mobile, PTM, ETD). For inbound communications, users can call MTM, email MTM (for non=PHI data), or MTM could create an SFTP portal if one doesn't exist for clients to tramit documents	NA	Keypass Database	180 gb	Andy	4 gb	IT HD	Call Center	Axacore	Primary STL, Secondary HOU	TP HD, Call Center, Quality, WorkForce, Care Management
	Novus - APP	Purchased	Routing, scheduling, and dispatching in select markets; has mobile applications	transportation providers, call center intake, dispatchers	AS400, SQL Server	Fail over to development server	get angela	keypass database	120 gb	2.1.23	4 gb	IT HD	NA	TripSpark	Primary STL, Secondary HOU	NA
6	Novus - SQL DB	Purchased	Routing, scheduling, and dispatching in select markets; has mobile applications	transportation providers, call center intake, dispatchers	AS400, SQL Server	Fail over to development server	get angela	Keypass Database	400 gb		12 gb	IT HD	NA	TripSpark	Primary STL, Secondary HOU	NA
	DriverMate	Purchased	Routing, scheduling, and dispatching in select markets; has mobile applications	Transportation providers	Novus	Fail over to development server	get angela	Keypass Database	120 gb		4 gb	IT HD	NA	TripSpark	Primary STL, Secondary HOU	NA

7	Maytech (hosted FTP)	Purchased	3rd party hosted portal for SFTP transmissions of files supplied by MTM or to post files for MTM. This would include Eligibility Files, Encounter Files and Reports	Clients and transportation providers	cloud	Utilize One Drive for secure File transmissions until services could be restored	https://mtmvendor.ftpstream.com/	Keypass Database	cloud		Cloud	EDI	Reporting & EDI	Maytech	Primary Cloud	Reporting, Eligibility, Encounters
8	SalesForce	Purchased	GMR trip log Submittal form: online form allows gas mileage reimbursement trip logs to be submitted for payment to MTM	Members	Internet	Members would submit logs through prior submittal methods (fax, secure email, or mail)	mtm.inc.my.salesforce.com	Keypass Database	cloud	spring2016	Cloud	IT HD	GMR HD		Primary Cloud	Payment Processing
9	MTM external facing website	Custom	Used by Transportation providers to login to Online Access portal	Transportation providers		Provide URL to transportation providers to login to Online Acess portal.	www.mtm-inc.net	Keypass Database	cloud		Cloud	IT HD	Marketing		Primary Cloud	NA
10	AS400	Custom - not external client facing	Core trip intake software; used to schedule transportation services	MTM staff	eserver faxing, fiashcopy	MTM Staff will manually record trip detalls until system functionality is restored. If production envlronments can't be restored timely, MTM will transition to DR servers.		Encrypted		IBMi7.1		System Admin	Call Center	BW	Primary BW, Secondary BW	All
11	Actian	Purchased - not external client facing	Importing eligibility files and generating outbound encounter files	MTM staff	physical software stored on our server, replication up to date	Point production processes to development server	actianprod.mtminc.net/designers/homepage.html	Keypass Database	120 gb	10.5.1.30	12 gb	EDI	Reporting & EDI	Actian	Primary STL, Secondary HOU	Reporting, Eligibility, Encounters

12	Microsoft Great Plains (GP)	Purchased - not external client facing	accounting software used to pay operating, members (GMR) and transportation providers	MTM staff	NA	Run processes off of development server		Keypass Database	1.2 tb	2013	48	IT HD	Accounting	Great Plains	Primary STL, Secondary HOU	Payment Processing
13	Microsoft SQL Reporting Services (SSRS)	Purchased - not external client facing	Running and scheduling reports for clients. Same day ambulance trips	MTM staff	Reporting database MTMHOUSQLDEV3	Manually run reports against production databases and/or pointSSRS to pull from development servers		Keypass Database	200 gb	Microsoft SSRS2012	32gb	Reporting & EDI	Reporting & EDI	Microsoft	Primary HOU, Secondary STL	All Internal

Appendix 2



ENERAL SPECIFICATIONS:

VAILABLE SPACE

- 18,700 sq ft of datacenter floor space

OWER

- 1,800 kW of UPS backed critical IT load capacity configured as N+1 redundancy
- 2.5 MW and 3 MW backup generators configured as N+1 redundancy
- Utility power is dual fed and delivered by 13.8 kV medium voltage service

