CRFP 0511 BMS2000000003

Proposal for Non-Emergency Medical Transportation and STP

Prepared for

West Virginia Health and Human Resources

Bureau for Medical Services

RECEIVED
2020 APR -9 AM 10: 18
WV PURCHASING DIVISION

Submitted by:



Business Address: 635 Maryville Centre Drive, Suite 300, St. Louis, MO 63141
Phone: 636-561-5686 | Fax: 636-561-2962

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

Vendor Representative: Alaina Marcia Date: _____

April 10, 2020

April 8, 2020

Brittany Ingraham
Department of Administration
Purchasing Division
2019 Washington Street East
Charleston, WV 25305-0130

RE: CRFP 0511 BMS2000000003

Dear Ms. Ingraham:

As a demonstration of its commitment to providing quality non-emergency medical transportation (NEMT) services to West Virginia Medicaid members, the Bureau for Medical Services (BMS) seeks a qualified contractor to manage the NEMT program with a focus on program efficiency, consistency, and building a strong transportation provider network. With over 25 years of experience as a NEMT broker, Medical Transportation Management, Inc. (MTM) is BMS' best choice to manage NEMT services for West Virginia Medicaid members.

As we did from 2014 to 2018, MTM will operate a compliant, reliable, efficient NEMT program. Under our management, the program will thrive with a reliable network of transportation providers; fully trained team; industry-leading technology; and strong relationships with stakeholders. MTM offers BMS a proven approach and record of success in achieving quality NEMT programs.

Our proposal details our approach to meeting BMS' objectives for the program, as well as our experience successfully delivering similar services across the nation. We have read, understand, and agree to all requirements of the RFP and the six accompanying addenda. As President and CEO, I am the officer authorized to bind MTM to the presented offer. BMS may communicate with Chief Marketing Officer Michele Lucas regarding the proposal and contract negotiations. Please do not hesitate to reach out to Michele with any questions via phone at 636-695-5536 or email at mlucas@mtm-inc.net.

On behalf of MTM, I look forward to discussing our proposal for MTM's operation of the BMS NEMT brokerage program in the near future.

Sincerely,

Alaina Maciá

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

Table of Contents

TABLE OF CONTENTS **1**

EXECUTIVE SUMMARY **4**

A Proven Partner for West Virginia 5
Moving the NEMT Brokerage Program Forward 6
BMS' Best Choice 7

4.2 PROJECT GOALS AND MANDATORY REQUIREMENTS **8**

Management Approach 8
- *Leadership* *8*
- *Planning and Initiation* *8*
- *Project Execution* *9*
- *Monitoring and Oversight* *9*
- *Continual Improvement* *9*

4.2.1 Goals and Objectives 10
- *4.2.1.1 Appendix 1, Operational Specifications* *10*
- *4.2.1.2 Appendix 2, Implementation Specifications* *91*
- *4.2.1.3 Subcontractors* *102*
- *4.2.1.4 Database* *102*
- *4.2.1.5 Report Development and Production* *104*
- *4.2.1.6 Supplying Required Deliverables* *106*
- *4.2.1.7 Supplying Written Material* *107*
- *4.2.1.8 Providing Increased Training* *107*
- *4.2.1.9 Change Control Procedures* *108*
- *4.2.1.10 Communication Plan* *109*
- *4.2.1.11 Grievance Process* *110*
- *4.2.1.12 Contracting with Qualified Transportation Providers* *110*
- *4.2.1.13 Screening Staff and Providers* *111*
- *4.2.1.14 Addressing Non-Compliant Medicaid Members* *112*
- *4.2.1.15 Collaborating to Ensure Appropriate Level of Service* *112*
- *4.2.1.16 Prior Authorization Requirements* *113*
- *4.2.1.17 Maintaining Transportation Provider Credentials* *113*
- *4.2.1.18 Handling Out of Area Requests* *115*
- *4.2.1.19 Preventing and Handling Fraud, Waste, and Abuse* *116*
- *4.2.1.20 Establishing an Advisory Committee* *118*
- *4.2.1.21 Providing Monthly Trip Reports* *119*

- *4.2.1.22 Providing NEMT Utilization Reports for MAT 119*
- *4.2.1.23 Handling Non-Compliant Medical Providers 119*
- *4.2.1.24 Jobs and Hope Program 120*
- *4.2.1.25 Ride Sharing Solution 121*
- *4.2.1.26 Implementing Requirements by 'Go-Live' 124*
- *4.2.1.27 Experience Operating Statewide Programs 124*
- *4.2.1.28 Providing Transportation in all West Virginia Counties 125*
- *4.2.1.29 Providing On-Demand Ride Response Services 126*
- *4.2.1.30 Providing On-Time Rides 126*
- *4.2.1.31 Multi-Passenger Trips 127*
- *4.2.1.32 Maintaining On-Time Performance 127*
- *4.2.1.33 Approach and Methodology to Personnel Management 128*
- *4.2.1.34 Platform Development and Implementation 128*
- *4.2.1.35 Conducting Training and Education for Authorized Users 130*
- *4.2.1.36 Reporting for Service Level Agreements 131*
- *4.2.1.37 Rolling Calls to Behavioral Health Line 131*
- *4.2.1.38 Behavioral Health Transportation 132*
- *4.2.1.39 Recruitment Initiatives in Challenging Counties 132*
- *4.2.1.40 Educating Facilities on Urgent Trip Protocols 133*
- *4.2.1.41 Following Up with Individuals 133*
- *4.2.1.42 Online Process for Urgent Requests 134*

4.2.2 Mandatory Project Requirements 134

- *4.2.2.1 Complying with Laws, Ordinances, Orders, and Regulations 134*
- *4.2.2.2 Maintaining Appropriate Staffing 135*
- *4.2.2.3 Call Center Location 135*
- *4.2.2.4 Operating the NEMT Brokerage Program 136*
- *4.2.2.5 Reimbursing Transportation Providers 137*
- *4.2.2.6 Complying with BMS' Rebate Program 138*
- *4.2.2.7 Completing Startup Activities 139*
- *4.2.2.8 Monthly Administrative Meetings with BMS Staff 139*

4.3 QUALIFICATIONS AND EXPERIENCE 140

Staffing Plan 140

- *Staff Training 142*

4.3.1 Qualification and Experience Information 144

- *4.3.1.1 Organizational Charts 144*
- *4.3.1.2 Roles, Responsibilities, and Skills 144*
- *4.3.1.3 Job Descriptions 155*

- *4.3.1.4 Off-Site Work 155*
- *4.3.1.5 Promoting Staff Retention 156*
- *4.3.1.6 Approach and Methodology to Personnel Management 160*
- *4.3.1.7 Operating NEMT Brokerage for Similar Populations 160*

4.3.2 MANDATORY QUALIFICATION/EXPERIENCE REQUIREMENTS 164

- *4.3.2.1 Key Staff 164*
- *4.3.2.2 Resumes 164*
- *4.3.2.3 References 165*

REQUIRED FORMS 170

ATTACHMENTS 171

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.

Medical Transportation Management, Inc. (MTM) is a certified Women's Business Enterprise (WBE) headquartered in St. Louis, Missouri. In 2014, MTM implemented West Virginia's first brokered NEMT program. We worked diligently to rally the program's stakeholders toward 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, transportation providers, and members.

From 2014 to 2018, we successfully operated the NEMT Brokerage Program on behalf of BMS, carrying out the critical transportation brokerage functions in a consistent and high-quality manner. Our operations included:

- A trained and qualified team of over 70 management, logistics, and call center employees, many who served the program since its inception
- A 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 transportation providers with almost 900 vehicles statewide, 47 approved volunteer drivers, as well as providers in bordering states

From 2015 to 2017, MTM accommodated a 71% increase in trip legs, all while maintaining the following high standards:

- ✓ 0.2% late or missed trips
- ✓ 2.7% call abandonment rate

- ✓ 9,100 public transit trips performed annually
- ✓ 0.05% transportation provider no-shows
- ✓ 32 seconds average wait time in call queue
- ✓ 100% compliance with Behavioral Health Center transports
- ✓ 100% compliance with reimbursement timeliness
- ✓ Zero corrective action plans

We also proved ourselves to be a fiscally sound partner to BMS. MTM increased 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 leveraged a strong network of volunteer drivers throughout the state.

During our tenure as BMS' broker, we regularly exceeded BMS' expectations for both pre- and post-transportation verification checks. We conducted nightly adjudication of all trips, and provided thorough training for employees, transportation providers, and facilities, completing approximately 10,350 validations checks for GMR each month. Should we be awarded a contract, BMS can look forward to the same level of vigilance, quality, and thoroughness from MTM once again.

A Proven Partner for West Virginia

The Mountain State faces unique transportation challenges:

- As the nation's third most rural state, more than half 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 third-highest percentage of residents age 65 and over
- West Virginia has the nation's highest rate of age-adjusted drug overdose deaths involving opioids

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.

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, transportation providers, medical providers, and facilities alike. During implementation, we contracted, credentialed, and trained more than 70 transportation providers and 500 drivers.

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

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. More than 90% of MTM employees dedicated to this contract were West Virginians; we plan to continue investing in the local economy by hiring West Virginia-based staff if awarded a contract. 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 also discovered and realized multiple opportunities for fraud and abuse reduction, including denying trips to non-Medicaid approved services.

Moving the NEMT Brokerage Program Forward

Our goal is simple: deliver the most value to BMS. MTM's priority will be to operate a high-quality NEMT Brokerage Program that provides reliable access to medical care for West Virginia Medicaid members. BMS has entrusted MTM with the provision of these services once before; reinstating this partnership will benefit all stakeholders, with low risk and high rewards. MTM is

well positioned to build upon the solid foundation of our previous work in West Virginia. With an understanding of how to put the appropriate framework and personnel in place, we seek to invest in enhancements for the NEMT Brokerage Program.

Perhaps the most significant advancement MTM will bring to BMS is our software system. In 2017, MTM formally acquired Reveal Management Services, Inc. (Reveal), a leading transportation software company. We have customized the Reveal platform, which is designed to improve routing, scheduling, and dispatching (RSD) at the provider level, for our NEMT broker model. The resulting hybrid system, which we refer to as MTM Link, combines the transit-proven RSD and electronic tracking capabilities of Reveal with MTM's NEMT-proven solution.

MTM Link, powered by the Reveal RSD engine, automates the routing and scheduling process; provides optimum dispatching through real-time GPS information; and offers an easy-to-use smartphone app for drivers that facilitates trip manifest distribution, automatic vehicle location (AVL) tracking, short notice trip assignment, signature capture, and claims data transmission. Members can also use a portal or mobile app to view trip information, confirm or cancel scheduled trips, or view vehicle locations in real-time for enhanced Where's My Ride data. Members who do not have a smartphone can receive text message alerts for trip confirmation, cancellation, and imminent arrival. MTM and BMS can view live and historic on-time performance and GPS data to monitor service quality and resolve complaints.



MTM Link's features far exceed the requirements of this contract, and will position the West Virginia NEMT program as a model for transportation technology innovation and efficiency.

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. Together, MTM and BMS worked diligently to improve program quality from 2014 to 2018. Our compliant transportation provider network, strong relationships with facilities, and high member satisfaction exemplified our combined successful efforts. Reinstating the partnership between MTM and BMS will benefit all stakeholders and offer the lowest risk and highest rewards for the State of West Virginia's NEMT Brokerage Program.

4.2 Project Goals and Mandatory Requirements

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. Vendor should describe its approach and methodology to providing the service or solving the problem described by meet the goals/objectives identified below.

Management Approach

An effective management approach is the keystone of any successful program, and MTM's methodology makes us the best choice for BMS. Leadership, at both the executive and local levels, will oversee all decisions and tasks, which are grouped into phases consisting of planning and initiation, project execution, and monitoring and control. Throughout the life of this contract, MTM will continually look for areas of improvement that will result in cost efficiencies, better performance, and service enhancements. This proven project management approach will ensure we meet the scope of work for the West Virginia NEMT program, as laid out within the RFP.

Leadership

For 25 years, MTM has been a leader in NEMT management and has successfully provided NEMT services across the country, including in West Virginia. Currently, we provide 20 million annual trips for 12 million members in 31 states and the District of Columbia. MTM's leadership team is comprised of industry experts with a wide breadth of relevant experience. This team will serve as the keystone of this project, as they do for several similar programs. Our executive leadership team will be engaged in the management of the BMS program during implementation and throughout the life of the contract, ensuring all goals and objectives within the scope of work are met. Working in tandem with our highly qualified local staff, this team will provide a comprehensive, top-down perspective that addresses West Virginia's unique needs and requirements. Detail on our executive team and proposed local staff are provided later in our proposal.

Planning and Initiation

From the outset of contract award, MTM will work in a consultative, transparent capacity with BMS. This will include a series of discovery meetings to assess program strengths, weaknesses, needs, and goals. From there, we tailor our implementation work plan, the foundation of which was developed based on our teams' many years of collective experience, along with industry

best practices. This plan details and clarifies all milestones and activities necessary to begin the project. MTM developed a proposed implementation work plan, included as **Attachment A**, which provides a timeline showing how we will meet all project deliverables, and will provide a springboard for effective communication and implementation.

Project Execution

Once BMS approves our Implementation Work Plan, Project Manager Steven Burton and an implementation team made up of representatives from all relevant departments will begin implementation activities. Of particular importance during this period is our communication and update approach, which we facilitate through weekly project meetings. This ensures adherence to the schedule, permits modifications, alerts key individuals of changing circumstances, and results in a successful start to provide immediate compliance with BMS' scope of work.

Monitoring and Oversight

Our MTM Link software provides us with a wide array of actionable data, which we will use for monitoring and oversight of the program. This will provide both MTM and BMS with insight into program successes and opportunities, and will serve as a guide that checks and balances operational activities. Through monthly reporting and regular meetings, we will freely communicate our findings and have an understanding of the program's vital signs, allowing us to nimbly make any adjustments necessary.

Continual Improvement

Successful programs allow for flexibility to make changes and adjustments to daily protocols and processes. The scope of work will be met through strong leadership, effective communication, and a commitment to doing whatever is necessary to offer the best service to BMS and its stakeholders. MTM uses the results of our quality monitoring procedures to identify performance improvement initiatives, deliver targeted training, and enhance processes. MTM also regularly solicits feedback from all stakeholders, including through regular stakeholder meetings, through the comment form on our website, and through meetings with BMS itself.

MTM also underwent a lean organizational transformation to improve processes and workflows and ensure continual improvement activities to drive the organization forward. We have been evaluating all key workflows at both corporate and local levels and conducting Value Stream Mapping sessions to dissect the flow of information and identify opportunities for improvement.



Through the Lean program, we are reviewing our processes end-to-end, with all stakeholders of the process involved to identify the key steps, inputs, outputs, and success criteria. We then identify any waste in the process, including re-work, incomplete work, and/or unnecessary steps to identity the future state of the process. Once we have identified our desired future state, we create a project plan to modify the process.

Using these tools and feedback, we are able to improve service in a documented and measurable way. MTM commits to continually evaluating and monitoring the program to drive quality initiatives, improve stakeholder satisfaction, and control costs.

Additionally, as detailed later in our proposal, MTM was one of the first companies in the NEMT industry to pursue and receive Utilization Review Accreditation Committee (URAC) Core Standard accreditation. We continuously maintain this accreditation.

4.2.1 Goals and Objectives

4.2.1.1 Appendix 1, Operational Specifications

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

MTM 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 sections provide detail on our plan, approach, and experience related to these functions.

I. NEMT Service Request Processing

As required, MTM will comply with all codes, chapters, regulations, and policies listed in *Appendix 1, I. NEMT Service Request Processing*. This includes BMS Chapter 24 of the West Virginia State Medicaid Manual for transportation provider requirements, Chapter 27 of the West Virginia Bureau for Children and Families (BCF) Income Maintenance Manual, and 42 CFR Section 440.170. Our processes and procedures for screening, assignment, dispatching, payment, and monitoring of NEMT requests are described in the paragraphs below.

Further, we will maintain compliance with West Virginia Code, Chapter 46 A, Ar. 2A; West Virginia Code Chapter 61, Art. 3C; any policies issued by the West Virginia Office of Technology, Chief Technology Officer; and the West Virginia Executive Branch Privacy Policy. Our Corporate Compliance and Audit department is responsible for ensuring MTM complies with our clients' requirements. They serve as the gatekeepers for our ongoing success by conducting internal and external audits on a regular basis.

MTM is already familiar with BMS' requirements, having previously operated this contract and maintained full compliance with West Virginia regulations.

A. Screening

In our 25 years of experience, MTM has mastered handling NEMT services requests from large populations of Medicaid members, their families or representatives, and medical or transportation providers. MTM's reservation and scheduling system, MTM Link, is highly intuitive and built to deliver alerts, pop-up menus, scripts, and client protocols as the Customer Care Representative (CCR) moves through scheduling. We screen all NEMT requests to ensure proper utilization.

MTM will use the Medicaid eligibility file provided by BMS to determine eligibility for NEMT services. During implementation, and upon receipt from BMS thereafter, we will load the file into MTM Link. MTM Link then automatically checks the member's information against data provided within the member eligibility file to verify that the member is eligible for Medicaid.

Determining Need for NEMT



After confirming the eligibility of the member, the CCR will interview the member using a BMS-approved script to gather all pertinent information, including his or 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. The CCR will require the member to verbally certify that he or she has no access to alternative transportation. If the CCR identifies a member as having alternative transportation resources available, such as a private vehicle or mass transit that she or he uses for ordinary activities of daily living, the CCR flags this information for reference during future trip requests and sets the trip using the lowest-cost mode.

When determining need for NEMT services, the CCR accepts information provided by a member, or person speaking on behalf of the member, as valid. If the member or representative gives the CCR cause to doubt the validity of information provided, the CCR notes the cause in the system, flagging it for review by a supervisor, and continues setting the trip. A CCR reviews all flagged trips and 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.

After the CCR confirms eligibility and needs, the CCR will verify the NEMT service is to an enrolled, in-network/in-state provider located within West Virginia or within 30 miles of its border; or that the member has received prior authorization from the Utilization Management Contractor (UMC) or an appropriate agency. For each trip, the CCR enters the trip reason. During implementation, we will load our system with BMS' covered services, and MTM Link will automatically alert the CCR if the trip reason is a non-covered service. Further, MTM trains CCRs on covered services, instructing them to deny transportation to non-covered services. If a member attempts to request a ride for a non-covered service, the CCR will deny the trip.

Level of Transportation Need

MTM assigns the lowest cost, most appropriate mode of transportation based on the member's medical and cognitive abilities. For new callers, the CCR will inquire if the member has any special needs affecting transportation services, such as the use of a mobility device, cane, or walker. MTM Link retains information about permanent and temporary special needs such as the use of a mobility device or hearing impairment. If temporary, the CCR can confirm whether the member's needs have changed since their last trip. For permanent special needs, the system will retain this information and the CCR will not need to continue to ask those questions on further calls.

The CCR will inquire if the member has access to public transportation or a working personal vehicle. If so, the CCR sets the member's trip for that mode, and notes the member's access to these modes in MTM Link for future reference. If the member indicates that he or she does not have access to public transportation or a personal vehicle, the CCR initiates our Level of Need (LON) process. Through this process, MTM assesses the member's capabilities to place him/her on the least costly, most appropriate mode of transportation available to meet their needs. This never includes emergency ambulance services; CCRs instruct any member requesting emergency service to call 911.

To begin the LON process, the CCR indicates the need for an LON assessment in the system and collects contact information for the member's medical provider. If the member has provided accurate fax information to the CCR for the member's medical provider, the system will automatically send out the LON form. If a fax number is not available or inaccurate, our staff will attempt to reach the medical provider directly and/or note the file for follow-up.

Using the provided LON form, the medical provider indicates the member's transportation challenges, evaluates his or 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 CCR evaluates the provided information, and determines and notes the appropriate mode in the system based on the medical provider's feedback. The CCR then scans the document, storing the LON in the member's file. The Service Intake interface helps CCRs quickly assign the most appropriate mode, by tracking all NEMT requests and immediately referring to previous determinations for each specific member during subsequent calls.

When the member calls to request transportation in the future, his or her assigned mode pops up on the CCR's screen. If the member is requesting a higher mode of transport than has previously been identified as appropriate for that member, the CCR will be prompted to verify the availability of alternative resources. If the member's alternative mode no longer exists, the CCR schedules the next available appropriate mode of transportation.

Mode Assignment Considerations

Our LON assessment process takes the following considerations when assigning the least costly, most appropriate mode of transportation:

- **Public Transportation:** This is always the first mode of choice where available. The system can automatically determine if the member's pick-up and drop-off location are within one-half mile from a fixed route stop, which is the current BMS proximity requirement. Additionally, our system integrates with Google Transit to ensure the accuracy of whether a stop is within one-half mile of the pick-up and drop-off location. This integration also allows CCRs to see the route that the member would take, so they can answer any questions the member may have about public transportation while they are on the phone.

We only assign public transportation to members who live within one-half mile of the stop or to members who request this mode, unless we arrange for transportation to or 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 CCR approves the member to use public transportation. CCRs inform members when public transportation is the most appropriate mode and name the stop(s) nearest the member's origin and destination locations.

- **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 CCR approves GMR. CCRs can predetermine direct mileage for a trip by entering the origination and destination addresses, enabling him/her to provide the exact anticipated reimbursement amount during the call. They can also share the dollar amount of reimbursement available to members initially requesting sedan or another higher mode of transportation in an effort to entice members to use this lower cost mode. Members must complete and return trip logs, either manually or online, prior to receiving GMR on a reloadable debit card. MTM will use BMS-approved call script that asks whether the individual has access to transportation services through the use of GMR, friends, family, or community services.

- **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 CCR 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 basic vehicle 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 basic vehicle 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 enhanced vehicle transportation
    - A member who is in a mobility device, is not able to transfer, and has cognitive limitations receives door-to-door enhanced vehicle transportation

- A non-ambulatory member who must remain in supine position but does not require basic life support or medical services receives stretcher or non-emergency ambulance transportation
- Exceptional transportation requests for commercial air, ferry, bus, or train, as well as meals and lodging, are handled by a supervisor

MTM works closely with the medical community to communicate our LON procedures and the importance of their swift response. While the LON process is being completed, CCRs temporarily certify members at their requested mode for two weeks in order to ensure that there is no disruption to the member's transportation needs while waiting for the form to be returned. Each member is allowed one temporary certification period per year.

Nearest Appropriate Provider

MTM will enforce BMS' requirement of nearest provider of care by loading enrolled Medicaid providers into MTM Link. When a member requests transportation, the system verifies the proximity of medical providers to members' homes. If the medical provider is not within the county, bordering county, or metropolitan area, the CCR refers the member to a closer facility, unless they meet specific exclusion requirements established by BMS. We will monitor and report the frequency of authorizations for NEMT services with excessive distance, of 125 miles or more, on a regular basis.

Attendants/Escorts

The CCR also confirms any attendants or escorts approved for the trip during the reservation. Because we retain information from previous trips, if an attendant has traveled with the member in the past, the CCR 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 will transport family member(s) and/or caregivers as space and conditions allow; we do not reimburse transportation providers for transporting persons other than the member.

MTM understands that we are not responsible for arranging transportation of the remains of a member who expires while receiving medical treatment. We will instruct the transportation providers in our network that, in the event a member expires while in transit, they are to contact the nearest law enforcement agency. We will notify BMS of the member's expiration within one business day.

B. Advance Reservations

MTM will require members and their representatives to request routine NEMT service at least five business days in advance. We will educate members about this requirement through our website, educational materials, and during call intake. We will also use the strategies described in detail in ***Non-Compliant Member Education*** on **page 85**, to ensure members understand and comply with the advance notice policy.

For urgent or last-minute NEMT requests, including those falling on weekends, evenings, or holidays, CCRs refer to MTM's urgency guidelines:

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

Making Adjustments for Scheduling Changes

MTM has processes in place to ensure that trips that are projected late in our system, due to a vehicle breakdown, accident, incident, weather, traffic, or any other problem, do not result in a missed trip for any members.



Using GPS capabilities, our dispatchers have live insight into vehicle timeliness, allowing us to be proactive, rather than reactive, in preventing missed trips. Whenever a driver is running behind, the system generates a notification so that MTM or the transportation provider can reassign trips to an alternate driver or provider in the area if necessary.

In addition to automated GPS-based alerts, during training, MTM's Logistics staff educate transportation providers to notify MTM immediately in the event of any problem that might cause a trip delay. Immediately after notification from the software or the provider, a CCR contacts the member and/or the facilities or individual at the destination points, and documents the notification. Once we locate an alternate provider, and the provider accepts the trip, we notify all appropriate parties of trip changes.

C. Notification of Arrangements

Because we strive for first-call resolution, members or their representatives learn the details of their transportation arrangements during their initial NEMT request whenever possible. At the conclusion of the phone call, the CCR restates all trip details, including pick-up time window, and pick-up and destination addresses. Each member receives a pick-up window to allow flexibility for routing and scheduling of trips; unless she or he requests a specific transportation 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. If for some reason, whether pending authorization or LON assessment, a trip cannot be scheduled during the initial call for NEMT services, a CCR calls the member after his or her trip is scheduled to confirm the details.

Confirming Trips

MTM will implement automated call reminders to confirm trips 48 hours before the transport is scheduled. Our interactive voice response system (IVR) gives callers the opportunity to select an automated option to confirm their trip. The member also has the option to speak with a live CCR to verify the details of their trip if she or he answers the call. If the member does not answer the call, the system leaves a confirmation voicemail, detailing the specifics of the trip. This never includes any protected health information (PHI).



If approved by BMS, MTM can offer members the alternative to receive trip reminders via text messages or through our smartphone app. This technology is already in use in other MTM programs and offers simple interactive options that allow for confirmation, cancelation, or rescheduling.

Additionally, members can use our smartphone app, described on **page 33**, to view trip information, confirm or cancel scheduled trips, and even view vehicle locations in real-time for enhanced Where's My Ride data on the day of service.

D. Scheduling and Dispatching Trips

Fundamental to the success of any NEMT program is the ability to successfully schedule members' trip requests. It goes beyond simply scheduling a member with a transportation provider; it means scheduling them with the right provider, who can consistently and reliably meet the member's needs.

Automated and Efficient Trip Scheduling

MTM Link's scheduling engine, powered by Reveal, schedules trips around templates of standing order trips, or trips assigned to providers on established routes, and adds demand-response, or single-reservation trips as they best fit into the schedule. The software then batches schedules several times to optimize efficiency, productivity, and performance in accordance with BMS' standards. During scheduling, CCRs can easily set a recurring trip request based on day of the week, day of the month, or another schedule using simple checkboxes. They can also adjust the duration of the recurrence, and add notes and comments. Our processes relieve members and medical facilities from repeatedly calling to schedule recurring trips. The system automatically and continually queries member eligibility for recurring trips, ensuring that members whose eligibility expires or changes within the recurring schedule are not incorrectly transported. Every 90 days, we will recertify members' need for a standing trip with their medical provider.

Our reservation intake process captures members' frequent destinations, level of mobility, assistive devices, etc. and our scheduling process utilizes this information to accurately assign members with the most appropriate provider. Members will benefit from our streamlined process to schedule requests when utilizing the MTM system because it already recognizes these key attributes. When members call to schedule their trips, CCRs can easily view upcoming and recent trips, verify member information, and edit existing trips. Further, we are always looking for ways to continually streamline and simplify our processes; as such, we are upgrading the look of our CCR scheduling interface. **Figure 1** below shows how CCRs will view their trip scheduling dashboards when this upgrade is complete:

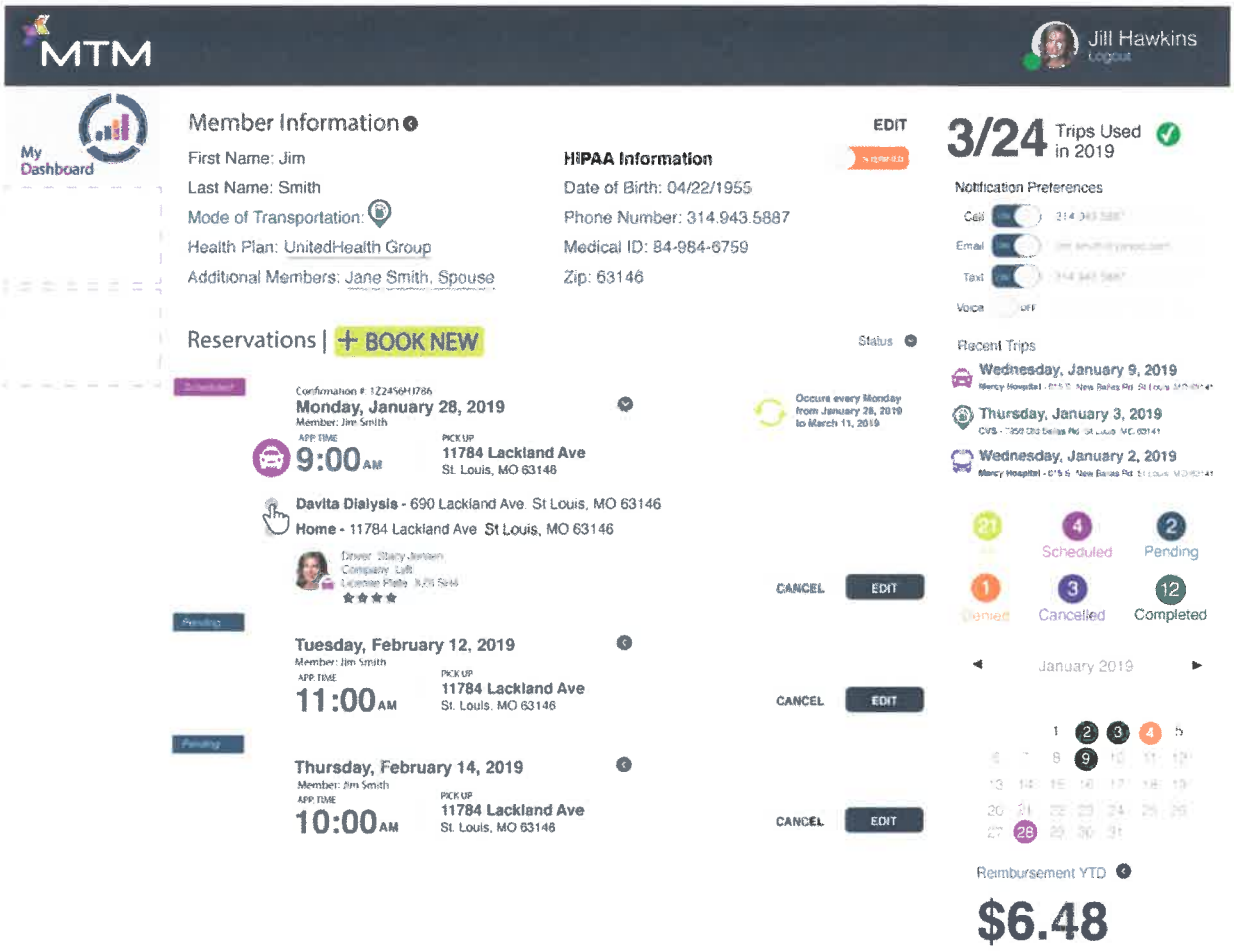


Figure 1: Trip Intake. *CCRs can easily view upcoming and recent trips, verify member information, and edit existing trips.*

Rather than having to request standard scheduling information each time from the member, wasting valuable member time, the system pre-populates this information. This means trips are less susceptible to errors or inaccuracies and means that members do not have to repeat basic information every time they call MTM.

The system is designed to automatically recognize the member's most appropriate mode of transportation by considering the member's current level of mobility and functional independence. By storing the member's Level of Need as previously described, members will always be placed with a transportation provider who can accommodate their needs. Moreover, members with recurring trips will be set with a consistent, quality provider whenever possible.

Online Trip Scheduling

In addition to being able to schedule trips by calling MTM's toll-free scheduling line, with BMS approval, members and facilities are able to schedule transportation via a web portal that provides access to a complete range of services and data to program stakeholders. In accordance with HIPAA regulations, medical providers are only able to view trips for their patients. This portal gives users the option of completing their transportation arrangements conveniently online at any time of the day, in lieu of calling MTM.

To use the portal, each user registers a unique login ID and password, and verifies their identity as prompted. After the user submits a trip request, MTM schedules the request and sends confirmation of trip details to the user. In addition to setting trips, members, medical providers, and facilities can also review upcoming trips and cancel trips online, as shown in **Figures 2** and **3**.

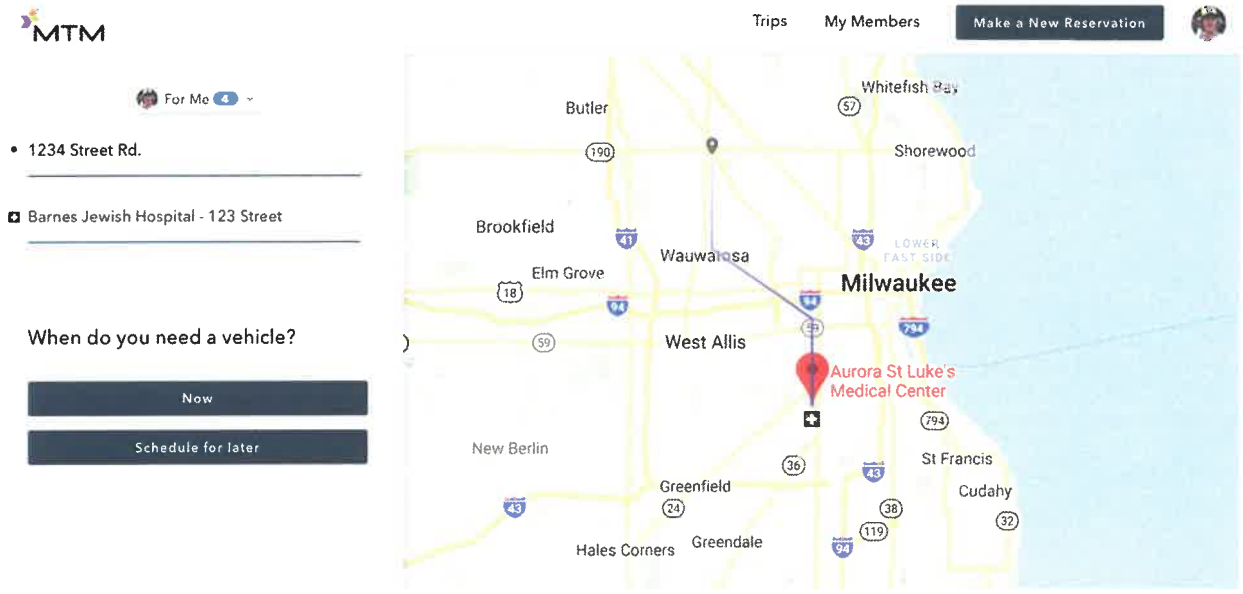


Figure 2: Online Trip Management. *Members, medical providers, and facilities can schedule trips and view trip information online*

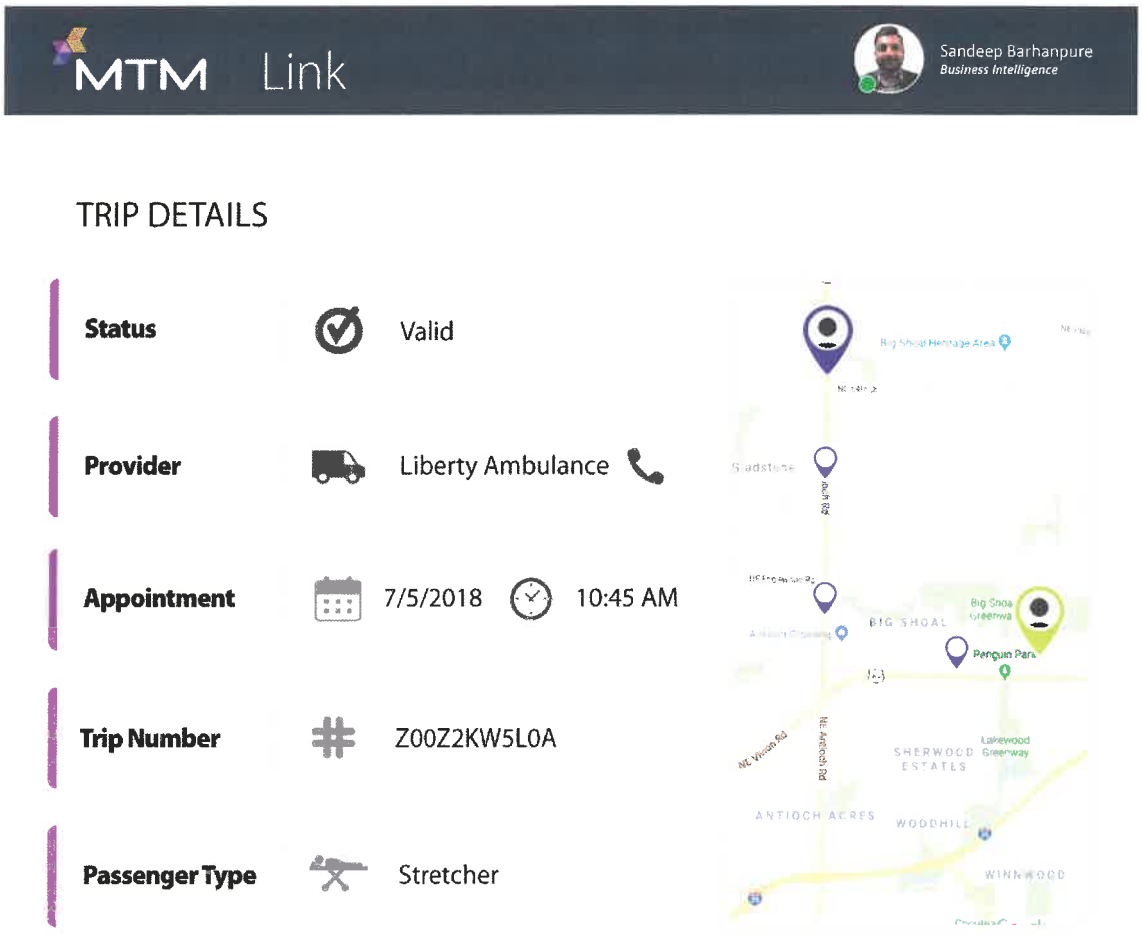


Figure 3: Online Trip Management. *Individuals can easily view the status of any trip.*

Mobile Access

Additionally, with BMS approval, we will offer members the ability to use our mobile application. The app is simple to load on any Android or iOS smartphone, as shown in **Figure 4**.

Innovation

The MTM Link mobile app allows members to schedule and manage their trips, check the status of their trips, view GPS data, rate their driver, and cancel scheduled trips from their smartphone. Members can also opt-in to text messages to alert them when the vehicle is approaching their pick-up point.

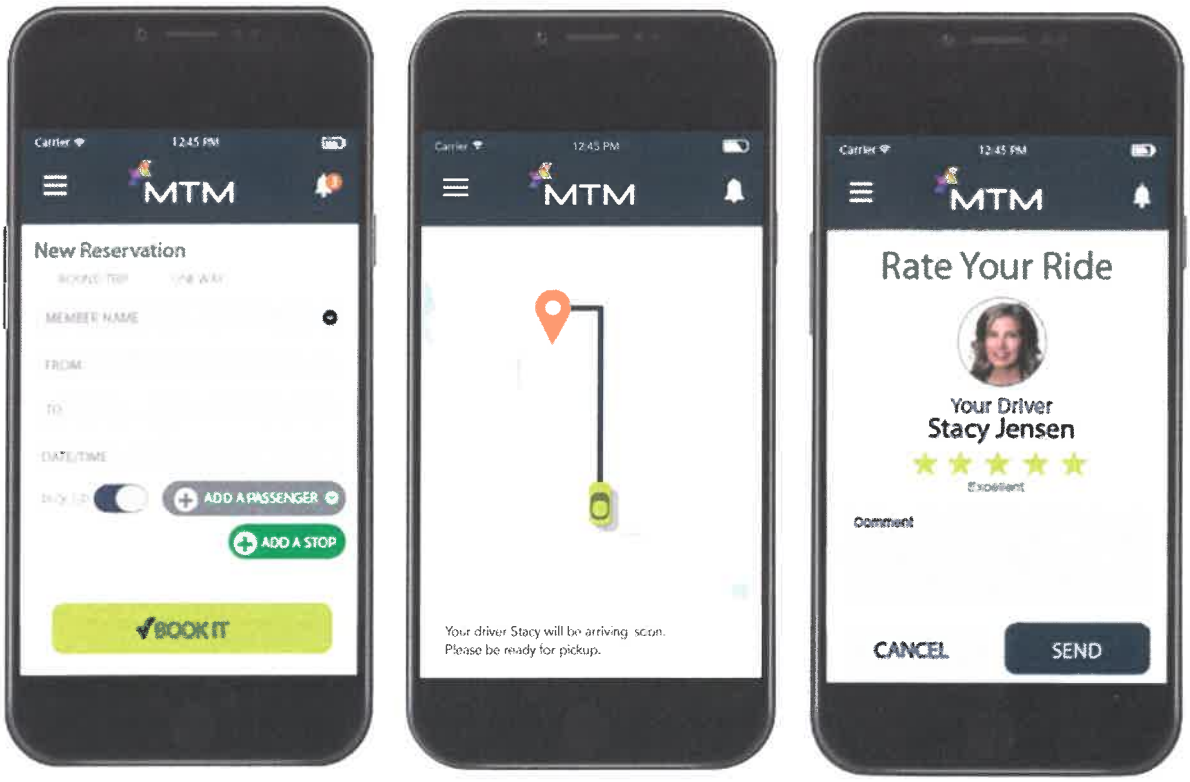


Figure 4: Member App. *Members will be able to book trips on the app, view GPS location of vehicles, and even rate their driver.*

Multi-Loading Trips

We strive to coordinate trips in the most cost-effective manner and route and multi-load trips as efficiently as possible. MTM Link uses Reveal's scheduling engine to offer advanced routing and multi-loading options and mobile trip management with GPS integration for transportation providers to send real-time information to MTM from the field using mobile devices.