OOLING

- Energy efficient 20 ton CRAC units configured at N+1 redundancy
- Three (3) 1,000 ton capacity cooling towers and condenser loop configured as N+1

MMUNICATION

- Dedicated pathway available from the suites to the point-of-presence room
- Diverse underground entry points to the bui

COLOCATION DATACENTER
ST LOUIS | 210 N TUCKER
SUITE 92
ST. LOUIS, MO

Scalable from a few kilowatts to megawatts of power, Digital Realty's Colocation Datacenters are move-in ready, physically secure facilities with the power, cooling and redundancy that you expect from a state-of-the-art facility. Each Colocation Datacenter is operated by our seasoned Critical Facilities Management® staff to provide the highest levels of up-time. Each Colocation Datacenter uses revenue grade electrical meters to monitor and record your power usage to ensure that you pay only for the power that you use.

Your Colocation Datacenter space is also carrier and managed servicer provider neutral to allow you to select the service providers you desire to administer your datacenter applications to your own unique specifications.

DLR LISTED NYSE

DIGITAL REALTY
Data Center Solutions

HIGH DENSITY: Supports up to 15kW per rack*



COLOCATION DATACENTER
ST LOUIS | 210 N TUCKER
SUITE 920
ST. LOUIS, MO

AVAILABILITY

- Approximately 3,700 sq ft of static floor datacenter space
- Cages and cabinets available with dedicated UPS power
- Space for up to 85 cabinets

FINISH

- 11 ft 1 in clear height from floor to ceiling

UTILITY POWER

- 13.80 kV medium voltage service
- Average rates of .06/kwh

GENERATOR BACKUP

- 1,500 kW generator provides back-up power to the datacenter
- Concurrently maintainable

UPS POWER

- 300 kW of UPS backed critical IT load
- Three (3) 180 kVA UPS systems configured as N+1
- Concurrently maintainable

COOLING

- Six (6) energy efficient 20 ton CRAC units with 11,000 cfm capacity
- Heat rejection is provided by a central condensed water plant with 1,000 ton cooling towers configured as N+1

COMMUNICATION

- Dedicated pathway available to the point-of-presence room
- Diverse underground entry points to the building

FIRE PROTECTION

- Double interlock pre-action sprinkler system
- Overhead smoke detection

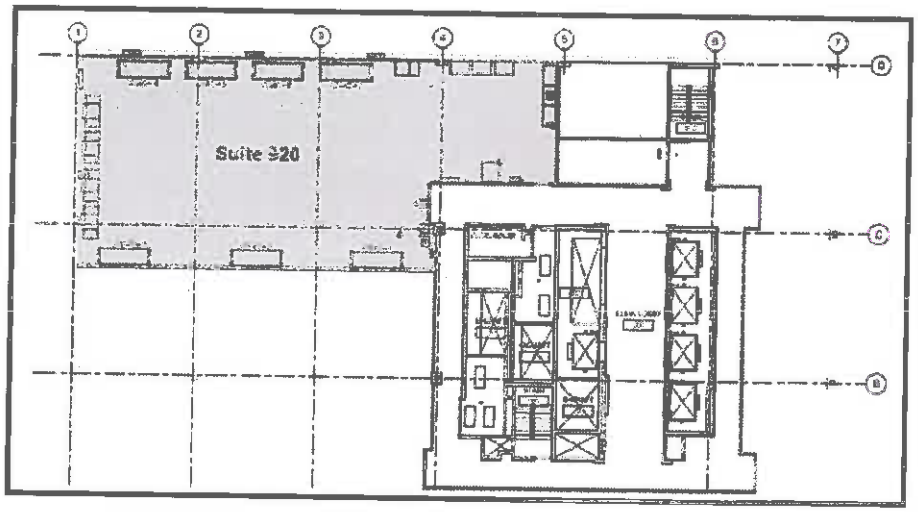
MONITORING

- HVAC, power and building critical systems managed and monitored 24 x 7 x 365
- Premises monitored by security camera 24 x 7 x 365 with digital recording and archiving

SECURITY

- 24 x 7 x 365 onsite security personnel
- Authentication access with card key access controls to the datacenter suite

210 N Tucker |Suite 920 Floor Plan



T: 1-877-DRT-DATA (1-877-378-3282)
E: sales@digitalrealty.com
W: www.digitalrealty.com

DIGITAL REALTY
Data Center Solutions

Outreach (ETO) Activities

One of MTM's core management techniques that truly separates us from our competitors is our level of education, training, and outreach (ETO) with key stakeholder groups. We ensure all parties are fully educated on the programs we operate. We find having knowledgeable users reduces frustration, questions, complaints, and inappropriate use of the system. We have dedicated departments for all stakeholders and hold training sessions in person with medical providers, social workers, and transportation providers.

We also utilize WebEx regularly for process enhancements and rolling out new web-based technology. We find it is convenient for our transportation providers, as well as medical facility staff, with their busy work schedules to log-in from their office as opposed to traveling to a meeting location.



The beginning of a contract with a new broker requires communicating proactively and effectively with eligible Members, the transportation provider community, medical facilities, advocacy groups, and the community at large in a cost efficient manner. During the implementation period and throughout the life of the contract, our Regional ETO Coordinator will conduct various outreach efforts in compliance with specific health plans, to educate and inform stakeholders on the shift in transportation service operation. The methods involved in our ETO Program include U.S. mailings, internet postings, contacting stakeholders via phone, hosting web-based seminars, and conducting face-to-face meetings depending on the audience. For example, we will provide written details such as a description of available services, including, eligibility, the service authorization process, and how to access and use transportation services properly to Members, County Assistance Offices (CAOs) and enrolled medical providers. This information will be made available to other parties upon request.

We initially designed our ETO Program to address the issue of effective communication with NEMT stakeholders in new markets. 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 being made to meet the needs of NEMT Members and other stakeholders. Upon contract award MTM will familiarize ourselves with plan specific needs and tailor our ETO Program to meet the needs of each individual program.

Members

MTM will begin the education process for Members by developing written materials that are easy to understand and adhere to reading level requirements as determined by the Flesch-Kincaid scale. Upon contract award, MTM will develop brochures, informational packets, instructional materials, and other written materials for dissemination to Members. Prior to distribution, we will submit all written material to the client for advance approval. Once approved, we will print and distribute the materials to all Member users of transportation services prior to the commencement of services. Other than mailing notices directly to Members, we also distribute materials to medical facilities, Managed Care Organizations, advocacy groups, and other venues and post the information on program-specific web pages. In addition, we will ensure all Members have copies of necessary policies and procedures in writing. Upon making a change to any policy, or at the request of the client, we will conduct additional mailing to announce changes at least 30 days prior to the effective date. We will also facilitate the distribution of mandatory written materials developed by the client.

The written Member notices that MTM develops will include:

- A detailed explanation of available benefits, including amount, duration, and scope
- How to arrange transportation, including the number to call
- What is required to arrange transportation
- Hours of operation
- Explanation of what to do in case of an emergency
- The toll-free number for our "Where's My Ride?" line

Communicating with Special Needs Populations

Throughout the life of this contract, we will develop easy-to-read educational materials for all Members, including those that specifically meet the needs of special needs populations, such as individuals with Limited English Proficiency (LEP). Our on-staff graphic designer is fluent in Spanish, and often facilitates MTM in developing bi-lingual educational materials. We have successfully developed educational materials in languages other than English in several of our service areas with broad ethnic populations, such as our Minneapolis/St. Paul operations. In this area, we developed effective ETO materials in Spanish, Hmong, Filipino, and a variety of other languages to meet the needs of Members. In addition, we can develop materials in Braille and large-print to meet the needs of blind and elderly Members.

Special Interest Groups, Community Agencies and Programs

MTM makes every effort to reach out to special interest groups, community agencies and programs to educate them on NEMT and help them to understand the needs of their Members. Throughout the life of the program, we will meet with and partner with local agencies and organizations.

To initiate our partnership the Regional ETO Coordinator will meet with as many local agencies and organizations as possible, during the implementation phase to educate on MTM services and provide a line of communication and contact. MTM will work very closely with these agencies to coordinate transportation services for their Members, and avoid duplicate efforts and fragmentation of services. We will work to integrate NEMT services with transportation programs funded by the Department of Aging and Department of Transportation. Representatives from community agencies are invited to participate on the Regional Advisory Committee, as well.