Reveal schedules trips around templates of standing order trips, or trips assigned to providers on established routes, and adds demand-response, or single-reservation trips as they best fit into the schedule. The software then batches schedules several times to optimize efficiency, productivity, and performance in accordance with BMS' standards. Reveal uses these metrics to balance between meeting contract requirements and member needs. We assign trips not easily multi-loaded or routed to transportation providers able to provide individual point-to-point transportation. We assign trips to transportation providers in multi-load situations by setting specific time parameters in Reveal. We also require transportation providers to monitor their fleet capacity to adhere to timeliness requirements, and educate transportation providers to ensure they schedule multi-load situations in an efficient manner to minimize ride times. For

multi-loaded trips, the system will automatically validate that a member's time in a vehicle is no more than 45 minutes longer than the average travel time for direct transport from the first point of pick-up to the destination. MTM will transport family member(s) and/or caregivers as space and conditions allow; we will not reimburse transportation providers for persons other than the member.

Assigning Trips to Transportation Providers

After we set up the trip and determine the appropriate mode of transportation, Reveal identifies the most appropriate and lowest cost transportation provider for the trip. MTM strives to build and maintain relationships between transportation providers and members, and we place members with routine providers and drivers whenever possible. We understand this builds trust not only between the member and provider, but also between the member and MTM/BMS. Further, establishing a routine leads to better on-time performance and enhanced satisfaction for members. This is especially important for members receiving behavioral health services or critical life sustaining services on a recurring basis, as it helps avoid disruptions in vital daily schedules. As required by the RFP, for members receiving covered behavioral health services, MTM will schedule transportation with a licensed behavioral health center or licensed behavioral health provider as appropriate and available.

MTM's scheduling protocols use a scoring system to determine the best fit for each trip. To verify the trip is assigned to the lowest-cost, most appropriate transportation provider, Reveal scores each eligible transportation provider on the following factors:

1. Trip Cost

- The system assigns a cost score based on the rate each provider has negotiated with MTM.

2. Availability

- The system assigns scores based on available modes, service area, and provider capacity based on vehicle count and time of day.

3. Provider Preference

- Members and facilities may request (although not guaranteed) to ride with a specific provider. The system takes this preference into account when scheduling their reservation.

The system's scoring criteria avoids assigning trips to a provider who has exceeded capacity for the day, or who does not service a particular area. It also prevents scheduling trips that do not meet BMS or MTM standards. If the appropriate mode of transportation is not available due to special circumstances, Reveal authorizes a one-time assignment to next highest mode. Weighing scores for factors such as time on board, cost of the trip, and geographic proximity, Reveal is able to create achievable and program-compliant manifests that maximize efficiency.

Our system continually optimizes trips until the trip is less than 48 hours in advance, at which time they are "locked" so the provider and member can be notified of the final arrangements. And, as previously discussed, we can quickly and easily reassign a trip to a different transportation provider in the event of inclement weather, traffic, accidents, incidents, or any other unforeseen circumstance. As shown in **Figure 5**, after creating manifests, our software allows for drag-and-drop alterations to the schedule as needed for late cancellations, no-shows, or breakdowns, which either MTM or the transportation provider can perform as necessary through the web portal.

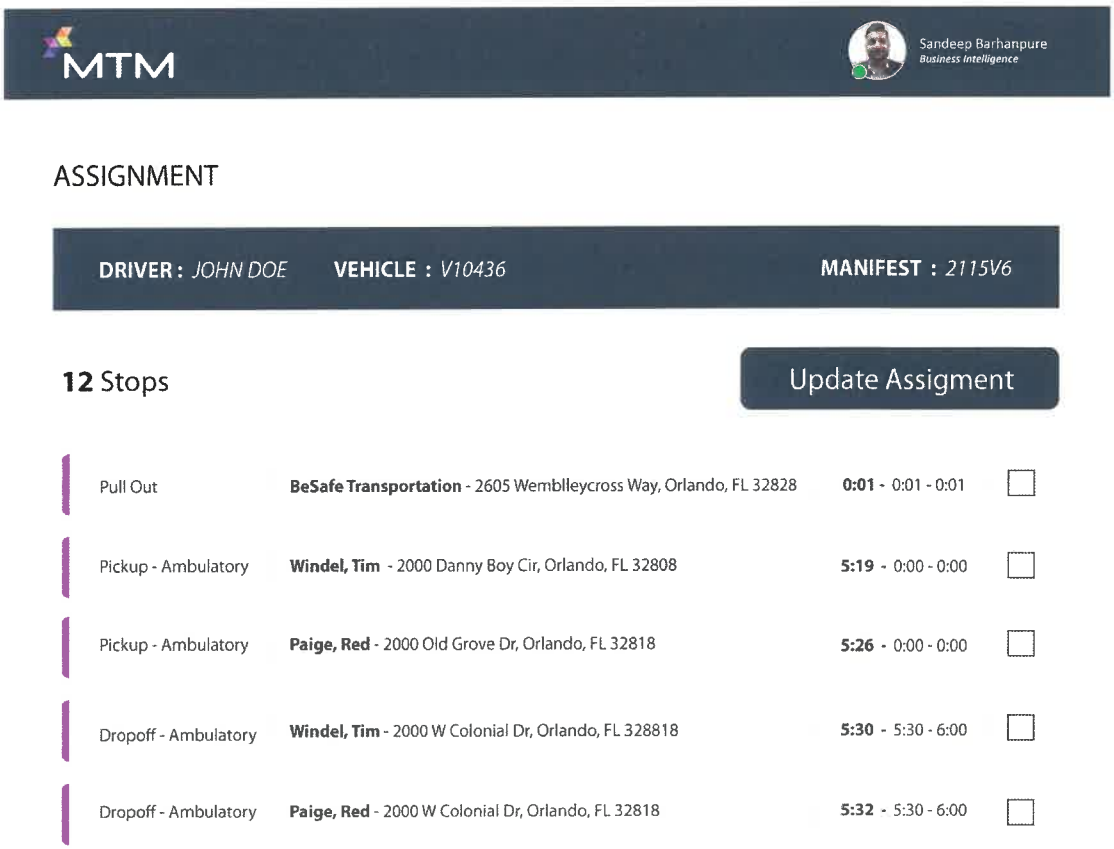


Figure 5: MTM Web Portal for Transportation Providers. *Either the transportation provider or MTM can view and update the trip manifest via the web portal.*

Providers can download and modify trip manifests and routes daily in real-time via our web portal, and they can adjust routes to accommodate their specific needs. Manifests can also be easily downloaded and imported into other routing, scheduling, and dispatching (RSD) software. This ensures GPS data is accurate for claims and gives transportation providers flexibility to run their operations according to their preferences; the portal automatically updates our driver app with any changes, as described below.

If we dispatch a trip to a provider less than 48 hours in advance, as in the case of an urgent trip, MTM contacts them by phone to confirm they can accommodate the trip and/or sends the trip directly to a driver for acceptance.

Handling Will Calls and Hospital Discharges

MTM's process for handling hospital discharges is similar to that of handling urgent requests. When a hospital calls us or uses our online portal to request a trip, the CCR uses the system to locate nearby providers using GPS data, finds one who can accommodate the trip, and then confirms acceptance of the trip with the provider. Next, the CCR confirms the trip with the hospital or facility representative. Once the trip is complete, we can use the system's GPS data capabilities to confirm that the trip happened within the required one-hour window.

> *"Our experience is that MTM's staff provides professional service and dependable support for our patients. We have found we can count on MTM to respond promptly to any issues, and have enjoyed working with MTM because [of their] ability to schedule online and responsiveness for requests for short-notice rides."*
>
> **Kathy Hartenberger, Social Worker**
> *SSM Health Dean Medical Group*

For will-call trips where members do not have an exact time that they will need a return pick-up, we enter the trip leg into the system as a "Will Call." Members may call, text or use the member smartphone application when they are ready for pick-up. When we receive notification that the member is ready for a return pick-up, the CCR simply right-clicks on the trip and marks the trip as "Will Call is Ready." The system then sends a notification to the dispatch queue and alerts the provider that the member is ready for pick-up.

When a will-call or same-day urgent or discharge trip is placed on a driver manifest, the system automatically sends the driver a message via their mobile device. If the driver does not acknowledge the new trip(s) within a set amount of time, we receive a notification, at which time the CCR can contact the driver or assign the trip to an alternate route or provider.

For drivers using live GPS tracking capability, we will have real-time visibility into the driver's arrival, pickup, and drop off times, allowing MTM to verify that the driver arrived at the pick-up location no more than 60 minutes after the trip is marked as ready. Any time the driver takes longer than 60 minutes to arrive, it is automatically logged in our system for reporting purposes. If the driver is predicted to be late, we will reassign the trip.

Return Trips After Emergency Transport

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 Managers will obtain 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.

Commercial Airline Transportation

To ensure members can obtain necessary medical services despite distance limitations, MTM will coordinate commercial air travel; in our previous operation of this program, we arranged 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 will 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 UMC or an MCO as required.

If we receive prior authorization and medical certification from the member's medical provider, our Care Manager makes arrangements, purchases tickets, and distributes them to the member and attendant, as appropriate. The Care Manager 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 Manager 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.

Meals and Lodging

For members and authorized attendants who are traveling to covered health services and are eligible to receive a meal per diem, we authorize an allowance of $25 per day, per person. The $25 per day amount is pro-rated when covered health care services are provided for less than a full day. Reimbursement is provided via a reloadable debit card described on **page 33**. We load funds on a daily basis to ensure prompt reimbursement.

If a member requires an overnight stay for their healthcare treatment, we will arrange, reserve, and coordinate with a lodging facility for the member and an attendant, if required. This level of service is authorized in the following circumstances:

- Lodging is authorized the night before the appointment if travel cannot be accomplished on the day of appointment or if the medical provider documents the necessity of travel the night before on the LON form
- Lodging is authorized the night after the appointment if it allows for savings on airfare, if the return trip requires more time, or if the medical provider documents the necessity for the stay on the LON form
- An attendant is authorized for lodging when noted by the medical provider on the LON form

When possible, MTM coordinates with agencies and facilities that provide complimentary or discount accommodations such as the Ronald McDonald House, national motel chains that offer hospital rates, and corporations that own housing units offering long-term lodging. For any authorization requests for air travel after hours, on weekends, or holidays, we will conduct a retroactive review of the request using our process for post-trip verification detailed in ***Post-Transportation Validation Checks*** on **page 51**.

Ensuring Timely Pickups

Timeliness standards will be included in MTM's transportation provider contracts, which will state that transportation providers must pick up members within a window beginning 15 minutes before and extending to 15 minutes after the scheduled pick-up time. At the end of every reservation call, the CCR will instruct members to be ready and waiting at least 15 minutes before the scheduled pick-up time. Providers will be instructed that if they arrive before the 15-minute window, they must wait until the scheduled pick-up time to accommodate a member who is not ready.

Innovation

We monitor provider timeliness through GPS tracking, on-street monitoring, and through review of manifest information. Additionally, timeliness is built into our trip scheduling process. Our software avoids assigning trips to transportation providers who have exceeded capacity for the day, or who do not service a particular area.

II. Transportation Providers

A. Network of Transportation Providers

Thanks to the relationships we built with MCOs, medical facilities, and transportation providers during our previous tenure as BMS' NEMT broker, we will be able to quickly build an extensive network of transportation providers. We have provided letters of commitment from transportation providers who are interested in providing service in **Attachment B**. This includes the number of vehicles by type for each proposed transportation provider, their geographic area of operation, as well as transportation providers for bariatric transportation by geographic area. For any remaining gaps in coverage, we will use our proven recruitment process, detailed below, to ensure sufficient network coverage across the state at all times, including recruitment of licensed behavioral health centers. We will notify BMS of any service level changes to our transportation providers' fleets and/or operational areas.



During MTM's previous tenure operating the BMS program, we built a comprehensive, stable network of over 60 trained and credentialed transportation providers with almost 900 vehicles statewide, 47 approved volunteer drivers, as well as providers in bordering states.

To ensure members are transported safely and responsibly, MTM will rely on our proven network management techniques to recruit, credential, contract, and monitor quality transportation providers—a true strength of ours. Prior to the start of the contract, MTM will have a comprehensive network of high quality, credentialed, and trained transportation providers in place to provide adequate service coverage to meet the needs of eligible Medicaid members throughout all of West Virginia, including routinely scheduled trips, standing orders, and urgent trips.

As noted previously, we use GPS capabilities to address any instances when a transportation provider's vehicle may be excessively late or otherwise unavailable. Through MTM Link, our dispatchers have live insight into vehicle timeliness, allowing us to be proactive, rather than reactive, in preventing missed trips.

Whenever a driver is running behind, the system generates a notification so that MTM or the transportation provider can reassign trips to an alternate driver or provider in the area if necessary. During training, MTM's Logistics staff also educate transportation providers to notify MTM immediately in the event of any problem that might cause a trip delay. Immediately after notification, a CCR contacts the member and/or the facilities or individual at the destination points, and documents the notification. Once an alternate provider is located and accepts the trip, we notify all appropriate parties of trip changes.

As required by the RFP, MTM ensures there is no delegation of services. We do this by handling all screening, authorization, and scheduling duties in house, as described throughout this proposal. Our staffing plan, provided on **page 140**, illustrates the in-house staff who will be responsible for these activities.

The following sections outline our transportation provider recruitment process.

Phase 1: Recruiting Process

We are committed to incorporating incumbent transportation providers, along with other private transportation providers, volunteers, and non-profit agencies, into our network to ensure adequate access to covered services. We have found using existing transportation providers facilitates a smooth transition and allows continuity of care. If the transportation provider knows the history of the program, the geographic area, and the existing members, implementation runs smoothly and satisfaction remains high. Therefore, MTM will recruit as many existing transportation providers as possible during implementation without interfering with current NEMT operations. We also have many providers that we can "re-activate" from our previous tenure with the program by simply updating contracts and credentials.

To accurately determine network needs, we calculate trip volume by county. Our Logistics department uses an algorithm to identify where we need to develop our network based on increases in utilization, or changes in the availability of our existing transportation providers. In determining adequacy, we consider the following factors:

- Number of members

- Historical information based on the types of services received by members in the service area
- Geographic location of heath care providers and members, including distance, travel time, and typical transportation mode previously used
- Health care provider hours of operations

Using this information, we use the following algorithm to calculate necessary fleet size:

Fleet Size = (Membership x Mode Mix x Utilization Rate) / Core Days / Daily trip capacity of each vehicle

Our Logistics staff compare the information maintained in our system regarding the existing network, to the projections calculated through our algorithms. They continually use these data sources to monitor network adequacy and determine when and where they need to recruit. This is a key metric for our Logistics department and is measured on the Key Performance Indicator (KPI) scorecard weekly. With our established network of transportation resources, we are confident there will be no issues concerning inadequacy under our management.

Further, we have already received letters of intent from transportation providers with bariatric transportation capability, identified by geographic area in **Attachment B.**

MTM prepares for unexpected events and excessively late vehicles by having back-up resources in place. We recruit transportation providers in excess of what is needed to manage the anticipated volume of trips, which ensures that we have the capacity within our network of credentialed transportation providers to provide coverage for unexpected increases in demand, inclement weather, or other unexpected events. MTM does not specifically designate certain vehicles or providers in our network as "backup." Instead, we manage our transportation providers as a unified pool of vehicles.

To recruit transportation providers, MTM's Logistics Management staff publish information on MTM's website, disseminate informational material directly to transportation providers, and host town halls, which are described in detail below. If a transportation provider is interested in joining MTM's network, one of our Vendor Account Managers explains the necessary contractual documents, general requirements, technical approach, and other pertinent personnel, vehicle, and insurance information.



To alleviate any issues or concerns about reimbursement, we also work closely with transportation providers during the recruiting phase to negotiate fair and sustainable rates, ensuring we obtain the most appropriate, least costly transportation services while maintaining adequate capacity and accessibility for members. While we strive to keep transportation cost low, we want to pay fair rates so transportation providers can make resource and technological investments in their companies and retain qualified staff. We ensure our network of transportation providers has the training and experience necessary to provide adequate services to our members.

Hosting Town Halls



MTM has already held multiple town hall meetings for West Virginia transportation providers, on March 10 in Beckley; March 12 in Wheeling; and March 14 in Charleston. The transportation providers in attendance shared with us challenges they face, as well as thoughts and suggestions for improving the program. MTM always welcomes this input as an important channel for us to work with transportation providers in offering the best possible service to West Virginia Medicaid members. Based on their feedback, we know that many transportation providers previously enjoyed working with MTM, and that they desire to have their claims paid timely, and to have dependable support, especially when it comes to credentialing and speaking with a member of our team for any questions they may have. As we describe throughout this proposal, MTM excels in both these areas, and we frequently hear from transportation providers across our book of business that our claims payment is some of the timeliest in the industry.

We also use the town halls as an opportunity to educate transportation providers about our processes. As a previous BMS NEMT broker, many of the providers were already familiar with MTM—an advantage for BMS, stakeholders, and members because these transportation providers will be able to easily adapt to providing trips in MTM's network should we be awarded a contract.

Phase 2: Contracting and Credentialing Process

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



As part of the credentialing phase, Vendor Account Managers meet with each transportation provider to conduct an inspection of the transportation provider's facilities and vehicles. The managers determine if the transportation provider has the necessary technology, hardware, and software capabilities to provide and maintain accurate and timely records, as required by MTM. The managers 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), and the Federal List of Excluded Individuals/Entities (LEIE) database to verify the eligibility of transportation providers to join our network. Approved transportation providers will receive a copy of our Transportation Provider Service Agreement (TPSA) and Transportation Provider Handbook. A sample TPSA is provided in **Attachment D**. MTM will modify the TPSA upon contract award to detail our new processes and meet all RFA requirements, and will submit it to BMS for review prior to distribution. We will not allow transportation providers to deliver NEMT service before we complete credentialing and receive a signed TPSA. Upon agreement with our expectations, rates, and requirements, the transportation providers will move to training, the next level of our contracting process.

Phase 3: Training Process

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

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

However, our training for transportation providers doesn't end after on-boarding. We provide continual support through project implementation and beyond. After transportation providers begin completing trips, we reach back out via email, letter, and/or phone to schedule webinar training to address any specific areas they may need assistance with, such as our claims process. We also may assign additional training as the result of member, facility, or BMS feedback or complaint. We follow up continuously to make sure we are addressing transportation providers' needs for any additional refresher training.

Strategies to Reduce Trip Costs

MTM will look to provide our transportation providers with flexible pricing based on average trip distance. This will allow us to offer more trips to transportation providers that give pricing discounts for trip volume. Further, we will ensure that any behavioral health centers we contract with in our network are paid accordingly based on their overhead. We have provided additional innovative strategies for cost containment below.

Gas Mileage Reimbursement

MTM recognizes the important role that mileage reimbursement can play in containing NEMT costs, and we will provide mileage reimbursement to members when appropriate. Members must contact MTM prior to utilizing mileage reimbursement services for trip approval and to verify eligibility and that the trip is to a covered service with an enrolled provider.



For reimbursement, members must fill out and sign all appropriate fields on our Reimbursement Trip Log form, which must also be signed by the member's healthcare provider. The form must be submitted within 60 days from the date of the earliest ride listed on the form. After receipt of the Reimbursement Trip Log form, MTM processes the form and verifies that the consumer and services are eligible, and then reimbursement is provided via a reloadable U.S Bank debit card. We load funds on a daily basis to ensure prompt reimbursement. The card can be used anywhere Visa debit cards are accepted and funds can be withdrawn from U.S. Bank

ATMs without a fee. Members can track their funds, spending, and balance online, over the phone, via text or email alerts, or with the U.S. Bank Focus mobile app. We have found that members appreciate the ease and flexibility that the reloadable debit cards provide.

Innovation

MTM will also soon launch an additional feature within our smartphone app which will allow members to manage the process from their phone. The app will capture GPS data to verify the trip automatically, and allow consumers to submit reimbursement claims instantly on the date of service.

Volunteer Drivers

Volunteer drivers are an important part of MTM's network in many of our markets—especially in rural and remote rural areas, including in our current operations in Mississippi, Nevada, Missouri, and Wisconsin. During our previous operation of this contract, MTM built a dependable network of 47 approved volunteer drivers throughout the state. Our network of volunteers completed over 1,110 trips each month and realized nearly $600,000 in savings for the program.



Because we have seen firsthand the positive impact volunteers can have, we intend to utilize them where available for West Virginia Medicaid members. Although volunteers can be an important tool for helping contain costs, their benefits extend far beyond finances. MTM's volunteer drivers are part of the communities in which our members live; often volunteers are their neighbors. This provides members with confidence in the volunteer drivers, and the volunteers report a great sense of satisfaction in being able to provide a vital service to members of their communities in helping them access important medical services and treatment. Volunteers bolster network coverage in rural and remote rural locations. MTM has an established, proven process for recruiting and retaining high quality volunteers, which we used previously and will implement again should we be awarded a contract.

Further, during the town halls we conducted across West Virginia in March, we learned that many volunteer drivers desire to have strong support from the NEMT broker, especially when it comes to timely payment, monitoring, and after-hours assistance. As we did during our previous operation of this contract, MTM will support our network of volunteer drivers by providing them with courteous, professional support from our dedicated West Virginia team. As described above in this section, MTM has a strong track record of timely payments. Our West Virginia volunteer drivers will also have the ability to access a live CCR any time they need assistance, through 24/7 live chat and email. In addition, MTM will stand up a phone line specifically for transportation providers and volunteer driver support during the first 60 days of our operations.

> *"I have had a successful working relationship with MTM over the last three years. The staff is very efficient and knowledgeable and always willing to help."*
>
> **Judy Jackson**
> *Volunteer Driver*

MTM refers to volunteers as Certified Community Drivers; we found members were hesitant to accept trips from drivers referred to as volunteers, for fear they do not receive adequate training and/or credentialing. To accurately convey that volunteers must complete the same inspections and certifications alongside commercial transportation providers, MTM refers to this network as Certified Community Drivers. Since making this change, we have seen a positive spike in the use of this valuable, cost efficient resource.

During scheduling, our CCRs enter pick-up and drop-off addresses into MTM Link, which looks for trips that provide optimal cost savings opportunities.



During scheduling, MTM Link automatically identifies where volunteers are available and appropriate for the member's needs. Volunteers can access the portal to view their trips, and also use the driver app for turn-by-turn directions and to facilitate GPS tracking.

Feeder Route Program

In an effort to increase cost savings for our clients, MTM has developed an innovative feeder route program that cuts costs for long distance trips while maintaining, and often increasing, member satisfaction. With BMS approval, we will implement feeder routes for West Virginia where appropriate and cost effective.

Like any standard NEMT trip, the first leg of the trip is assigned to one of our transportation provider's vehicles to ensure door-to-door service for members. A second commercial vehicle is then routed to transport the member from the bus stop to their destination. This procedure is then repeated for the member's return trip. In addition to offering significant cost savings, member satisfaction for these trips is extremely high; with larger intercity buses, travelers are often treated to large comfortable seating, access to televisions, and complimentary Wi-Fi for the duration of their trip.

Additionally, as further described in ***Fixed Route*** beginning on **page 39,** MTM will leverage our extensive previous experience building relationships with West Virginia transit agencies to transition members to using fixed route transportation whenever it is appropriate for their needs. As described in that section, we had great success with this previously, at a large cost savings to the program.

B. Transportation Provider Contracts

A sample copy of MTM's Transportation Provider Service Agreement is provided in **Attachment D**. As previously stated, transportation providers receive a copy of this contract to sign during Phase 2, Contracting and Credentialing. MTM will maintains an electronic copy of the signed contract within the transportation provider portal for each transportation provider serving the West Virginia NEMT Brokerage Program. We will update the contract as necessary to meet all BMS requirements as listed in *Appendix 1, III. Transportation providers, B. Transportation provider Contracts*, and will provide it for review prior to use.

In accordance with BMS' standards, MTM will continue to offer contracts to any willing transportation providers, and licensed behavior health centers, that meet BMS' and MTM's transportation provider requirements. As discussed in the section above, MTM recruits ample numbers of providers into our network so that each provider is able to perform NEMT services effectively and efficiently. Our network will include sufficient types of transportation, including basic vehicle, enhanced vehicle, and all others listed in Section III of Appendix 1, to meet the needs of West Virginia Medicaid members.

C. Transportation Provider Reimbursement

To maintain transportation 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 that transportation providers receive payment only for services actually rendered. MTM works diligently to ensure that funds are used for the intended purpose and that our processes are in compliance with state and federal tax reporting laws.

During the transportation provider town halls we conducted in West Virginia in March, many transportation providers expressed concern over receiving timely payment. MTM routinely hears from transportation providers across our nationwide book of business that our reimbursement practices are the timeliest in the industry. We validate that paid transportation services are properly authorized and actually rendered. To ensure accurate payment, MTM reconciles 100% of trips submitted. Only when the claim is reconciled will payment be completed, efficiently protecting against fraudulent activity.



In 2019, MTM processed nearly **11 million** claims and the average processing time for clean claims was just **3 days**.

MTM will allow transportation providers to submit claims online for the BMS program. MTM will automate the adjudication process to avoid claim errors. Transportation providers will submit claims on the transportation provider portal, which will pull pertinent trip information necessary for the claim directly from MTM LInk, including:

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

MTM Link then automatically validates:

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

To further review claim submissions for errors prior to payment, MTM's online system adjudicates all claims nightly. In addition to the standard information noted above, it also reviews various additional aspects of the claim to ensure there are no errors or other outlier qualities that require additional review. Trips that demonstrate these properties can be forwarded on to MTM's fraud, waste and abuse team for further investigation. With our GPS technology, we will be able to adjudicate claims in real time, and with additional added factors, such as verifying the vehicle pick up and drop off coordinates match the address locations for service validation.

MTM does not normally implement any penalties for submission of late reimbursement requests; rather, transportation providers have 90 days following the date of service to submit their claim. Any claims reimbursement requests not submitted timely within that window will be denied. This deadline is outlined in MTM's Transportation Provider Service Agreement, included as **Attachment D**.

If the software denies the claim, MTM notifies the transportation provider of the denial and the reason(s) for the denial. If the provider does not agree with a denial, they may request an appeal. We strive to resolve all disputes within two weeks. Our claims staff addresses the appeal and works with the transportation provider to resolve the issue. The transportation provider must follow a structured process identifying the grounds for the appeal and supply supporting evidence, if applicable. If they do not make an appeal by the deadline, MTM closes the trip claim, and the transportation provider can no longer appeal. If they are 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 transportation provider must follow a structured online process, clearly identifying the reason for the appeal.

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

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

MTM allows multiple level of appeals to ensure that providers have every opportunity to correct and rectify any trips that should have been paid to them.

For each adjudicated paid 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. For denials, information is provided in real time to the provider through the system so that they can see exactly why the claim was denied. Providers can then resubmit as appeals through the system once the error has been corrected.

Our staff will ensure that clean claims are paid within 30 calendar days following receipt. Transportation providers in our network are typically paid biweekly. Throughout our book of business, our dedicated claims staff works to ensure timely, accurate payment to hundreds of providers on a weekly basis. We educate transportation providers in our network on the claims submission process during initial onboarding training, as well as through ongoing refresher training.

D. Geographic Coverage Area

As required by the RFP, MTM will record the geographic coverage area from which transportation providers may accept assignments, including county-level detail and adjacent states. We will provide a Network and Geographic Coverage Report 30 days prior to the operations start date, and will not begin operations without it.

III. Modes of Transportation

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 ***Screening,*** beginning on **page 11,** we only assign public transportation to members able to successfully navigate the public transit system. CCRs can automatically determine if the member's pick-up and drop-off location are within 0.5 miles from a public transit fixed route stop, which is the current BMS proximity requirement. Our MTM Link system integrates with Google Maps and Google Transit to ensure the accuracy of whether a stop is within 0.5 miles of the pick-up and drop-off location, and whether the times of the trip request align with the public transit fixed route schedule. This integration also allows CCRs to see the route that the member would take, and the schedule of stops, so they can answer any questions the member may have about public transportation while they are on the phone. If public transportation is an approved method for the member, the CCR is able to quickly assign the member to the appropriate fixed route service for the trip.

In addition to members' abilities, MTM will consider 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 as previously described 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. During our tenure as BMS' NEMT broker, MTM increased public transportation utilization exponentially, as shown in **Figure 6**.

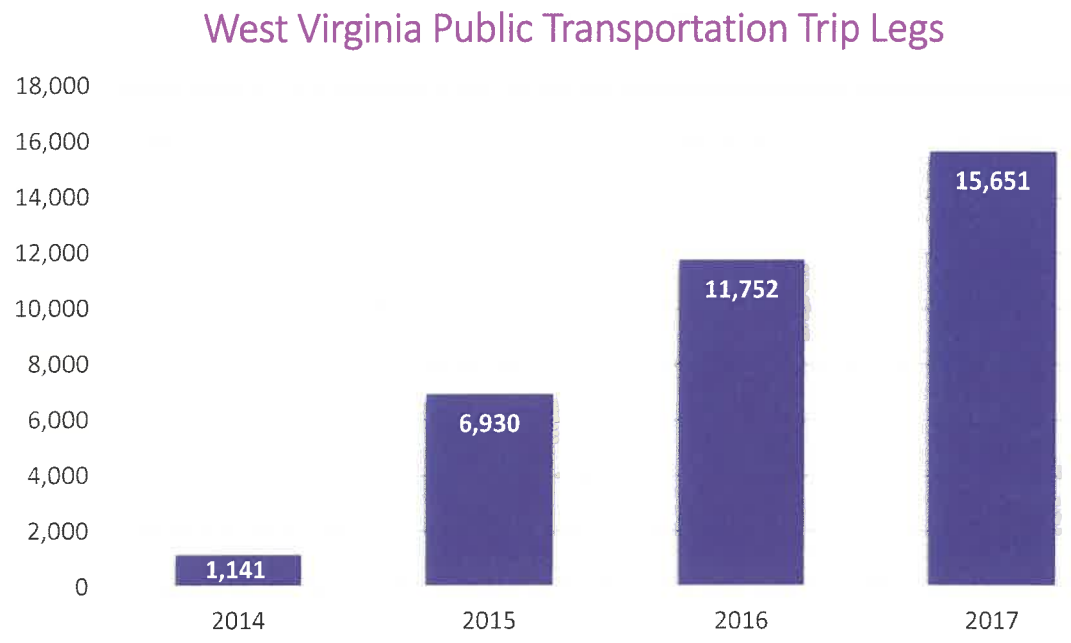


Figure 6: West Virginia Public Transportation Trip Legs. *MTM successfully increased public transportation in West Virginia.*

During our previous operation of this contract, we established partnerships with the West Virginia transit agencies listed below. We intend to reopen these partnerships again, should we be awarded a contract. We have already begun outreach to these agencies, and have received Letters of Intent from some of them, which are included in **Attachment B**.

- Bluefield Area Transit
- Central WV Transit Authority
- Fairmont-Marion 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

Distributing Public Transportation Passes

MTM utilizes a variety of delivery methods including traditional mail, priority mail, overnight delivery, courier services and loading funds directly to reloadable fare media in order to ensure that public transit passes are delivered timely to members. On a monthly basis, MTM distributes approximately $600,000 worth of bus passes to members across the nation using efficient processes that facilitate ease of use for members and protect our clients from fraud and abuse.



With BMS approval, MTM can offer reloadable debit cards that would allow members to purchase public transit fares. If approved, our Bus department will analyze each member's trip patterns to determine whether we load funds for Single, Monthly, Daily, and/or Multi-Ride Passes. These debit cards simplify the member reimbursement process and we load funds daily.

B. Private Auto

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 CCR approves gas mileage reimbursement (GMR). CCRs can predetermine direct mileage for a trip by entering the origination and destination addresses, enabling him/her to provide the exact anticipated reimbursement amount during the call. They can also share the dollar amount of reimbursement available to members initially requesting sedan or another higher mode of transportation in an effort to entice members to use this lower cost mode.



During our previous operation of this contract, we successfully implemented and increased usage of mileage reimbursement. We **increased GMR by 40%** between FY 2015 to FY 2017, realizing a **cost savings of nearly $600,000** for the program.

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. Our proposed network, based on the Letters of Intent we have received, already includes 182 basic vehicles.

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. Our proposed network, based on the Letters of Intent we have received, already includes 69 enhanced vehicles.

E. Other Transportation

Nationwide, MTM uses a variety of other types of commercial carriers to serve our members, including Amtrak, buses, and commercial air carriers. We have even used ferry services to transport members in Wisconsin. To meet West Virginia Medicaid members' needs, we will use whatever mode of transportation is the lowest cost and most appropriate.

IV. Miscellaneous Operation Rules

A. Excessive Distance

Our CCRs use MTM Link 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 within 30 miles of the West Virginia border, we will deny the request unless the member has medical certification or specific prior authorization by the UMC on file, or if 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 will monitor and report the frequency of authorizations for NEMT services with excessive distance on a monthly basis, and will also report any member pickup requests from out of state.

B. On-Time Arrival

MTM works diligently to prevent late trips. We educate drivers that they must make their presence known and wait for the member for at least five minutes after the scheduled pickup time before marking the member as a no-show, alerting their dispatcher, and departing.

We use real-time GPS data to gain insight into potentially late or missed trips, which will enhance our ability to meet and exceed BMS' standard of no more than 5% late or missed trips. Further, our scheduling system's scoring criteria in assigning trips to transportation providers ensures that trips are not assigned to transportation providers who have exceeded capacity for the day, or who do not service a particular area.

MTM Link allows us to monitor transportation 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 greatly improve MTM's insight into transportation provider on-time performance and allow us to develop training, incentives, or penalties for providers based on the root causes of untimely transport.

Further, MTM Link's dashboards can provide timeliness alerts for the entire service and/or by the provider. These dashboards enable users to drill all the way down to trip level, where they can see an individual trip, including live and historical GPS locations displayed on a map.

Figure 7 shows one of many dashboards available to both MTM's dispatchers and providers to ensure service is running smoothly.

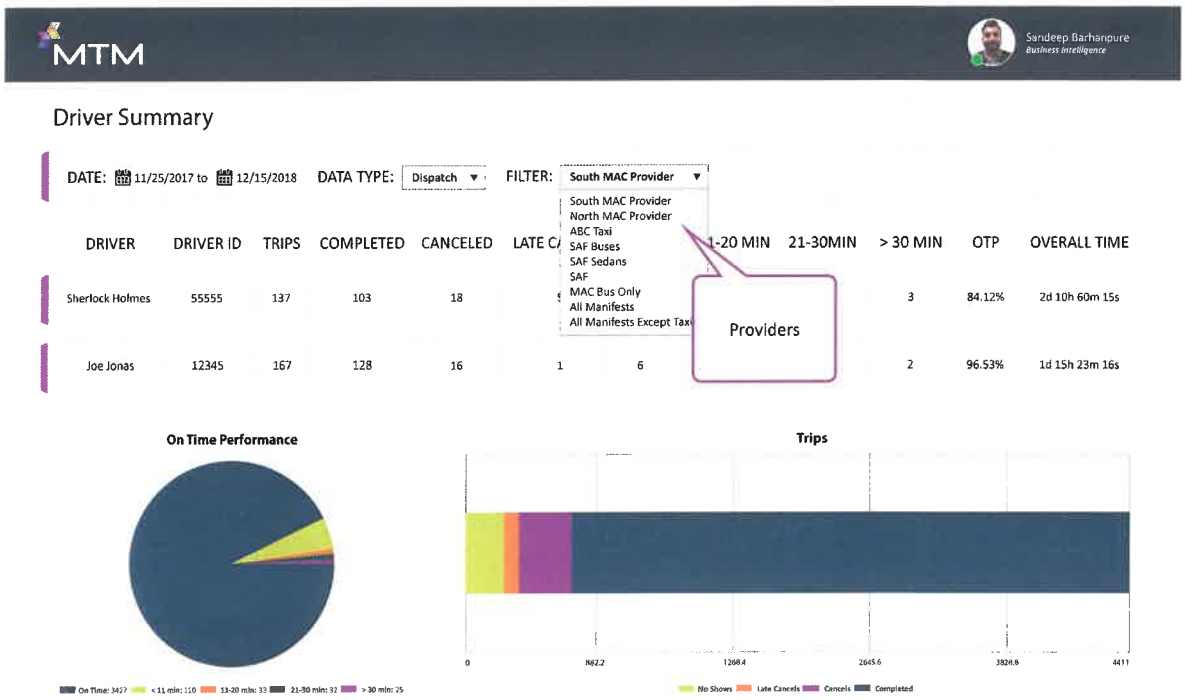


***Figure 7: MTM Link Dashboard**. Our dashboards can trend and display data for the overall program, by provider, or for an individual trip.*

C. Travel Time on Board

MTM manages travel time parameters through trip assignment, prioritizing timeliness as we assign trips to transportation providers in multi-load situations, and we clearly outline time-on-board standards with transportation 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 GPS data and trip logs submitted for claim reimbursement. MTM Link 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. MTM has an established Adverse Conditions Plan that outlines the strategy and plan for dealing with periods of inclement weather. MTM will review and update the plan as necessary, and at least annually. We will submit the final plan for BMS' approval at least two weeks before the operations start date, upon any revisions, and upon request thereafter. We will maintain a standard plan across the region and provide an appendix for each county noting any

specifics for that area, such as points of contact. Over our 25 years of service, we have successfully coordinated transportation services during several emergency events including flooding, hurricanes, ice storms, heavy snowfall, and power outages. As a large company with vast resources, MTM is prepared to handle emergency events without difficulty, and will do so for BMS.

During severe weather, MTM staff and transportation 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 transportation providers to schedule immediate return rides for those members already at their appointment. This ensures each member returns home safely. We maintain a Business Continuity and Disaster Recovery Plan, detailed on **page 101**, with a draft provided **in Attachment I**, to ensure our ability to respond adequately to an acute event, such as a major weather event that disrupts telephone and/or transportation services.

One live test of our plan occurred in August 2017 when Hurricane Harvey hit Texas. Many employees in our Houston call center were initially unable to get to our facility, which was later closed due to nearby flooding. Since MTM's advanced telephony system enables us to manage our call centers as one global resource pool, our system was able to automatically reroute calls to our other call centers, ensuring we could continue to transport Texas Medicaid members. MTM staff in several of our call centers, including Lake Saint Louis, Missouri; Pulaski, Virginia; and Mendota Heights, Minnesota, helped manage calls that would typically go to our Houston call center, contacting members, providers, and facilities to reschedule or confirm trips. Our staff handled all dialysis trips, confirming with the medical providers and facilities that the consumers would attend their appointments. Through a company-wide effort, MTM was able to effectively serve Texas members despite challenging weather conditions.

Further, MTM is one of the few transportation providers with extensive experience providing transportation services in states with challenging winter conditions; we have specific protocols we follow in severe conditions to ensure members who need dialysis or other critical medical care are able to be transported. In Wisconsin, MTM has only halted NEMT services once in six years—for one day in January 2019, when the governor declared a state of emergency due to extreme cold weather and heavy snow. MTM is prepared to handle adverse weather without difficulty, and have specific protocols in place to transport members.

Work from Home Capabilities Offer Flexibility in Severe Weather

While it is important for MTM to still operate during severe weather, we also need to ensure that employees are safe and not endangered by commuting to the office in treacherous road conditions. MTM's Work from Home capabilities ensure we are able to balance these priorities.

For example, in January 2018, we experienced winter storms that hit three of our contact centers: Missouri, Virginia, and New York City simultaneously. MTM's Operations, WorkForce, and IT teams pulled together to allow employees from these three call centers to take calls from home during the storms. MTM was able to set up an additional 25 CCRs from these centers with the resources to work from home during the storms. These CCRs were supported by teams at alternate contact centers and the existing Work from Home CCRs. As a result, MTM was able to offer uninterrupted services to members. With BMS' approval, we can utilize work from home CCRs for this contract. As required, we will ensure that these CCRs are located in West Virginia.

COVID-19 Response

Businesses worldwide have had to adapt to a new normal due to the ongoing COVID-19 pandemic, and MTM is no different. Our number one priority is always to ensure the safety and well-being of our members, transportation providers, and employees. Doing so in the current environment means remaining flexible and developing innovative approaches, and MTM has more than met that challenge.