Representatives from our Network Management department will work to develop strong working relationships with Americans with Disabilities Act (ADA) public entities within the service area. We will partner with public entities and public transit providers to achieve the most appropriate and most cost effective means of transport.

Medical/Day Facilities

MTM is dedicated to quality healthcare outcomes. As such, we will work closely and in cooperation with the medical facilities to develop a consistent, successful approach for medical practitioners to order transportation services for Members attending an appointment at their facility. Our overall approach to medical facility ETO activity will begin immediately upon the start of the implementation process; MTM will mail an introductory letter and invite facilities to contact us for an in-service meeting. This ensures contact with all program-covered medical providers. We supplement this by contacting all dialysis centers, day programs, and hospitals and scheduling a date for an in-service training session.

During the in-service session, MTM will distribute a facility packet consisting of an informational flyer containing vital contact information. In addition the packet will contain necessary forms and information allowing facilities to arrange transportation for their patients. We will direct facilities to our website, customized specifically for each program, which contains the most current education and resource materials. If medical providers are unable to attend our in-service training sessions, we can accommodate them through a WebEx virtual conference.

Better Approach

Central to our customer service approach is our Care Management department, which provides oversight and review of standing orders such as dialysis as well as our meals and lodging and the Level of Need process.

The Regional ETO Coordinator and Care Management Coordinators will be responsible for assisting with MTM's Service Management Portal (SMP) training and troubleshooting. SMP is an innovative way for medical professionals to arrange transportation for their patients/facility. This process will allow a staff member to set a trip and receive confirmation of that trip on line with no phone call to MTM. The trip simultaneously shows up in MTM's system and is available for review by MTM staff.

MTM's Care Management approach to transportation management is a very successful business model. Our unique approach combines a comprehensive needs analysis of Members, with an in-depth understanding of contractual requirements. The results have been remarkable. In every area where we compete head-to-head with other brokers, medical providers praise our management of non-emergency transportation services. The Care Management staff has consistently transformed the most frustrated care managers and medical facilities into pleased allies.

Transportation Providers

Once the transportation provider has completed the credentialing process, the Area Liaison conducts a training and orientation meeting with the transportation provider. In this meeting, the Area Liaison thoroughly explains MTM's Transportation Provider Service Agreement and Guidelines which clearly outline the performance standards to which MTM will hold the provider. Next, the Liaison walks the provider through the Provider Manual and explains:

- MTM's operations
- The provider's key contacts
- Operational aspects
    - How MTM's trip award process works
    - How to read a trip manifest
    - How to properly record pick-up and drop-off information
    - How to register a complaint
    - How to bill MTM
    - The payment schedule
    - Recipient rights

This introductory meeting is important in establishing a good working relationship between MTM and the transportation provider. Also at this meeting, we will inform the provider that they are invited to become part of our Provider Advisory Committee, see the *Advisory Committees* section that appears later in this document.

In addition to the introductory meeting, we require that drivers undergo a series of important training sessions that guide the process of transporting Members. This training includes:

- Customer service skills
- Handling emergency situations
- Diffusing tense situations
- Handling special needs Members
- Basic first aid
- Defensive driving
- Working with MTM and our processes

After the transportation provider and their drivers complete all required training sessions, they submit proof of completion to MTM via the online Transportation Provider Portal. Network Representatives, Area Liaisons, Program Directors and Regional ETO Coordinators will continue conducting education, training and outreach activities throughout the life of the contract. These activities may include important updates to processes, program changes, new technology roll-outs, and specialized driver training sessions.

Clients

To ensure optimal management and coordination of NEMT services between all involved parties, MTM will provide training to the client's staff. During contract implementation, our Regional ETO Coordinator will perform in-service training sessions at a location convenient to staff personnel. In addition, if in-service training is not feasible for staff, we can coordinate online training via WebEx sessions. We anticipate the initial training session to last approximately four (4) hours.

During these training sessions, our Regional ETO Coordinator, along with our Program Director if possible, will review with attendees the MTM Operations Manual. The MTM Operations Manual will be the main training material used, and covers all aspects of working with MTM, the responsibilities each party must take on, how to contact MTM, and more. Other topics will include the various policies and procedures that will govern the program, including our policies on inclement weather and emergencies, as well as HIPAA standards and recipient confidentiality, and information about how to use the client web portal (limited to appropriate personnel only). In addition to the MTM Operations Manual, we will use copies of policies and other educational materials developed by our Marketing Department as training tools. Each individual who attends the training session will receive copies of these training materials to keep following the session. For those utilizing WebEx training services, we will ensure the proper materials are delivered to personnel prior to the session.