In particular, we understand that the transportation providers in our network are small businesses that often rely on trips from MTM to stay in business. We are always committed to supporting them, and during this crisis, we have adopted new ways to continue that support.

Since mid-March, we have implemented the following solutions:

- Transitioned 95% of our workforce, including CCRs, to working from home, all while continuing to meet our call center service level agreements
- Working with our clients and transportation providers to continue providing as many non-life sustaining trips as possible
- Pivoting to provide additional services to our clients and their members, including meal delivery, private isolation transportation, and caregiver transportation to and from work
- Creating a special team to handle calls from members who state they have tested positive for COVID-19
- Secured 500,000 masks for the drivers in our network

E. Vendor as a Transportation Provider

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

F. Post-Transportation Authorization Requests

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, as outlined in ***Telephone Access***, on **page 67**. For back-dated eligibility issues, MTM will review and approve GMR for trips that occurred during this period. We will take into consideration the same factors as described in ***Screening***, on **page 11** in determining whether NEMT services should be authorized after a trip took place. As with GMR reimbursement requests, we will establish a timeframe in which members must submit their post-authorized GMR claims. 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. Our reports will include all details as required in Appendix 3, Reporting Requirements.

V. NEMT Service Denials

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 notifies a member any time we make an adverse determination regarding a requested trip, whether denied, approved for a lesser amount than requested, or approved for an alternate service. We also provide notification whenever we reduce, suspend, or terminate services for a member.

During implementation, MTM will program MTM Link with BMS' denial criteria, including the denial reasons listed in *Section V, Subsection B*. The software then alerts CCRs during NEMT requests if any criterion warrants a denial, including non-covered service, if the member has access to a vehicle, or the request requires a service authorization. The CCR then notifies the member of the denial during the call and logs a denial reason code in our database, which initiates a denial notice within our system, as detailed below. All trip requests are entered into the system, even if the trip is ultimately denied. This ensures that all denials are entered into the system for record keeping and quality assurance processes.

Each night, MTM's Reporting team runs a report for denials and generates denial notices with the required notice information:

- A clear statement of the decision
- The 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 and fair hearing process
- Contact information

MTM will submit our denial letter template for BMS' approval no later than 30 days prior to the operations start date. Once approved, in cases of denials, MTM will mail the notice to the member and medical provider no later than the next business day following the date of the denial decision and maintain a copy within our files. MTM will report denials to BMS within our monthly reports. For reporting purposes, we will 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.

B. Denial Reasons

In accordance with BMS' established protocols, MTM will deny 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 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
- 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 transportation provider assigned to the trip and another transportation provider is not available
- The member's medical need(s) requires an ambulance level of transportation

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

VI. Timeliness

A. Routine NEMT Services

Across our book of business, MTM authorizes and schedules thousands of trips each day in a timely manner. During our previous tenure as BMS' NEMT broker, we scheduled 98% of all routine NEMT requests within three business days' receipt, and 100% of requests within ten days after receipt. If awarded a contract, we will do so again. As outlined in ***Notification of Arrangements***, on **page 17**, MTM strives to schedule all NEMT requests during the member's initial call.

B. Non-Routine NEMT Service

If we require additional information to authorize a request for transportation, we will 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 will deny the trip unless the service is to an appointment for chemotherapy, dialysis, or high-risk pregnancy. In those cases, MTM will approve 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 above, our CCRs perform the first level of verification by using MTM Link to ensure that NEMT requests are to a covered medical service with an enrolled medical provider. During the initial request, the CCR also verifies the necessity of transportation and approved mode. In addition, we will conduct monthly validations checks on at least 5% of all NEMT service requests as detailed below.

MTM will provide our Validation Plan to BMS at least 30 days prior to the operations start date for review and approval. The plan will include 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.



In early 2021, we are planning to enhance our online portal for medical facilities. This enhancement will provide them with a streamlined and convenient online method for verifying that appointments took place as scheduled, thereby reducing administrative burden on both MTM and the facilities, allowing for faster claims processing and payment, and better oversight for eliminating fraud, waste, and abuse.

A. Pre-Validation Checks

MTM will perform attendance verification, signature verification, and trip reconciliation, and our Fraud Review team follows-up on any inconsistencies. MTM also regularly evaluates member trip behavior to determine whether they are at a higher risk for committing potential fraud. MTM uses predictive modeling techniques to flag members and providers where further investigation is needed. Should MTM suspect a member has misrepresented a medical condition to justify need for NEMT services, the investigative unit within our Quality &

Compliance department 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.

MTM understands that fraudulent activity is not only limited to members, but can involve medical and transportation providers as well. For suspected fraud of transportation providers, MTM Vendor Account Managers perform unannounced spot inspections to verify that the services that they are claiming to provide are in fact happening. Vendor Account Managers verify during these inspections that the trip is occurring in accordance with BMS policy standards. Providers who are found to be out of compliance and participating in possible fraudulent activity are flagged for further follow up, possible corrective action, and potentially removed from the MTM network, depending on the severity of the action. Further, our system adjudicates 100% of claims as transportation providers submit them.

MTM will hire two full-time Appointment Verification Specialists for the West Virginia NEMT program to conduct validation checks. Each month, they will perform 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 our staff find that the member does not have an appointment for the date of requested NEMT service, and/or the service is not a covered medical service, they will log a denial reason code in MTM Link, which initiates a denial notice within our system.

If our Appointment Verification Specialist cannot complete a pre-transportation check because the call to the provider resulted in a busy signal or no answer, they will flag the member's NEMT request for a post-transportation validation check. MTM will not count these attempts towards our 3% rate. As noted above, MTM also intends to launch new capabilities allowing medical providers to verify appointments through the online portal.

B. Post-Transportation Validation Checks

Similar to the process above, the Appointment Verification Specialist will conduct 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.

If our staff find the member had no appointment, did not keep the appointment, did not show for the appointment, or did not receive a covered medical service, they will log a failed validation check within MTM Link. MTM denies any claim for NEMT service that failed a post-

transportation validation check. If the Appointment Verification Specialist cannot complete a post-transportation validation check because the call resulted in a busy signal or no answer after three attempts, they will flag the member in the system. During future NEMT requests, MTM Link alerts CCRs that the Appointment Verification Specialist must validate any request(s) to the specific medical provider before authorizing the trip.

C. Fixed Route

MTM will include fixed route, or public transportation, trips within our pre-transportation and post-transportation validation checks on at least 5% of all NEMT requests. We will work with BMS to develop final policies and procedures for fixed route validation checks.

VIII. Suspected Fraud, Abuse, Waste and Misuse

MTM believes in anticipating, rather than reacting to fraud, waste, abuse, and misuse, 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, transportation provider, or medical provider, we will report the case to BMS' Office of Program Integrity and the BMS Contract Manager, as soon as possible, but no later than three calendar days. A Compliance Auditor will communicate all details to BMS including:

- The transportation 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 Medicaid ID 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 Transportation Provider Service Agreement, included as **Attachment D**, will include requirements for adherence to these provisions. Our Corporate Compliance and Audit 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 Transportation Providers

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

Using Technology to Detect and Prevent Fraud and Abuse

Our MTM Link operating system plays a critical role in identifying potential fraud early and raising fraud alerts. This system's functionality confirms the member's eligibility and only allows scheduling for covered services, using only approved modes. It also matches files sent by transportation providers with scheduled trips. This process generates exception reports for a Claims Processor. Additionally, we generate a monthly High Cost Report, which identifies trips that fall outside of set parameters for mileage or trip cost. Specially trained staff review this data, verifying that members have appropriate authorizations on file and are using the lowest cost, most appropriate mode of transportation. In doing so, they look at opportunities such as offering mileage reimbursement, multi-loading trips, utilizing volunteer drivers, feeder routes, referring the member to a closer medical provider, or switching the member to a different provider in the area.

In the event MTM identifies suspicious activity from a member, we place the member on our fraud watch list. The next time they call, the system alerts the CCR to verify a scheduled appointment exists prior to arranging transportation, and to review other information for potential fraud.

MTM Link's GPS tracking capabilities provide us with additional location and timeliness data to ensure that providers are not fraudulently submitting pick-up and drop-off information to MTM in an attempt to cover up missing critical contractual standards. Claims can be matched to trip requests and GPS data to ensure accuracy.



Similarly, MTM will employ a GPS option for members who are requesting GMR payment. By allowing members to check in at their location, through the mobile app, we can automate GMR verification, ensuring that members are in fact travelling to the services for which they are requesting reimbursement.

IX. Vehicle Requirements

A. Americans with Disabilities Act (ADA) Compliance

Each transportation provider will receive a copy of ADA vehicle requirements upon joining MTM's network. MTM's Logistics staff will 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 MTM Link, where BMS has access as needed.

B. Other Compliance

MTM's proposed Provider Relations Manager, Keith Newsome, will oversee the inspection of the vehicles in our West Virginia network. We will staff two full-time Vendor Account Managers within West Virginia who will meet with each transportation 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 transportation providers during the recruiting, contracting and credentialing phases.



Vendor Account Managers will also work closely with transportation providers to make certain they understand all contract requirements such as documentation, registration, insurance requirements, driver conduct, and training. They will determine if the transportation provider has the necessary technology, hardware, and software capabilities to provide and maintain accurate and timely records, as required by MTM and BMS. The Vendor Account Managers will 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 Vendor Account Managers find a vehicle to be non-compliant with Department of Transportation vehicle licensing requirements, safety standards, ADA regulations, or RFP requirements, she or he will direct the transportation provider to immediately remove it from service until the issue can be adequately resolved. The Vendor Account Managers then document deficiencies and actions taken within the vehicle's permanent records.

Additionally, our proposed network includes 43 bariatric-equipped vehicles, and transportation providers who have the capability to perform bariatric transports of patients up to 800 pounds. Across the country, we continually perform successful bariatric trips each day, including in dense metropolitan areas such as Washington, D.C., and in locations involving stairs. For bariatric trips, we utilize stretcher vehicles.

C. Vehicle Inspection

As stated above, MTM's local Vendor Account Managers will conduct initial and semi-annual vehicle inspections of every vehicle serving the West Virginia NEMT Brokerage Program. Through these inspections, our staff will validate that 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. Additionally, we will test all communication equipment during inspections.

If we deem a vehicle out of compliance with the requirements outlined this RFP, resultant contract requirements, or any state or federal regulations, we will direct the transportation provider to remove it from service immediately until we can verify correction of deficiencies. Any deficiencies and actions taken become part of the vehicle's permanent records.

Following initial inspection, the Vendor Account Managers will complete inspections every six months to verify vehicles used by transportation providers meet necessary requirements, and that safety and passenger comfort features are in good working order. Transportation 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 Vendor Account Managers 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 Vendor Account Manager discovers a transportation provider is using a non-MTM approved vehicle to transport members, we immediately take corrective action. MTM maintains records of all inspections electronically, and will be available to BMS upon request. 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. Transportation Providers' Drivers Policies and Procedures

A. Driver Requirements

MTM enforces safe transportation for all members across our book of business, and will do so for West Virginia members by conducting initial credentialing and annual re-credentialing. We require each transportation provider to upload specific data and information for each driver 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, MTM Link automatically stops assigning trips to that provider until MTM's staff receive and approve the necessary information.

For the BMS contract, our credentialing and re-credentialing requires transportation 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 license suspension or revocation within the previous five years for moving traffic violations
- Passed a criminal background check conducted by the West Virginia Law Enforcement Division, the National Crime Information Center, or an equivalent entity, in compliance with 42 CFR Section 455.434
- Completed a fingerprint check
- Abiding by state, federal, and local laws
- Not listed on the West Virginia Sex Offender Registry
- 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 will be 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, vape, or use e-cigarettes in or around the vehicle, or while in the presence of any member, 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)
- Properly secure the member's wheelchair

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

B. Provider Daily Trip Logs

MTM will require all transportation providers to maintain trip logs, which will be validated per our validation plan in ***Validation Checks***, on **page 50**. Transportation providers will receive necessary training, support, periodic refresher training, and regular monitoring from our Logistics staff to ensure compliance with maintaining trip logs, inclusive of the following information:

- Date of service
- Driver signature
- Vehicle Identification Number (VIN)
- Transportation 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

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

C. Trip Manifests

As previously discussed in ***Scheduling and Dispatching Trips*** on **page 17**, our system continually optimizes trips until the trip is less than 48 hours in advance, at which time they are "locked" so the transportation provider and member can be notified of the final arrangements. Then, the transportation provider receives a manifest. The manifest includes:

- Request tracking number
- Member's name
- Member's phone number
- Address of pickup location, including name and phone number of the facility
- Time of pickup
- Address of medical facility for drop off
- Appointment time
- Mode of transportation
- Directions to the member's home, if appropriate
- Return trip time, if appropriate
- Any special instructions

Transportation providers can download and modify trip manifests and routes daily in real-time via our transportation provider portal, and they can adjust routes to accommodate their specific needs. Manifests can also be easily downloaded and imported into other routing, scheduling, and dispatching (RSD) software. This ensures GPS data is accurate for claims and gives transportation providers flexibility to run their operations according to their preferences; the portal automatically updates the MTM driver app with any changes.

Dispatchers at MTM and the provider's office receive notification that the provider accepted the trip. If the provider does not accept the trip within a defined period, it automatically goes back into the dispatch queue for confirmation and/or reassignment. If we dispatch a trip to a provider less than 48 hours in advance, as in the case of an urgent trip, MTM contacts them by phone to confirm they can accommodate the trip and/or sends the trip directly to a driver for acceptance.

When a will-call or same-day urgent or discharge trip is placed on a driver manifest, the system automatically sends the driver a message via their mobile device. If the driver does not acknowledge the new trip(s) within a set amount of time, we receive a notification, at which time

the CCR can contact the driver or assign the trip to an alternate route or provider. All of our methods for providing manifests to providers fully comply with all HIPAA, state, and federal privacy regulations. Per BMS' requirements, MTM will also maintain a fax line for manifests. We will include provisions in our Transportation Service Provider Agreement covering all requirements in *Section X. NEMT Providers' Drivers Policies and Procedures, C. Trip Manifests*, of the RFP.

D. Real-Time Communication

As a transportation broker, MTM relies on our transportation providers to develop and facilitate their own dispatching and radio communication processes and systems. As previously mentioned, our Vendor Account Managers 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, drivers can also use our mobile app, detailed in the paragraph below, to communicate with MTM. For transportation providers using alternate RSD software, MTM uses an application programming interface (API) to send them trip updates, as well as to receive feedback from the provider. Member-initiated changes to trips are updated on the app, and the transportation provider also has the ability to send updates back to MTM, such as in the event of a member no-show or cancellation. MTM's dispatchers work with transportation providers throughout the day on any changes to trips, including short-notice trips and trip reassignments. To notify MTM of any accidents or incidents, so that alternate transportation may be arranged if necessary, drivers will use the mobile app or may contact our staff via phone. Real-time communication with providers will be the responsibility of MTM's dispatchers and/or the Vendor Account Managers.

Mobile App for Drivers

With BMS' approval, we can communicate with transportation providers through our driver mobile application in addition to or in lieu of a two-way communication device.



MTM's driver app, which operates on a smartphone or a tablet, allows MTM to send text messages and alerts directly to the drivers in the field. Drivers will receive the alert immediately, but will be instructed not to respond while driving. Further, because the app provides real-time GPS information, MTM will not need to contact transportation providers to request current location or estimated times of arrival, as this information is available and calculated minute-by-minute.

Transportation providers' dispatchers and MTM can access the information directly within the platform, 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 driver app immediately upon occurrence from in the field.

MTM's driver 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 MTM when the driver re-enters an area with cellular coverage or Wi-Fi accessibility

Screenshots from the MTM driver application are shown in **Figure 8** below, which depict the electronic manifest, turn-by-turn directions, and signature capture.

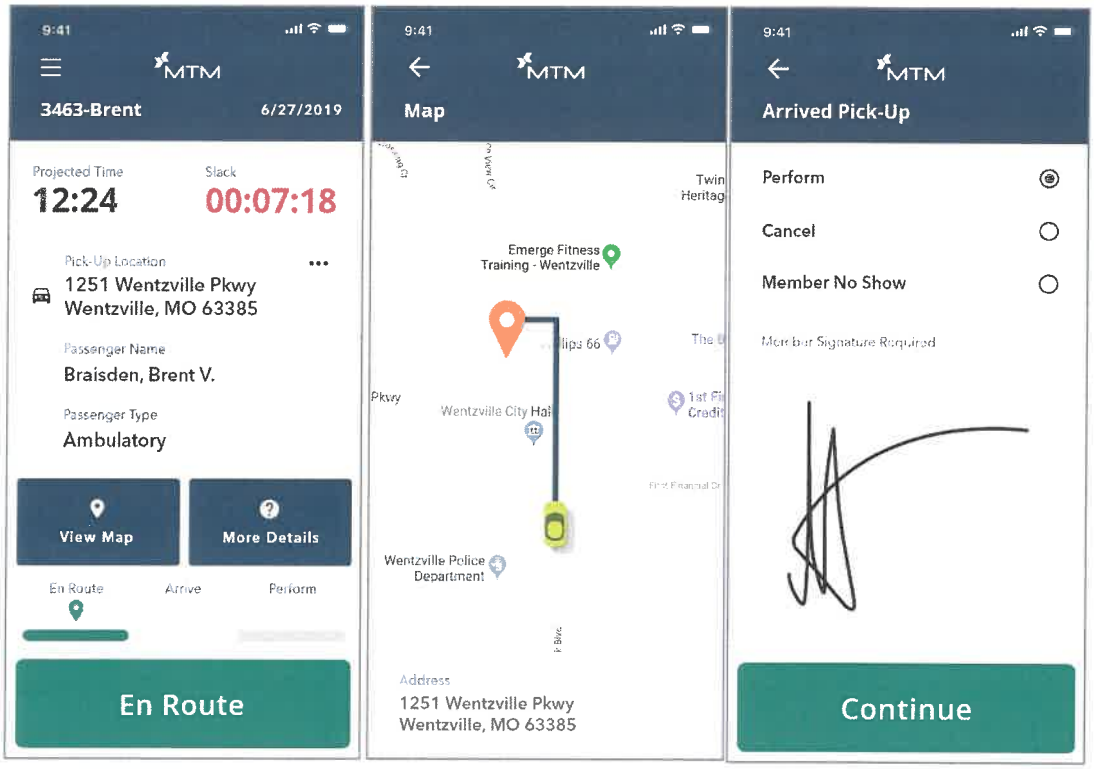


Figure 8: Transportation Provider Mobile Application. *MTM's driver app offers electronic manifests, turn-by-turn locations, and signature capture capabilities.*

The driver app will allow MTM and transportation providers to perform instant route optimization, and make nimble changes based on developments during the service day. In addition to having access via a tablet or phone, MTM will give transportation providers access to the desktop version of the scheduling and dispatching portal 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 MTM's proprietary MTM Link system, MTM will offer integration through web services to transportation providers that already use their own routing, scheduling, and dispatch (RSD) software, such as Wellryde, Mediroutes, and Transitrak with tablets or mobile data terminals (MDTs) in their vehicles. This allows us to collect real-time pick-up, drop-off, and location data. Using data from the provider's RSD software of choice, MTM and BMS will have visibility into network performance, including real-time trip status.

This is one of the key differentiators of MTM's technology strategy: As long as we can push and pull data into our software, we support transportation 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 adoption rates and increased provider satisfaction.

E. Monitoring Plan

We use the following tactics to ensure each transportation 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, which will include all monitoring activities outlined in *Appendix 1, X. Transportation Providers, E. Monitoring Plan,* of the RFP, to BMS for approval at least 30 days prior to the operations start date. We will provide a monthly report to BMS outlining our monitoring activities, findings, corrective actions, and improvements made. Some of our primary tactics for monitoring transportation provider compliance are described in more detail below.

Initial and Annual Credentialing

Prior to joining MTM's network, transportation providers must complete our stringent credentialing process, as described in beginning in ***A. Network of Transportation Providers*** on **page 32**. 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 inspection information, and vehicle registration. Our Vendor Account Managers guide providers through this process, helping them submit credentialing documents as necessary. Transportation providers must complete annual re-credentialing, during which they re-submit expired information and documents.

Recurring Vehicle Inspections

As previously outlined, our Vendor Account Managers will inspect all transportation providers' vehicle(s) prior to the operations start date, and every six months thereafter, 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 direct the transportation provider to remove the vehicle from service until the deficiencies are rectified.