In addition to this initial training session, MTM will also provide ongoing training services to ensure all parties are kept up-to-date on program changes and improvements, as well as changes to CMS rules and regulations and the NEMT industry in general. Like with the initial training session, our ETO Coordinator and/or Program Director will meet with staff at a convenient location, or online WebEx training may be arranged. These ongoing training sessions will provide updated details about the NEMT program on a quarterly or as-needed basis, meeting the needs of the ever-evolving NEMT industry.

Through this proposed initial and ongoing training, MTM will begin to build quality, lasting relationships with client personnel. By working together and staying in tune with the program, we can achieve and maintain the highest quality program possible and continue to meet the needs of all Members.

Advisory Committees

During implementation, MTM establishes Advisory Committees and Subcommittees composed of medical providers, transportation providers, advocacy groups, health plan representatives, and Members. These committees will facilitate best practice development and coordination opportunities. Advisory Committees help us ensure that we receive pertinent information from all stakeholders, including valuable input that will help to enhance the program and services delivered. MTM encourages client attendance at all quarterly committee meetings.

MTM has had great success with these committees in the past. Stakeholders are excited to volunteer their time and input for improving transportation services. These Advisory Committees will become active during implementation, prior to the "go-live" date, and continue throughout the life of the contract.

Advisory Committees		
Committee	**Members**	**Role of Committee**
Provider Advisory Committee	Transportation providers	Advise MTM on issues that affect transportation providers Review transportation provider polices and policy changes which affect them Discuss transportation concerns
Regional Advisory Committee	Members, healthcare providers, human services agency representatives, transportation providers, advocacy organization representatives	Assist MTM in addressing concerns from each group of individual stakeholders Identify areas of potential services issues and gaps Guide changes and improvements to implementation activities and Readiness Review

Figure 1: Advisory Committees. MTM implements Advisory Committees for stakeholders to deliver valuable input on NEMT.

The committees will be made up of all program stakeholders and include the:

1. *Provider Advisory Committee:* This group is comprised of representatives from the transportation provider community who advise us on issues that affect transportation providers. This committee will also review transportation provider policies and changes to policies which affect them. In addition, providers and drivers can treat this committee as a platform to discuss any concerns with us. MTM values transportation provider input under any new or existing contract.
2. *Regional Advisory Committee:* MTM will also form a Regional Advisory Committee comprised of stakeholders such as healthcare providers, human services agency representatives, transportation providers, Members, and advocacy organization representatives. Through this committee, representatives will assist us in addressing concerns from each group of individual stakeholders and identifying areas of potential service issues and gaps. MTM will work with the client and medical facilities to identify Members who may be interested in attending committee meetings. In addition, we will transport Members to the quarterly meetings to ensure their input will be heard. As needed, we will establish subcommittees for individual recipient groups such as children, dialysis patients, mental health patients, intellectually and developmentally delayed individuals, and other groups.

MTM is dedicated to providing focused ETO activities with stakeholders in the community during implementation and throughout the life of this contract. We will collaborate with clients, Members, medical facilities, transportation providers, and community and advocacy groups to enhance NEMT delivery. Together, we can be an example of how a NEMT program should be properly run and the outcomes that can be achieved.

MTM

WEST VIRGINIA Department of Health & Human Resources
BUREAU FOR MEDICAL SERVICES

How to Use West Virginia Non-Emergency Medical Transportation (NEMT) Services

Do you need a ride to your Medicaid health care provider?

MTM is West Virginia's NEMT manager. We provide rides for eligible Medicaid Members. Call us to set up a ride to your medical appointment if you have no other way to get there.



To schedule a ride:

Call MTM at 1-844-549-8353. You can schedule a ride Monday through Friday from 7 a.m. to 6 p.m. Call at least five business days before your appointment. Have the following information ready when you call:

- Member name, Medicaid ID number, home address, and phone number
- The street address and the phone number where you want to be picked up
- The name, phone number, and address of the health care provider you are seeing
- The date, start time, and end time of your appointment
- General reason for the appointment (check-up, eye appointment, etc.)
- Any special needs, including if you need someone to ride with you

You may also schedule your trip online at www.mtm-inc.net/west-virginia.

To request gas mileage reimbursement:

Call MTM at 1-844-549-8353. We will determine if you qualify. Following your appointment, you will submit trip logs to MTM to receive reimbursement on your reloadable ComData MasterCard.

To cancel or reschedule a ride:

Call MTM at 1-844-549-8353. Please call as soon as possible if you need to cancel your trip or make any changes.

If your ride is late:

Call MTM's "Where's My Ride" line at 1-844-549-8354 if you have waited more than 15 minutes after the pick-up time, or if you have waited more than one hour after calling to schedule a return ride.

To file a complaint:

Call MTM's "WeCare" line at 1-866-436-0457. We follow up on all complaints.

Do you need a ride to your Medicaid health care provider?

We are MTM, West Virginia's NEMT manager. We provide rides for eligible Medicaid Members. Call us to set up a ride to your medical appointments if you have no other way to get there.

How do I schedule a ride?

Call us at **1-844-549-8353.** Make sure you call at least five business days before your appointment with a Medicaid provider. If you call with less notice and the trip is not urgent, you may need to reschedule. We schedule routine trips Monday through Friday from 7 a.m. to 6 p.m.

Please have the following information when you call:

- Member name, home address, and phone number
- Member Medicaid ID number
- The street address and the phone number where you want to be picked up
- The name, phone number, address, and ZIP code of the health care provider you are seeing
- The date and start time of your appointment
- The end time of your appointment, if you know it
- Any special needs, including if you need someone to ride with you
- General reason for the appointment (check-up, eye appointment, etc.)

You may also schedule your trip online at **www.mtm-inc.net/west-virginia.**



What do I do once my ride is set up?

- Your driver will call to remind you of your pick-up time.
- Be ready for your ride at least 15 minutes prior to the scheduled pick-up time.
- If you scheduled a ride back, your driver should pick you up less than 15 minutes after your visit is over. Call MTM if you have waited longer.
- If your visit is over and you did not schedule a ride back, call our "Where's My Ride" line at **1-844-549-8354.** The driver should arrive in less than one hour. Call MTM back if you have waited longer.
- Call our "Where's My Ride" line at **1-844-549-8354** if your driver is late or does not pick you up.

How do I cancel or reschedule my ride?

Call MTM at **1-844-549-8353** if you need to cancel your trip or make any changes.

How does MTM decide what kind of ride I need?

MTM will ask questions about your health and how you handle basic tasks. We may also consult your health care provider. Based on your needs, we will offer you:

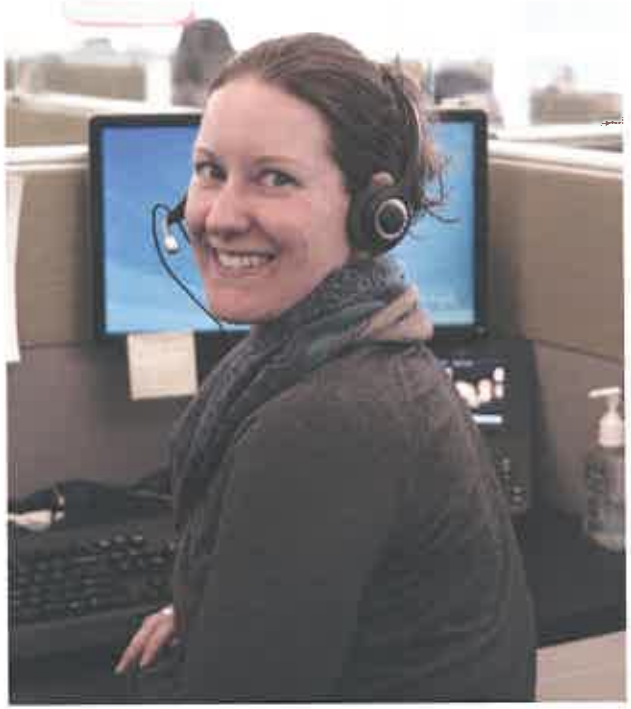
- Mileage reimbursement
- Fixed route bus tickets
- Basic ambulatory vehicle services, including sedan, van, and taxi
- Enhanced vehicle services equipped to transport wheelchairs and stretchers

What do I do if my ride is late?