Random On-Street Observations and Field Monitoring

By viewing the trip close by, or posing as a passenger inside a vehicle, our Vendor Account Managers will observe driver behavior, driving records, member interaction, and trip timeliness during random on-street observations and field monitoring checks. From these observations, Vendor Account Mangers generate a report for our Corporate Compliance and Audit department, and the transportation provider.

When necessary, we require providers to take corrective action; Vendor Account Managers follow up with providers on corrective action to verify timely compliance. In addition to providing a high level of transportation provider oversight, this monitoring also increases medical facility satisfaction. Following monitoring, the Vendor Account Managers may introduce him/herself to the medical facility and provide a summary of his or 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.

Monthly Performance Monitoring

MTM keeps transportation providers in-the-know about their service level by distributing "report cards" monthly. These reports allow transportation providers to benchmark their performance against the average for the local provider network. Transportation providers are entrepreneurs; this type of feedback creates competition amongst providers to be the best in their service area.

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 Logistics staff initiate an investigation with an unscheduled inspection. If the complaint is substantiated, MTM requires the transportation provider to remove the vehicle/driver from service, and places the transportation provider on a performance improvement plan (PIP).

Addressing Provider Non-Compliance

As part of our Quality and Compliance Program, our Logistics department maintains detailed deficiency documentation. If an inspection or investigation reveals non-compliance, Logistics staff coordinates education with the transportation provider. If the incident is serious or unresolved, we place the provider on a performance improvement plan (PIP). A Vendor Account Manager 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 transportation provider or direct them to suspend the driver from transporting members; as a last resort, we remove them from the network.

F. Member Satisfaction Surveys

During our previous tenure as BMS' NEMT broker, MTM assessed member satisfaction through surveys, conducted via phone every six months. We will do the same if awarded another contract with BMS.

To ensure results remain bias-free, we will 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/CCR courtesy and assistance, and the condition of the vehicle. **Figure 9** shows the questions MTM's surveyor asked during our time as BMS NEMT broker. We will have our surveyor ask similar questions, and will update them as BMS sees fit.

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

Figure 9: Member Satisfaction Survey Questions. *By asking members the above questions, MTM can stay in tune with overall satisfaction.*

We will input all gathered data from the survey into our database for reporting and tracking. BMS will receive 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 will institute an appropriate Performance Improvement Plan (PIP) to resolve the issue. In addition, we use survey results to develop Quality Improvement Programs (QIPs).

We do not currently plan to implement separate surveys of specific member populations, such as members with disabilities, as our phone survey will include all West Virginia members. If requested by BMS, we have the ability to use targeted surveys for specific populations. Further, if approved by BMS, we can implement short, automated surveys at the end of randomly selected scheduling calls, and can also offer surveys through our member smartphone app. Through these methods, we would have the option to provide breakouts based on various population types, as the surveys can be tied to specific members.

Across our book of business, MTM maintains very high customer satisfaction rates. In 2019, our overall member satisfaction rate was 93.42%. During our previous operation of this contract, we maintained member satisfaction rates above 94%. We look forward to bringing similarly strong results back to West Virginia if awarded a contract.

XI. Call Center

A. Facility

MTM proposes 125 Lakeview Drive, Cross Lanes, West Virginia, 25313, as our business office and call center location. It is approximately 12 miles from BMS' office at 350 Capitol Street in Charleston, as shown in **Figure 10**.

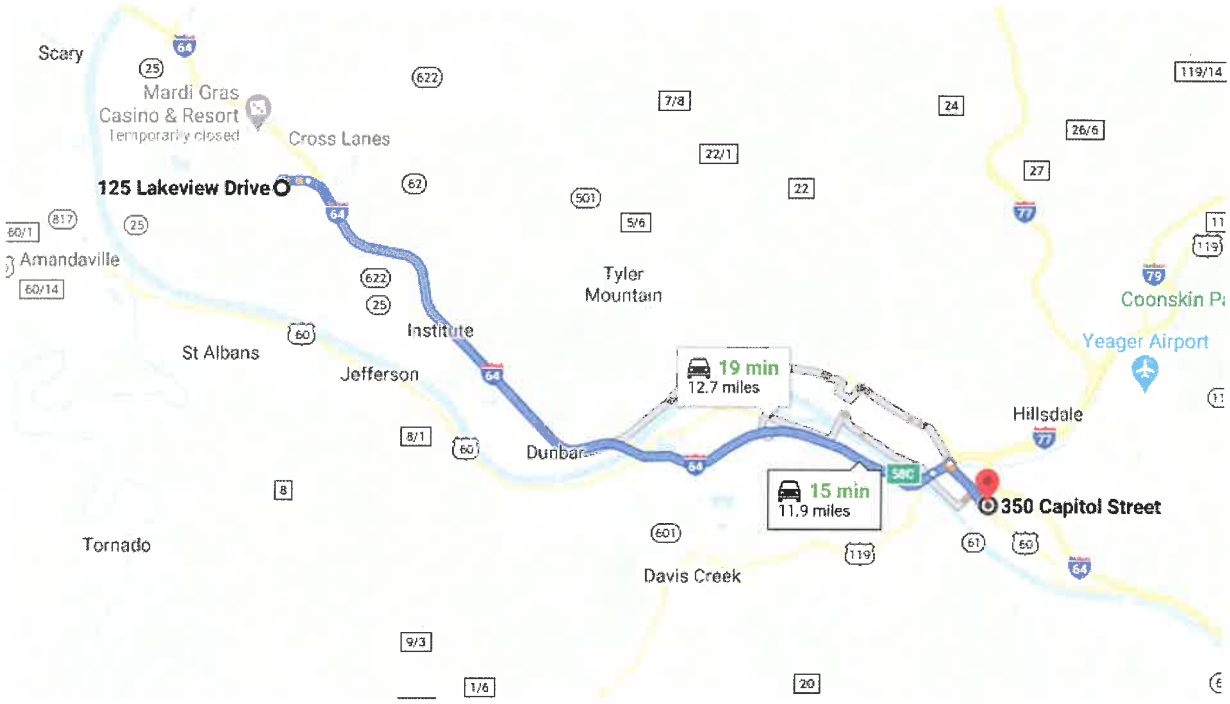


Figure 10: *MTM's proposed West Virginia call center and business office is located approximately 12 miles from the BMS office in Charleston.*

This facility offers 11,000 square feet of space, including three conference rooms, 10 private offices, and room for 80 workstations, in a convenient location just off I-64. Much of the needed furniture is already located at the office, as shown in **Figure 11**.



Figure 11: *Interior photos of MTM's proposed facility.*

From this location, our West Virginia team will perform all call center activities for reservations, trip inquiries, and complaints. MTM will assume all costs related to securing and maintaining our call center for the duration of the contract, including:

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

B. Telephone Access

To ensure optimum service for BMS' members, our office will operate 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 CCR. MTM will release all toll-free numbers used for the West Virginia NEMT Brokerage program lines to BMS upon termination of the contract.

A draft of the call script MTM will use to determine the member's eligibility, appropriate mode of transportation, purpose of the trip, and all other pertinent information can be found in **Attachment M**. We will submit this script to BMS prior to the operations start date 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 CCR answering a call for immediate emergency medical assistance will instruct the caller to call 911 or the appropriate local emergency service.

Work from Home CCRs

For the BMS program, we plan to deploy a number of Work from Home CCRs to handle program calls. These agents will still be located within the state of West Virginia. Incorporating Work from Home CCRs gives MTM a larger workforce pool, improves attendance, and ensures members receive assistance from employees with knowledge and understanding of the transportation options and challenges. Further, MTM is able to leverage Work from Home CCRs during times of inclement weather, call center closure, or other events that may impact the ability for employees to report to the local West Virginia office.

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

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

24/7/365 Access to a Live CCR

Members can still request NEMT services outside of operating hours through our toll-free number. MTM provides after hours, weekend, and holiday, and back-up support through our call center in Lake Saint Louis, Missouri, or the portion of our Work From Home workforce which operate 24 hours a day, seven days a week, and 365 days a year. Our phone system automatically rolls over calls placed during these timeframes to the appropriate staff. CCRs at our Missouri office, and select Work From Home agents will be 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 CCR answering the call can

view the driver's exact location in MTM Link for an accurate ETA and contact the transportation provider to request their estimated arrival time, or dispatch the trip to another provider if the predicted arrival time is unacceptable.

Interpretation 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. CCRs connect to interpreters without requiring the caller to place an additional call; members do not incur any cost for interpretation services. The CCR stays on the line with the member throughout the call.

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 prevents 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 CCRs:** Rather than relying solely on third-party interpretive services, MTM hires bilingual CCRs who speak prevalent foreign languages in the community.
- **Using Voiance Interpretive Services:** As discussed above, MTM uses Voiance interpretive services, providing members with access to certified interpreters in over 200 languages, at no charge to them. As required by the RFP, we do not allow members to have anyone under the age of 18 provide interpretive services.

D. Customer Care



When a caller dials our toll-free number or Where's My Ride line, he or she is greeted by a friendly, courteous CCR who identifies themselves and MTM by name. MTM coaches our CCRs to provide the best experience possible for all callers by providing them with an extensive, award-winning training program. We know from experience that educating and empowering our call center staff is critical to improving customer satisfaction. As such, we have dedicated exceptional time and resources to developing our training program.

Our CCR training facilitates job skill growth over a four-week initial training period and includes the following topics:

- Background on transportation management, NEMT policies, Medicaid, and medical terminology
- Cisco and Genesys telephony system and call center procedures
- Confidentiality, including Health Insurance Portability and Accountability Act (HIPAA) and Protected Health Information (PHI) safeguards and compliance
- Cultural sensitivity
- Voiance interpretive and teletype (TTY)/ telecommunications device for the deaf (TDD) services
- Customer service (soft-skills) and professionalism, including handling difficult callers
- 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

Our four-week CCR training curriculum is outlined below in **Figure 12**.

MTM CCR Training

Week One: New Hire Orientation and MTM Operations

New Hire Orientation immerses CCRs in the culture and history of MTM, and allows them to network with other departments to build relationships with existing employees. This week 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 CCRs 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 Training
- Daily Huddles

Week Four: Trip Intake (Nesting)

The fourth week of training, second week of nesting, allows CCRs to master their job duties with the help and oversight of supervising staff.

Training Covered:

- Side-by-Side Coaching
- Protocol Training
- Daily Huddles

Figure 12: MTM Training. *CCRs receive training on a broad range of topics over four weeks, prior to taking calls from members.*



Before moving on from classroom training, CCRs must take an assessment to measure effective learning transfer; they must score a minimum of 90% on this assessment. After a CCR completes classroom training and passes the assessment, she or he moves to the next training phase: side-by-side training in a "nesting area" where she or he takes calls while closely monitored by a Training Coach. CCRs 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 the software, workflows, and communicating with members. Following side-by-side training, the CCR begins independently accepting calls from members.

Call Monitoring

MTM records 100% of our calls through our Genesys phone system and closely monitors calls as described below to ensure our CCRs provide service that promotes an outstanding member experience. We alert callers at the beginning of each call that their call will be recorded for quality assurance purposes. 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 will submit call monitoring reports and results of subsequent training to BMS as outlined in *Appendix 3 Reporting Requirements*.

MTM recently implemented a new call monitoring tool that automatically monitors a majority of incoming and outbound calls. This call monitoring tool is available to MTM call center supervisors and managers and is used as a coaching tool. Calls to MTM constantly flow through this new software for analysis every eight to 15 minutes, giving our Corporate Compliance and Audit department timely analysis of data such as:

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

Through this call monitoring tool, MTM has gained valuable insight into what our CCRs are doing well and where they may need additional training, as seen through the perspective of members and other stakeholders. We then translate the information we receive through monitoring into training programs, process improvements, and quality initiatives for each individual program, as well as across our book of business.



Our call monitoring platform uses machine learning to analyze calls and produce actionable data that our teams can use to quickly modify processes, create training, or intervene in real time to de-escalate a conversation if necessary. We use this information to increase first call resolution, shorten phone handling time, and even reduce unnecessary calls. Not only can this technology reduce costs, it delivers rich program data.

Our call monitoring tool allows us to be proactive, rather than reactive, in addressing potential issues. For instance, we can search for and analyze words that indicate factors such as empathy, politeness, escalation, hold language, and HIPAA verification, as shown below in **Figure 13**.

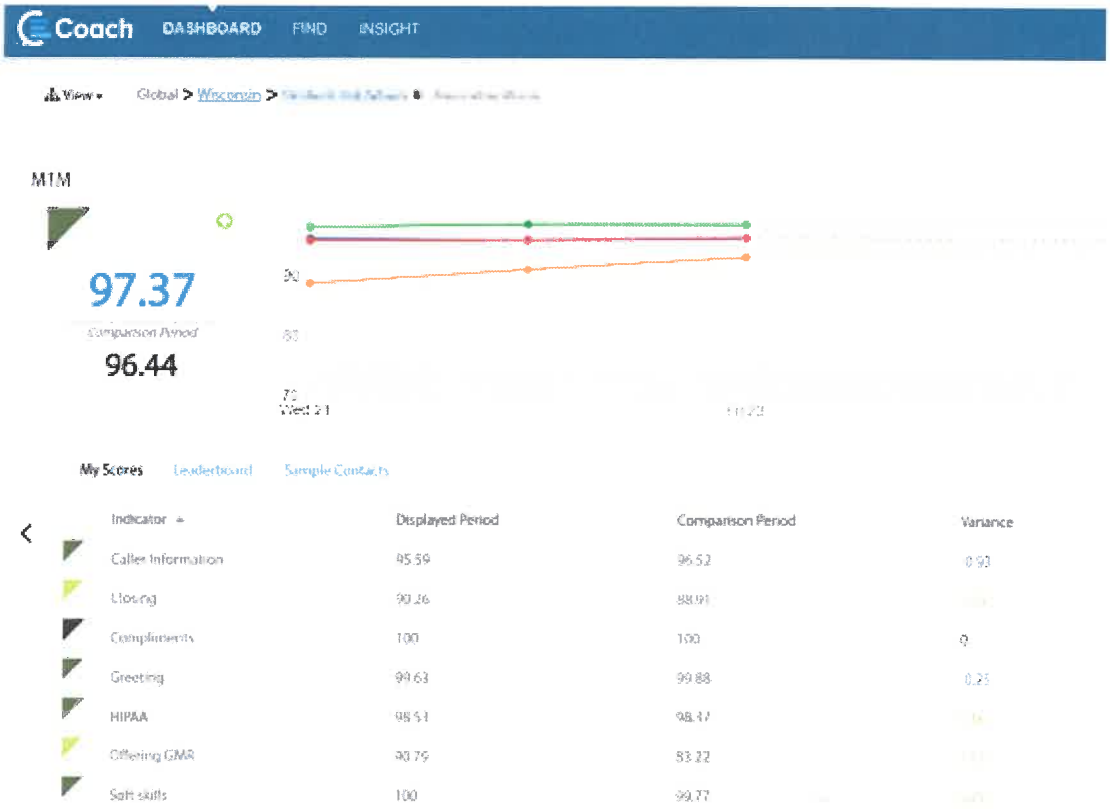


***Figure 13**: MTM's call monitoring tool gives us insight into CCR performance.*

We can then take any action that may be necessary, such as providing additional CCR training or educating a member. If the system flags a member using language that indicates a threat to safety, we take immediate action and notify the proper authorities.

MTM believes we are the only NEMT manager offering this level of quality monitoring for our clients; the industry standard for call monitoring is around 1% of total call volume, versus our current ability to monitor 75% of call volume. We are confident that BMS and West Virginia Medicaid members will see a difference in call satisfaction with MTM, and look forward to leveraging this tool to improve quality for the NEMT program.

Coach Tool

MTM also uses a tool called Eureka Coach to help monitor CCR performance. It is a cloud-based direct performance feedback solution that leverages our already established automated performance scoring to improve agent quality through individualized feedback and coaching. Eureka Coach encourages a culture of performance optimization with speech analytics insight from every call, targeted guidance, and CCR self-improvement. MTM can feed data from mined calls directly to leadership and CCRs, with custom views for each group.

The Coach functionality of the platform provides each CCR with a daily dashboard depicting their performance with trended scoring. This greatly enhances performance and drives self-management at the CCR level. Currently, our CCRs receive:

- A call quality scorecard, detailing areas where they performed well and areas for improvement
- The percentage of silence during the call. This information helps CCRs take ownership of their performance during calls, and to drive down silence, which in turn helps to reduce costs by shortening call times.
- Average talk times

Figure 14 depicts a CCR's view of the Coach tool:

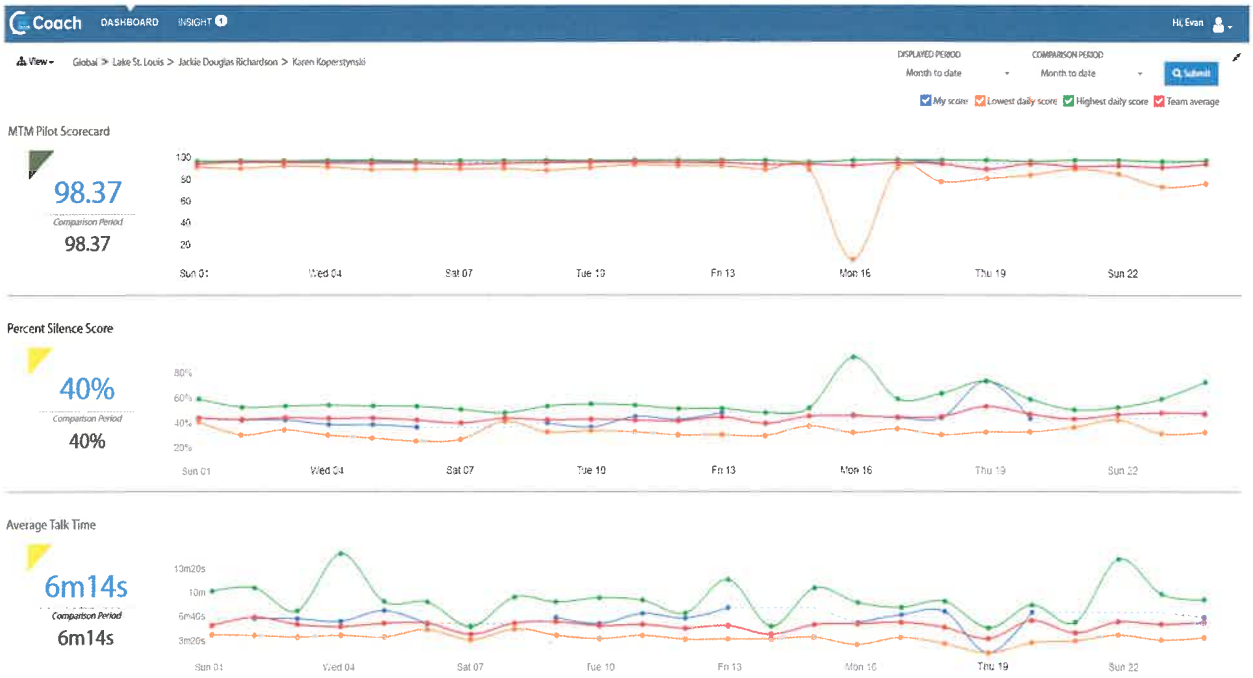


Figure 14: *MTM CCRs can view their performance metrics via the Coach tool.*

We can easily configure Coach to track additional metrics as BMS may desire. Further, our call center supervisors can use the tool to drill down to specific areas where a CCR is doing well or may need additional coaching, allowing them to reduce admin time when preparing for coaching sessions with their CCRs. They can also "clip" and send specific parts of a call directly to a CCR for further discussion, as shown below in **Figure 15**:



Figure 15: *Call center supervisors can send specific moments from a call directly to a CCR.*

Interactive Supervisory Monitoring

In addition to live and recorded call monitoring, we have supervisors on the call center floor to review 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 will install large LCD monitors in the call center 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 uses a VoIP solution from Cisco Systems and Genesys for our telephony platform, which includes interactive voice response (IVR), and multi-channel automatic call distribution (ACD). MTM's highly scalable telecommunication system can handle high call volumes and meets RFP requirements, as outlined below. As previously discussed, all callers are informed that their call will be monitored and recorded for quality assurance purposes.

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 CCRs, including:

- Number of incoming calls
- Number of answered calls
- Average time for a call to be answered by a live CCR
- 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 CCR taking the call and authorizing the request
- Daily percentage of abandoned calls and calls answered by a live CCR
- Number of available CCRs 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.

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

MTM's ACD system routes incoming calls to multiple queues based on the caller's needs and the CCR's skills, including non-English speaking members and providers. MTM will not implement any queue not-specified in the contract without BMS' prior approval.