Call MTM's "Where's My Ride" line at **1-844-549-8354** if you have waited:

- More than 15 minutes after the pick-up time scheduled during the original ride request
- More than one hour after calling MTM's "Where's My Ride" line to schedule a return ride, if a return ride was not scheduled during the original request





How do I file a complaint or concern about MTM's services?

We want to always provide excellent service. Call MTM's "WeCare" line at **1-866-436-0457** if you have a complaint about your service. We will follow up on all complaints.

Remember:

- To schedule a ride call **1-844-549-8353**
- You can schedule a ride Monday through Friday from 7 a.m. to 6 p.m.
- You must call at least five business days before your appointment
- Have your trip information ready
- To file a complaint call **1-866-436-0457**
- If your ride is late call **1-844-549-8354**

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To schedule a ride, call:
1-844-549-8353
7 a.m. - 6 p.m., Monday through Friday



2 Hale Street
Charleston, WV 25301

MTM

MTM

WEST VIRGINIA Department of Health & Human Resources
BUREAU FOR MEDICAL SERVICES



How to Use West Virginia Non-Emergency Medical Transportation (NEMT) Services

Avoid Card Fees

As with any debit or credit card, you will be charged fees for certain purchases. Only use ATMs with a green Allpoint™ logo to avoid fees when using your MasterCard.

Other tips:

- Do not use your card before it is activated.
- Check your balance online at www.cardholder.comdata.com. You can also call Cardholder Services at **1-888-265-8228**.
- Choose credit instead of debit when making a purchase.
- Do not use the card for a purchase that is greater than your balance unless you know the balance. Tell the salesperson to deduct the balance amount from the card. Use other funds to pay for the rest of your purchase.



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West Virginia Department of Health & Human Resources
BUREAU FOR MEDICAL SERVICES



Questions?

If you have questions about the gas reimbursement process, please call MTM at **1-888-513-0703**.



www.mtm-inc.net

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West Virginia Department of Health & Human Resources
BUREAU FOR MEDICAL SERVICES



Mileage Reimbursement

Your West Virginia Medicaid non-emergency transportation mileage reimbursement process is about to get easier



Reimbursement via Mastercard

MTM distributes gas reimbursement on a Comdata® MasterCard. Funds will be loaded onto your card on the 15th and the 30th of each month. The new process offers many benefits:

- **Saves money.** No more check cashing fees.
- **Convenience.** You can use the card anywhere that accepts MasterCard.
- **Reliability.** Nothing will get lost in the mail.
- **Certainty.** Funds are loaded onto the card each month.





Watch the Mail

You will receive an envelope with your MasterCard. You will also get important details on:

- How to activate your card.
- How to check the card balance.
- How to make purchases with the card.

Please watch for the package and read all instructions carefully. This will help you access the benefits of the program.

Funds are loaded on to the card on the 15th and the 30th of each month for all verified trips. This will include approved trips taken in previous months.

Scheduling

To schedule trips to your Medicaid health care providers, call toll-free at **1-844-549-8353**. You must call this number to qualify for the gas program. The MasterCard makes it easier to get funds after your appointment.



Lost or Stolen Cards

Always keep your card in a safe place. Call **1-888-513-0703** if your card is lost or stolen. We will order a new card. It can take up to six weeks to receive a new card.

Comdata is a registered trademar
a wholly-owned su
data Network, Inc. and
Ceridian Corporation.
CL-MTM-031-2014-1.0

Corporate Procedure

Subject:	Transportation Provider Vehicle Inspections – WV		
Procedure No:	102.012	**Created Date:**	8/8/2014
Authorized By:	Director, Provider Network	**Review Date:**	3/24/2017
Department:	Network Management	**Effective Date:**	6/9/2017

PURPOSE: Each transportation provider must display a current annual motor vehicle inspection and registration for the state in which the vehicle is registered. Vehicle inspections will be conducted of each vehicle in each provider's fleet to ensure compliance with the MTM Transportation Provider Guidelines, West Virginia State requirements and District and Federal regulations.