Call Menus and ACD Groups

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

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

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

We maintain separate menu-driven queues based on call reason so the ACD transfers each caller to the appropriate CCR or staff member. Our phone system allows a virtually unlimited number of ACD groups. We are able to add, change, and delete ACD groups seamlessly, and change the routing and reporting structure without interrupting service. Separate queues, including our We Care line for complaints, toll free line for trip reservations, and the Where's My Ride line, allow us to track and report on 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 in our scheduling system.

H. Sufficient Resources

As we did during our time as BMS' NEMT broker, and as we currently do across our book of business, MTM maintains sufficient equipment and call center staff to serve all callers. As detailed previously, call scripts will be used to ensure consistency and high quality service; a sample CCR call script can be found in **Attachment M**. We will modify it upon contract award as BMS sees fit. As previously stated, we will record all incoming calls for quality assurance purposes, and will alert callers that their call is being recorded. MTM will keep recordings for up to 12 months as BMS desires.

We have SIP trunks in our primary and backup data centers with 1,600 SIP call paths in each datacenter for 3,200 total call paths. There is plenty of spare capacity on the SIP, which allows us to add additional call paths on the SIP trunks if necessary. Our unified communications platform currently operates over 160 toll-free and local call-in phone numbers, each with a unique IVR and routing configuration, allowing multiple call-in phone numbers with different call routing systems. Our system meets all criteria outlined in *Appendix 1, Section XI (E)*. MTM closely monitors call volume on a monthly basis and adds trunk lines as necessary to handle all calls related to the NEMT program including trip scheduling, trip recovery, complaints, and questions. As required in Addendum 5, our ACD system will be programmed to answer all calls within 30 seconds. As part of our call center reporting, MTM will maintain daily ACD logs, which we will tally and send to BMS by the 15th day of each month, following the month of report.

Global Resource Management and Emergency Backup

A benefit of our advanced telephony system is the ability to manage our nine call centers and Work from Home staff as one global resource pool, using each workforce 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 functioning agents in the case of an emergency or power outage. Battery back-up at our call centers allows CCRs to complete calls without disconnecting members. These back-up options are capable of operating the telephone system for a minimum of eight hours, at full capacity, as required by the RFP, and much longer if needed. MTM will notify BMS of any interruption in call center operations, including when we route calls to a back-up center. If necessary, MTM has manual procedures for taking requests if we experience an outage.

All staff used to serve the West Virginia NEMT program will be trained in program content, call flow processes, escalation, and maintaining member confidentiality. All CCRs are "skilled" based on which programs/plans they are trained to serve. In this way, even if calls must be routed to another call center during an outage, West Virginia calls will only be routed to CCRs trained on BMS protocols.

Ensuring Adequacy of Staffing

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

The Workforce Management department uses Teleopti software to streamline forecasting and scheduling. Teleopti is a workforce management software solution that uses advanced analysis algorithms to forecast volume and schedule needs based on current call volume patterns and seasonality. Forecasts are created annually, then consistently re-forecasted each day to create demand and schedule needs. Call handling time, call volume, occupancy, and shrinkage are monitored, forecasted, and analyzed in conjunction with call patterns to create schedule demand needs.



Through MTM's Workforce Software Teleopti we are able to instantaneously analyze and project call patterns and call volume down to each 15-minute interval. That level of detail allows MTM to quickly adjust resources and scheduling to ensure compliance with our service level commitments.

This software also helps us identify which days of the week and hours of the day typically generate the most calls, so that we can adjust staff schedules to meet the specific peak volume periods. It also allows us to generate seasonal, monthly, and holiday trends. As a result, MTM is able to anticipate call volume spikes, rather than react after the event has occurred. This ensures that we will be able to meet the required average queue time of five minutes or less, as well as maintaining an abandonment rate of no more than 5%.

Our Workforce Management team actively monitors all call queues and agents in real time. Real time monitoring ensures our contact center maintains a productive and efficient environment. Monitoring of call queues in real time helps identify call volume irregularities that may impact service levels. Scheduling and call routing changes are made real time to help ensure the quickest call response time possible.

XII. Training and Education

A. Transportation Provider Manual

As a previous BMS NEMT broker, MTM has an established, and BMS-approved, Transportation Provider Manual; a draft copy of this manual is provided in **Attachment D** and will be updated to meet all current RFP requirements. The manual contains all policies and procedures for transportation providers, including:

- Provider enrollment and participation requirements
- Provider file maintenance and recordkeeping requirements
- Claims adjudication process and standard 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 requirements
- Inspection protocols and requirements
- Limitations and considerations of NEMT services to covered medical services
- Complaints and appeals processes
- Accident and incident reporting procedures
- Contact names and information for Logistics staff

We will submit our manual to BMS for approval at least 30 days prior to the operations start date of the new contract. MTM's Logistics Management department will review 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 transportation provider and MTM staff member associated with the project receives a copy of the Transportation Provider Manual during training, and a downloadable copy of the document will be available on our West Virginia website. Further, MTM is happy to email any stakeholder a copy of the manual upon request.

B. Transportation Provider and Provider Training and Education

When a new transportation provider joins MTM's network, they complete training, and MTM provides continual refresher training as necessary, as previously detailed in ***A. Network of Transportation Providers***, on **page 32**.

MTM's Logistics 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 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 transportation provider must upload proof of training to the Transportation Provider Portal for each driver. We ensure ongoing training through dedicated Community Outreach staff, as well as Logistics personnel. Additionally, MTM requires transportation providers to develop and maintain an annual Driver In-Service schedule for ongoing training.

MTM will host training sessions for our transportation providers in at least five BMS-approved locations across the state, at least 15 business days prior to the operations start date of the new contract. We will also submit our transportation provider training plans and materials for BMS' review and approval at least 30 calendar days prior to the operations start date.

Training of Medical Providers

During the implementation period and throughout the life of this contract, our Training department will conduct various outreach efforts to educate and inform medical providers about NEMT service operations. Communication methods will include U.S. mailings, internet postings, contacting stakeholders via telephone, hosting web-based seminars, and conducting town hall and face-to-face meetings, depending on the audience.

"MTM has set the standard in Transit training and have gone above and beyond in making sure the development continues after all employees come on board."

Joseph Gonzalez, Fleet Manager
LEON Medical Centers

Our Training department will identify medical facilities throughout the state, such as hospitals or dialysis centers, and will conduct a phone campaign to obtain their contact information. Then, our Training staff will send an introduction letter and will schedule town hall meetings, webinars, and face-to-face meetings with medical providers. These meetings will be an opportunity for us to provide them with an overview of MTM, and to listen to any feedback the medical providers may have for us. We already have a list of locations from our previous operation of the program, and many staff at these sites have experience working with MTM and an understanding of our processes and technology.

C. Member Outreach and Education Plan

Imperative to the success of any NEMT program is an effective Community Outreach Plan, dedicated to educating members and other stakeholders on NEMT availability and regulations. Understanding this, MTM developed a comprehensive Community Outreach 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 proposed West Virginia Community Outreach Plan, along with some materials we previously created for the program, is provided in **Attachment L**. 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 Community Outreach 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 transportation providers, and facilitate WebEx sessions on a regular basis to communicate process enhancements and new web-based technology roll-outs. We find, given the busy work schedules of our partners, this is more convenient than traveling to a meeting 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
- Transportation providers
- Public transportation
- Behavioral health centers
- Federally Qualified Health Centers (FQHCs)
- The community at large

Our dedicated West Virginia Outreach and Communications Manager will oversee and track these efforts, and schedule additional one-on-one sessions at the request of individual facilities.

Working with Behavioral Health Centers in West Virginia

During our tenure in West Virginia, MTM is particularly proud of the relationships we 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. MTM is confident that, if awarded a contract, we can continue to build relationships with West Virginia's behavioral health centers, as well as facilities such as hospitals, nursing homes, and dialysis centers, and realize further benefits for the NEMT Brokerage Program.

Written Educational Materials

As a past West Virginia NEMT vendor, MTM has BMS-approved brochures, informational packets, instructional materials, and other written materials for dissemination to stakeholders, samples of which are provided in **Attachment L**. We will use these as templates to create updated 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. We will not begin operations without mailing these materials to members. If there are multiple members residing in the same household, we will mail materials to the head of household. 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.

All educational materials are developed by MTM 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 Spanish, as required by BMS. In addition, we can develop materials in alternative formats, such as Braille and large print to meet the needs of members with visual and hearing impairments. Our strategies for working with Medicaid members who fail to comply with established policies and procedures are outlined in the following section, ***D. Non-Compliant Member Education***, beginning on **page 85.**

User-Friendly Stakeholder Website

In our experience, we have found that members and other stakeholders often prefer accessing information online rather than receiving hardcopies by mail, because the 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 will provide 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. As an example, **Figure 16** shows a screenshot of MTM's Washington, D.C. NEMT website.



MTM arranges non-emergency transportation within the Washington, DC metropolitan area. This includes:

- The city of Washington, DC
- The suburbs of Montgomery and Prince Georges County in Maryland
- The Northern Virginia counties of Fairfax and Arlington
- The City of Alexandria

Learn More About Your Telehealth Options

DC Department of Health Care Finance Telemedicine Update March 12, 2020

MEMBER CHAT AVAILABLE NOW!

Click here for Member Chat support

Chat is available Monday through Friday, from 7:30AM to 5:00PM EST.

Quick Downloads and Important Links:

- Mileage Reimbursement Log
- Spanish Mileage Reimbursement Log
- Level of Need Form
- SmarTrip Log
- Transportation Provider Handbook
- Transportation Provider FAQ
- DC Medicaid
- District of Columbia Department of Healthcare Finance
- Centers for Medicare & Medicaid Services
- Health Care Ombudsman

JOIN OUR TRANSPORTATION PROVIDER NETWORK

Who can receive rides to medical appointments?

How do I schedule a ride?

Metro Riders



Michelle Moses
Program Manager

Email: mmoses@mtm-inc.net
Direct Phone: 202-263-4640, ext. 4022
Fax Number: 202-263-4642
Local Address: 300 M Street SE, Suite 825 Washington DC 20003
Hours: 8 a.m. to 6 p.m., Monday – Friday
Directions The MTM office is located three blocks from the Navy Yard Metro rail station (Green Line)

To schedule transportation, call 1-866-796-0601

Call to schedule your ride at least three business days in advance. You can call with less notice if your trip is urgent.

To file a complaint, call 1-866-436-0457

Call MTM's MeCare line if you have a complaint about your ride or other service. You can also use our convenient **online form**. You can also email **QM@mtm-inc.net**.

If your ride is late, call 1-888-293-4687

Call us if you had a pre-scheduled return ride and you have waited for more than 30 minutes. Also call you called your driver after your appointment and have waited for more than one hour.

Figure 16: Website Screenshot. *The screenshot shows MTM's Washington, D.C. NEMT homepage.*

D. Non-Compliant Member Education

In any NEMT program, non-compliant members are an unavoidable issue. Therefore, it is important for the NEMT manager 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 will seek BMS approval. These policies address members who consistently fail to use arranged NEMT services without cancelling with MTM; demonstrate abusive behavior or misconduct towards transportation providers, other members, or MTM staff; habitually violate the five business days' advance notice policy; and are habitually late.

No-shows and non-compliant behavior create additional financial burden on NEMT services and limit the resources available to members who adhere to program rules. With BMS' approval, we will implement the following action plan to address habitual no-shows and non-compliance, which we use in similar programs across our book of business. First, upon verification that the no-show is valid, we flag the trip as a no-show, which automatically initiates the disciplinary process and generates a no-show letter.

Disciplinary actions may include:

- Counseling or verbal warning
- Written warning
- Requirement for the member to confirm all trips
- Reduction of services to mileage reimbursement or public transportation only
- Temporary suspension of services

When a member demonstrates non-compliant behavior, we will 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 may limit the member to utilizing only certain modes of transportation. 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.

When a member has three no-shows, we require members to call and confirm their trip prior to dispatching a provider. We record the time a member calls to confirm transportation for the next 90 days, during which time every trip requested for that member has to be confirmed within 48 hours of the appointment time, but no less than 24 hours. If the trip is not confirmed, the trip is automatically cancelled. MTM will also place reminder calls 24 hours in advance to members, in an attempt to reduce no-shows. The automated call reminds members to call MTM and cancel if they are no longer planning to attend their appointment. MTM can also send imminent arrival texts to members alerting them that their driver is in route. Members will

have the option of opting into the text alerts. MTM also 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.

Handling Aggressive Member Behavior

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

XIII. Operations Procedures Manual

MTM has provided a draft copy of our Operations Procedures Manual as **Attachment H**. 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 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 will provide a copy to all staff, and we will incorporate our West Virginia Operations Procedures Manual into all training for new employees serving the NEMT Brokerage Program, and will review 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. We will abide by our Complaint Policies and Procedures Manual, which we will provide to BMS for approval at least 30 calendar days prior to the operations start date. Our Corporate Compliance and Audit Department reviews our complaint policies and procedures every six months, and as described throughout our proposal, our Quality and Compliance Committee reviews complaint reports to identify any trends and recommend updates to our policies accordingly. We will notify BMS if any amendment to a policy/procedure is necessary. Once BMS approves the amendment, MTM will publish and distribute an amended manual to relevant stakeholders within 30 calendar days.

A. Member Complaint Resolution and Appeal Process

If a member 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 Corporate Compliance and Audit Department for prompt resolution of any issue. In addition, we accept complaints via our website, www.mtm-inc.net, which also allows members to submit compliments or leave comments regarding MTM's service. A Complaint Coordinator receives complaints collected via the website.

The Complaint Coordinator documents the complaint in writing, with all circumstances surrounding a complaint; date stamps the item; assigns the complaint a unique tracking number and a high, medium, or low priority; and within one business day, informs the complainant of receipt.

After completing these steps, she or 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 Complaint 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 Complaint Coordinator closes the complaint.



If a member has a complaint about a specific trip, we can access the trip in MTM Link, 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 GPS data 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 transportation provider of the appeal decision, approve the requested NEMT services, and reimburse the transportation 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 member complaint resolution, MTM proactively reduces complaints by monitoring repeat transportation provider and member behaviors, before these behaviors result in complaints. We will create 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 transportation provider available
- No Show- transportation provider does not show up
- Turnback- transportation provider turns a trip back

Depending on the behavior, MTM takes action to educate the necessary individual(s) to 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.

During our previous tenure with BMS, we decreased complaints even while trip volume increased, as shown below in **Figure 17**. We look forward to bringing similar results back to BMS and West Virginia Medicaid members.

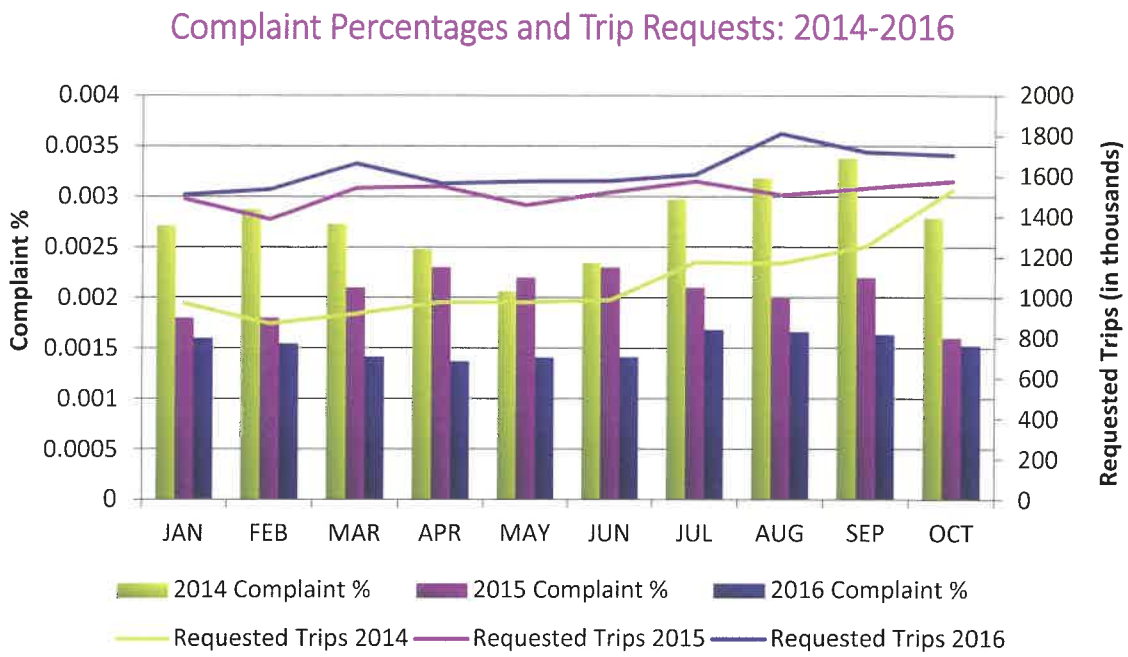


Figure 17: Complaint Percentages. *MTM proactively reduced complaints in West Virginia by monitoring problematic transportation provider and member behavior.*

B. Transportation Provider Complaint Resolution and Grievance Process

The process for reviewing complaints and grievances submitted by transportation providers is the same as complaints made by members and medical providers, as outlined above. We assign a unique tracking number to each complaint or grievance received from a transportation 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 transportation provider's right to request a review.

XV. Contract Closeout 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 contract 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 Closeout 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 will have 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.

4.2.1.2 Appendix 2, Implementation Specifications

Appendix 2, Implementation Specifications, including all deliverables and proposal components described therein. Appendix 5, Implementation Deliverables, Milestones and Payments, in table format.

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*. Further, having previously operated this contract, MTM understands and is familiar with 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; and 42 CFR Section 440.170.

As required by *Section 4.2.1.2 of the RFP*, we have provided the implementation deliverables, milestones, and payments found in Appendix 5 in table format, in our Implementation Work Plan, **Attachment A**.

Once BMS awards the contract, our Implementation Team will conduct an internal kick-off meeting and launch the implementation process. MTM has a dedicated Business Implementation department that supports new NEMT implementations at MTM. The Implementation team, with oversight from proposed Project Manager Steven Burton and Regional Vice President Kim Clark. Kim will oversee the entire implementation period, as well as the 90 days post go-live date, to ensure the program is operating to the satisfaction of BMS. She has the ultimate authority to make programmatic changes for the program's success. MTM will provide a demonstrable level of executive team commitment, beyond what any other contractor can offer BMS.

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

Hiring and Training Staff

As detailed in ***Staffing Plan*** on **page 140**, MTM has identified qualified candidates to fill all key positions. Upon award, we will recruit and hire staff not yet identified and immediately commence training in the corporate offices, or in the field, depending on the position.

Establishing a Transportation Provider Network

Prior to the start of the contract, MTM will have a comprehensive network in place able to provide adequate service coverage to meet the needs of West Virginia members. This network will be comprised of high quality, credentialed, and trained transportation providers. MTM understands transportation providers are the backbone of a successful NEMT program; we seek the best providers in a given area and uphold strict credentialing criteria for those who join our network.

Customer Service and Operational Readiness

As previously stated, MTM proposes locating our West Virginia office at 125 Lakeview Drive, Cross Lanes, West Virginia. Prior to the start of service, MTM will provide all necessary equipment and staff to begin serving BMS and its members. An advantage MTM offers BMS over other contractors is our ability to implement telephone service upon demand. Our Genesys telephony system, which we use across our book of business, has no obstacles to startup. The software requires no installation, testing, or leasing timeframes. MTM has an established contract with Genesys to implement new licenses as necessary, removing the time it would take another contractor to purchase or lease software.

Once the contact center is ready for move-in, our IT team will install all workstations and equipment, including the telephone hardware within three to four days. During this time, they will test the hardware to make sure it seamlessly connects with Genesys software and all equipment is operating properly.

A critical step in the implementation process is entering all trips into our system, dispatching trips to transportation providers, and ensuring those providers can handle the volume of trips assigned. We will collect recurring trip information directly from medical providers including member name and address, pick-up and drop-off times, locations, and mode of transportation. Whenever possible, MTM will assign the same transportation providers the trip to provide the highest level of continuity of service for members. We will also begin to take live trip requests from members for their non-recurring medical appointments prior to the go-live date.

I. Implementation Work Plan

To demonstrate our ability to seamlessly continue operation, we provided an Implementation Work Plan in **Attachment 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

Our Implementation Work Plan details all the tasks necessary to begin service in West Virginia, including timeframes, milestones, staff responsible, and start and end dates, including:

- Acquiring office space, furniture, and telephone equipment
- Hiring and training staff
- Recruiting, credentialing, and training a network of transportation providers
- Inspecting vehicles
- Credentialing drivers
- Testing operational readiness and systems
- Installing MTM Link scheduling, reservations, and dispatch systems
- Educating stakeholders
- Developing deliverables

II. Quality Assurance Plan

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 **Attachment J**, 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 transportation providers for compliance; and call center quality control. 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 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 transportation providers or members. We understand that BMS may make quality assurance reviews on our services anonymously and without advance notice.