POLICY: Policy 102 Transportation Provider On-Site Visits

RESPONSIBILITY:

Vehicle inspections will be conducted every six months for all contracted transportation providers In addition to the semi-annual inspections, the MTM staff may conduct special and/or impromptu vehicle inspections in response to an identified compliance or quality issue.

A. All vehicles must have current state inspection and a copy must be on file with MTM and stored within the Credentialing Portal.
B. The Field Monitor or Network Management Representative will conduct a vehicle inspection of every vehicle prior to entry to the provider network and every six months thereafter.
C. The Field Monitor or Network Management Representative will indicate if the vehicle has passed or failed in each of the compliance areas on the vehicle inspection sheet.
D. The Network Management staff will affix a MTM inspection sticker on the window of each vehicle that "passed" the vehicle inspection.
E. The date of the inspection will be indicated on the inspection form.
F. If the vehicle fails the inspection, the provider will be provided a timeframe in which to correct the areas of non-compliance.
G. The Field Monitor and/or Network Management Representative will schedule a date to re-inspect the vehicle.
H. The re-inspection date will be indicated on the inspection form.
I. Any vehicle that has failed the inspection will also be removed from the provider's fleet and the web credentialing system until the vehicle has passed the inspection and is in compliance with the transportation provider guidelines.
J. All vehicle inspection forms will be signed and dated by a Network Management staff.

This procedure is reviewed on an annual basis for appropriateness and effectiveness.

Vehicle Inspection Sheet

Inspection Date:		State/Regulatory Authority Inspection Date:	
Transportation Provider:		State/Regulatory Authority #:	
Year/Make/Model:		Vehicle Color:	
VIN:		Capacity:	
License Plate #:		W/C Lift Type:	
License Expiration Date:		Lift Location:	
Fleet #:		Odometer:	

Exterior Safety	Approved	Service Notes
Horn		
2 Exterior Rearview Mirrors		
Brake Lights		
Headlights		
Hazard Lights		
Reverse Lights		
Turn Signals		
Parking Brake		
Tire Condition		
Spare Tire & Jack		
Windshield Condition		
Wipers Operational		

Interior Safety Equipment	Approved	Service Notes
Seat Belts		
Seat Belt Extensions		
Seat Belt Cutter		
Step Stool (if applicable)		
Operable Speedometer/Odometer		
Blood Borne Pathogen Kit		
First Aid Kit		
Mounted Fire Extinguisher		
3 Emergency Triangle Reflectors		
Interior Lights		
Interior Rear View Mirror		
Upholstery Condition		
Clean Interior		
Operable Windows		
Operable AC / Heat / Ventilation		
Extra Electrical Fuses		
Operable Flashlight		
Ice Scraper (if applicable)		

Communication	Approved	Service Notes
2 Way Radio or Cellular Phone		

Information Package	Approved	Service Notes
Current Vehicle Registration		
Valid Insurance ID Card		
Incident /Accident Forms		
Maps or GPS Applications		

Signs	Approved	Service Notes
Exterior Company Placard (both sides)		
Interior Company Placard / MTM Contact Info		
"No Smoking / Eating / Drinking"		
"All Passengers Must Wear Seatbelts"		

Structural	Approved	Service Notes
Wall Panel / Headliner		
Vehicle Body Integrity		
Operational Doors		

Wheel Chair Vehicle	Approved	Service Notes
Operable Wheelchair Lift/Ramp		
Hand Rails		
Lift Controls Inside Vehicle & Secure		
Shoulder Restraint		
Lap Belt		
4 Floor Straps - Forward Facing Position		
Lift/Ramp Lock		
Parking Brake & Engine Interlock System		
Metal / Mesh / Non-skid Plate		
Emergency Manual Lift		
Lift Reflector Tape		

Stretcher	Approved	Service Notes
Mattress: non-porous fabric, at least 3" thick		
Restraining straps (chest, hip & knee)		
Restraint for upper torso		
Straps have metal-to-metal quick-release		
Clean Linen, Blankets, Pillows		
Exit / Entry Area Clear		
Oxygen Tank Retention System		
Waterless Antiseptic Hand Wash		
Disinfection Supplies / Soiled Linen Bag		
Stretcher Anchorages, Center Mounting		

Comments:

Inspection Result:	
Inspection Sticker Applied:	
Next Inspection Date:	
	Inspector Signature