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.

urac®
CERTIFIED
Certification of Organizational Management
Expires 04/01/2022

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. As we previously underwent successful readiness reviews with BMS, we already understand and are familiar with BMS expectations in this area.

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
- Transportation provider Network and Geographic Coverage Report
- Proof of transportation provider network sufficiency
- Adverse Conditions 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
- Transportation provider Monitoring Plan
- Final transportation provider Manual
- Transportation provider and Provider Training and Education Plan
- Final Member Outreach and Education Plan
- Verification that education of Medicaid members, transportation 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

B. Call Center Readiness Requirements

MTM will 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, transportation providers, and medical providers, as appropriate
- Functionality of web-based inquiry system for transportation 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

C. Remediation and Startup

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 award the contract to MTM, we will begin taking calls for NEMT requests two weeks prior to the scheduled operations start date.

IV. Data Systems Requirements

A. Eligibility Verification

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

As previously stated, MTM officially acquired Reveal Management Services, Inc. (Reveal) routing, scheduling, and dispatching (RSD) software in 2017. Our proprietary NEMT management software, MTM Link, is now driven by Reveal's RSD engine, resulting in a solution that is customized for the brokerage model and MTM best practices, but built on RSD platform that has been proven in the transit industry. MTM Link 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 transport to a non-covered service or medical practitioner. **Figure 18** outlines the specific services and functions MTM Link accommodates.

Function	Description
Provides Web Portals	Provides web portals for providers, members, and facilities providing a range of services
Provides Mobile Applications	Provides smartphone application for drivers via Android and iOS systems that includes manifest information, navigation with live traffic updates, and signature capture capabilities. Members can also access the MTM Link app for Android or iOS and view scheduled trips, check driver locations and estimated times of arrival, and cancel trips
Accommodates Call Intake Processes	Facilitates call intake, automatically loading member information when the CCR enters consumer's name or ID number
Manages NEMT Requests	Manages trip scheduling, including verifying eligibility; determining the most appropriate mode of transportation; routing trips and grouping rides in accordance with timeliness standards; and ensuring the trip is to a covered service with the closest enrolled provider

Function	Description
Selects a Provider	Select the most appropriate provider using an algorithm based upon the trip details and cost, as well as the provider's availability, quality ranking, and location
Routes, Schedules, and Dispatches Trips to Provider	Intuitively routes and dispatches trips to the provider based on location, capacity, level of service, and cost to realize maximum productivity within set parameters for on-time performance, travel time, multi-loading, etc. Projects late trips and creates actionable alerts for dispatchers to proactively correct. Automatically pushes trips to providers, without the need to download manifests on a separate site
Provides GPS Tracking, Imminent Arrival Alerts, and Time Stamping	Medical facility staff, members, and BMS can view driver location, history, and real-time ETAs via the mobile application or online portal. 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. Can use GPS data to trigger an automated call or text to members when the vehicle nears the pick-up location
Reimburses Consumers	Verifies the member meets criteria for mileage reimbursement, determines mileage, and calculates the amount for reimbursement
Detects Fraud and Abuse	Applies data mining algorithms to detect fraud and abuse
Creates Reports and Supplies Dashboards	Develops reports and provides dashboards for easy data viewing. Able to trend data for network adequacy, on-time performance, etc. Captures and retains data to develop required reporting packages, ad hoc data, and other files requested by BMS
Transfers Encounter Information	Captures, stores, and transfers information necessary for creating encounter files; electronically transmits information to EDI tool in accordance with regulations
Stores Consumer 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
Receives and Stores Consumer 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
Pays Providers	Reconciles trip data, authorizes reimbursement, and transmits information to Claims department for payment

Figure 18: MTM Link Capabilities. *MTM Link automates numerous aspects of NEMT service.*

B. Data Capture

As detailed throughout this proposal, MTM Link allows us to efficiently capture important data regarding West Virginia Medicaid members and trips. CCRs will use MTM Link to capture and store all member data required in the RFP, and can refer back to it or easily change it if necessary. Additionally, we can also accept manually entered eligibility data, such as member name and ID number, which we will reconcile against the Member and Provider Extract File to ensure data integrity.

C. Encounter Data

In nearly every contract we have operated over the past 25 years, we submit encounter data on specific deadlines. Therefore, we have extensive experience meeting the unique requirements of each client.



MTM submits an average of **2.1 million** encounters nationally per month and maintains acceptance rates of **98% to 100%.**

MTM submits encounter data on a monthly, twice monthly, and weekly frequencies 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. MTM pulls adjudicated claims for the prior month, ensure records have not been previously submitted and/or accepted, and create the requisite provider, encounter, and validation files in the required formats. MTM not only has the capability to deliver paid claims on encounters which is the industry standard, but can also support the delivery of denied claims on encounter submissions if requested. The delivery of denied claims on encounter submission can help complete the utilization picture.

MTM's encounter process supports custom 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 match West Virginia file requirements. These features help certify that data is a comprehensive, accurate depiction of the processed claim content. MTM is both familiar and comfortable with encounter processing for the State of West Virginia. MTM has an established history of meeting West Virginia encounter requirements.

We also have many safeguards built into our operating system 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. We will adhere to all RFP requirements regarding encounter data and will submit the monthly aggregate file and a summary report by the 15th of the following month. MTM will reconcile the data of paid trips within the encounter data file with data on associated scheduled rides as part of the monthly encounter data submission.

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 Google Maps and ArcGIS-mapping to calculate reliable mileage and develop routes. 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

All transportation providers within MTM's network will have access to our 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
- View a summary of trips for a date range
- View a summary of trips by member for a date range
- View details of trips by request tracking number

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 transportation providers is restricted to that required

to perform the services assigned. Further, the portal complies with all requirements in 45 CFR Section 155.260(b); state codes and policies referenced in Appendix 1, Section 1 of the RFP; and Americans with Disabilities Act (ADA) screen readability requirements.

Transportation 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. Use of our portal is covered during our initial and ongoing transportation provider training. Transportation providers can also reach out to us at any time for technical assistance.

V. Business Continuity and Disaster Recovery Plan

Preparing for adverse situations by having a contingency plans 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. MTM's Business Continuity and Disaster Recovery Plan is provided as **Attachment I**. We will submit the final plan for review at least 30 days prior to the operations start date.

Database Reliability and Recovery

MTM operates our primary systems in dual-primary mode. This means that there are two versions of each system running simultaneously at any given time. Each of these systems are located in geographically diverse SOC II compliant data centers with multiple connectivity to each. In the event that our system were to go down, it would automatically failover to the secondary standby system with no lost data or time. As an additional layer of redundancy, we back up our databases every 15 minutes, including all member and trip data. In the highly unlikely scenario where both the primary and secondary system goes down, we can restore to a backup without losing more than 15 minutes of data.

We also provide back-up support with manual processes. Staff are trained on how to document trip requests and other critical business practices offline, in the unlikely event that systems are not available. Documentation is also provided for their reference. Training and documentation also includes processes for inputting offline information back into the system after service is restored. In the event of a system outage on the part of BMS, 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.

Telephony Systems Reliability and Recovery

Similar to our computer systems and databases, MTM's phone system offers multiple layers of redundancy. MTM operates our primary Genesys phone system in dual-primary mode in two geographically diverse data centers. Each of these data centers provides connectivity through multiple carriers, so that if one carrier experiences an outage, MTM calls are automatically shifted to an alternate carrier without interruption and with zero dropped calls. This means that we not only have the ability to failover from our primary to secondary data center, but also to multiple carriers within each of the data centers, ensuring that calls are not dropped and that phone service remains uninterrupted.

Additionally, each of our call centers and our Work from Home CCRs are linked through our phone system, allowing the automatic rerouting of calls to any of our locations or to our remote agents. If the West Virginia call center becomes unavailable due to a local outage or severe weather, calls can be seamlessly routed to alternate centers and remote CCRs.

Disaster Recovery Plan

In our Business Continuity and Disaster Recovery Plan, provided in **Attachment I**, MTM identifies our processes for uninterrupted services. 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, off-site storage, and communication.

We also outline the following scenarios and our response to each:

- Our system 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 Corporate Compliance and Audit department reviews the plan annually to ensure it is up-to-date and consistent with industry standards, allowing us to make any updates as necessary. We will submit our Business Continuity and Disaster Recovery plan to BMS for review and approval at least 30 calendar days prior to the operations start date.

4.2.1.3 SUBCONTRACTORS

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

MTM does not intend to use any subcontractors for any administrative functions of the NEMT Brokerage Program. We perform all corporate functions, such as finance/accounting, marketing, business development, recruiting/human resources, and logistics in-house.

4.2.1.4 DATABASE

The Vendor should describe their approach and methodology for developing and managing an up to date 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 (Reporting Requirements) and the flexibility to produce additional ad hoc reports based on the data collected.

As previously described in ***A. Eligibility Verification***, on **page 96**, MTM Link accommodates the full spectrum of our clients' technology needs. It allows us to develop and maintain databases for information such member and trip details, encounter information, member extract files, transportation provider listings, and more. MTM Link also has the capability to submit information in batch mode, perform statistical analysis including transportation utilization, and to provide detailed reports as outlined in *Appendix 3 Reporting Requirements*. Further, we can drill down to many different, specific levels of information in order to produce ad hoc reports as BMS may require.

Having previously operated this contract, we have already successfully developed and maintained an up-to-date database for West Virginia Medicaid, proving our ability to maintain a database for a similar population. Further, MTM's databases are used in many other programs with similar populations, including all the contracts listed in ***4.2.1.27 Experience Operating Statewide Programs*** on **page 124**.

Reporting Capabilities

Important to the success of every contract MTM operates is the ability to collect and analyze program data. MTM has developed extensive reporting package capabilities that we will customize to meet the needs and data requests of BMS. MTM agrees to comply with all reporting requirements outlined in Appendix 3, and all other reporting requirements throughout this RFP.

MTM Link 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, trip logs, and other information.

Additionally, MTM Link can submit batched data, perform statistical analysis (including transportation utilization analysis), and provide detailed reports, including ad hoc reports.

MTM Link then readily generates reports as trip requests, grievances, and claims are entered into the system. This data is stored permanently. MTM will assemble data into several accurate, complete reports and distribute them electronically to BMS on a monthly, quarterly, and annual basis, and as otherwise requested.

Further, our advanced reporting tool Microsoft PowerBI, allows us to collect and analyze data from multiple platforms to have a streamlined view of operations. This includes data from our phone system and MTM Link. More detail about this tool and its capabilities is provided in ***4.2.1.34.3 Analytics and Reporting Tools*** on **page 129.** 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, providers, and MTM alike will benefit from our extensive reporting capabilities.

Ad Hoc Reports

MTM regularly produces ad hoc reporting for our clients and will provide this level of service for BMS as needed. MTM understands that some ad hoc data requests are urgent in nature, particularly if they are in response to legislative or agency inquires. MTM is typically able to respond to most ad hoc reporting requests within one business day.

MTM can pull extensive ad hoc and regular reporting information directly from MTM Link, which will be particularly useful in the investigation of individual complaints or service issues. MTM also uses Microsoft Power Business Intelligence (BI) across our organization, which will provide additional ad hoc reporting capabilities to our staff, as well as to BMS directly. More details are provided in ***4.2.1.34.3 Analytics and Reporting Tools*** on **page 129.**

4.2.1.5 Report Development and Production

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.

MTM provides our clients with a standard reporting package full of useful, detailed information on a monthly basis. Although many of these reports are similar from contract to contract, we customize these packages for each program based on specific needs. We have provided examples of the types of reports we produce for projects of similar size and scope in **Attachment K**.

Under our previous operation of the BMS NEMT program, MTM supplied the reports outlined in **Figure 19** to BMS as required. For this contract, we will meet all reporting requirements in *Appendix 3*.

Report	Frequency
Broker Monthly Report Card	Monthly
Provider Monthly Report Card	Monthly
County Level Detail Report	Monthly
Call Center Report	Monthly
Staffing Report	Monthly
CCR 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
Transportation provider Monitoring Report	Monthly
Excessive Distance Report	Monthly

Report	Frequency
Encounter Data Reconciliation Report	Monthly
Multi-Passenger Trip Report	Monthly
Monthly Behavioral Health Transportation Report	Monthly

Figure 19: Reporting Package. *MTM submitted accurate, complete reports to BMS, and will do so if awarded a contract.*

With MTM Link, we will be able to drill down to an even greater level of detail, allowing us to easily identify, sort, and view data, as they summarize data regarding members, drivers, locations, and manifests, according to the user's needs. MTM Link's interactive dashboards are shown below in **Figure 20**.

Dashboard	Function
Quality Assurance	Displays selected key performance indicators for the contract such as overall productivity, on-time performance, etc.
Passenger Summary	Lists passengers and the number of trips taken in a date range, on-time performance, etc.
Passenger	Specific passenger information pertaining to on-time performance, trip dates, manifests, etc.
Driver Summary	List of all drivers, on-time performance, number of trips provided on time and late
Driver	Specific driver information pertaining to on-time performance, manifest driven, dates, customers
Location Summary	Displays addresses detailing on-time performance, cancels, number of pick-ups and drop-offs
Location	Specific location information pertaining to on-time performance, customers, number of picks-ups and drop-offs
Filter	Allows comparison of different services provided such as paralift, wheelchair, public transit, etc.
Manifest Summary	Displays trips and how they relate to each manifest (on-time, late, on-time performance, completed)
Manifest	Provides specific information per manifest pertaining to on-time performance, late trips, completed trips, etc.
Schedule vs. Actual	Provides manifest and trip information comparing scheduled to actual performance

Figure 20: Interactive Dashboards. *Our software offers extensive dashboards for performance monitoring.*

4.2.1.6 Supplying Required Deliverables

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).

Our Implementation Work Plan, provided as **Attachment A**, outlines our timeframe for supplying deliverables. Thanks to our experience operating this program from 2014 to 2018, MTM already has a strong understanding of BMS' expectations regarding deliverables and Service Level Agreements, having met these requirements previously. Several of our staff who were instrumental in supporting the BMS NEMT program are still with us and will again help ensure this program's success, including MTM CEO Alaina Maciá, Regional Vice President Kim Clark, and Call Center Manager Shane Oskins.

Whenever we prepare to implement a new program, prior to launch, we thoroughly familiarize ourselves with all requirements. During the initial RFP response process, we review program requirements and compare these against our existing operating model and our ability to provide the requested services. Our dedicated Business Implementation department oversees the startup of all our contracts. Having a dedicated team ensures there are always individuals focused solely on monitoring deliverables and completing tasks accurately, on time, and in compliance with client requirements. MTM tailors our implementation timeline to each of our client's individual needs. The Business Implementation department holds a kickoff meeting and weekly status meetings with our clients to ensure a seamless transition. At the onset of a new contract, MTM develops a compliance matrix that covers all contract requirements as specified in the final RFP and resultant contract. The compliance matrix is tested informally throughout the implementation process, formally during the system and operational readiness reviews, and thereafter it will be used to guide our performance and adherence to contractual requirements.

Meeting 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, 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.

4.2.1.7 Supplying Written Material

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.

Upon request by BMS and preceding any significant program changes, MTM will develop brochures, informational packets, instructional materials, and other written materials for dissemination to NEMT stakeholders and will provide them to BMS for approval. Once the initial information packets are approved, we will print and distribute the materials at least 30 business days prior to the start of service.

Our approach to supplying written materials for members, transportation providers, and BMS is described in detail in ***Training and Education*** beginning on **page 79**. Our experienced Marketing department will ensure all written materials for members are appropriately developed in compliance with all requirements listed in the RFP and in an easy-to-understand format no higher than a fifth-grade reading level. Our materials will be available in English, Spanish, and any other requested languages, as well as Braille and large print. As required by BMS, transportation providers will have access to the Transportation Provider Manual in both electronic and hard copy. Our approach to developing an Operations Procedures Manual is described in ***XIII. Operations Procedures Manual*** on **page 86**.

For sample written materials developed by MTM, see **Attachment L**. Where appropriate, MTM will refer medical providers and advocates to our West Virginia website for downloadable information.

4.2.1.8 Providing Increased Training

The Vendor should describe their plan to adjust and/or provide increased training of Transportation 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.

As outlined in ***B. Transportation Provider and Provider Training and Education*** on **page 80**, MTM provides comprehensive education to transportation providers via a variety of venues, including online WebEx training, in-person discussions, and our manuals. As noted, above and beyond standard education, we provide specific education based on the population types served by providers (dialysis patients, minors, behavioral health, etc.). 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 transportation providers. We will offer continual education through periodic WebEx training seminars.

4.2.1.9 Change Control Procedures

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.

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, re-engineering an operational process, or improving communication.

4.2.1.10 Communication Plan

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.

Establishing clear lines of communication will allow MTM to effectively interact with BMS and its stakeholders. Outreach and Communications Manager Stephanie Young will manage all communication and outreach for the BMS program. Members, transportation 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 ***4.2.1.20 Establishing an Advisory Committee*** on **page 118** facilitate face-to-face conversations between MTM and each stakeholder group.

BMS Communication Plan

Our local West Virginia management team will coordinate 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. Project Manager Steven Burton will lead these meetings, with support from our corporate leadership teams as appropriate. As we have referenced throughout our proposal, our executive leadership team is vested in the success of this contract.

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 will conduct this meeting face-to-face at a location and time convenient to BMS. Typical content will include quarterly program overview detailing utilization, trip reason codes, and days' notice, average miles per trip, vehicle type, most utilized transportation providers, complaints, and call statistics.

Annual Strategic Planning Session

Outside of detailed monthly reports and Quarterly Plan Performance Reviews, we will also provide BMS with reports and feedback during an Annual Strategic Planning Session. Project Manager Steven Burton will also lead this session; BMS is welcome to invite team members as appropriate. During the session, MTM will provides a statistical summary of services, including all program activity, accomplishments, challenges, and recommendations. MTM will also submit a written annual report following the end of each 12-month contract period.

4.2.1.11 Grievance Process

The Vendor should describe their grievance process to ensure compliance with the Bureau's policy and procedures outlined BMS Chapter 800 (A) (http://www.dhhr.wv.gov/bms/Pages/Manuals.aspx) of the West Virginia State Medicaid Manual for Provider requirements process for Medicaid recipients and allow providers a review process.

MTM's process for handling grievances, which complies with BMS Chapter 800(A) of the West Virginia State Medicaid Manual, is detailed beginning on **page 89**. Through our easy-to-use website, members, medical providers, transportation providers, or BMS can submit complaints and/or compliments regarding MTM's service. Our capable Complaint 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.

4.2.1.12 Contracting with Qualified Transportation Providers

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

Please refer to ***A. Network of Transportation Providers,*** beginning on **page 28**, for our detailed plan for contracting with qualified transportation providers including the description of our three-phase contracting process.



Our careful credentialing process, thorough training and education program, and proactive quality monitoring will enable us to develop a strong, reliable network in West Virginia, as we did during our previous tenure as BMS' NEMT broker. Through our various monitoring activities, if MTM finds a provider is non-compliant with our service agreement, our Logistics team coordinates education with the transportation 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 are sent to the provider. As part of this plan, a Vendor Account Manager follows up 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 transportation 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 transportation 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.

4.2.1.13 Screening Staff and Providers

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

Prior to providing any services, MTM requires drivers to complete our thorough credentialing process, which includes a background check and driving record inspection, as previously. 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 HireRight, which performs the following background checks:

- Federal criminal records check
- Address history check

- Social security number trace
- Statewide criminal history record
- Health care sanctions check
- National sex offender registry
- Terrorist watch list check
- Department of Motor Vehicles (DMV) / Motor Vehicle Record (MVR) Check, as necessary for position requirements
- Credit 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. For the BMS program, we will also require fingerprint checks as required by the contract.

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).

4.2.1.14 Addressing Non-Compliant Medicaid Members

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.

As addressed in ***D. Non-Compliant Member Education***, beginning on **page 85**, 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 before reducing or terminating any member's NEMT benefit.

4.2.1.15 Collaborating to Ensure Appropriate Level of Service

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

During our previous tenure in West Virginia, MTM developed relationships with the UMV, as well as several state managed care organizations (MCOs). As such, we already have an understanding of how to work collaboratively with these entities, and will do so again if awarded a contract. 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 ***A. Screening***, beginning on **page 11**.

4.2.1.16 Prior Authorization Requirements

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

MTM will check 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 will reach out to the organization directly using the Prior Authorization Form process. We will also work in conjunction with the state MCOs when dealing with member issues or complaints to gain access to their prior authorization information.

4.2.1.17 Maintaining Transportation Provider Credentials

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

Prior to joining MTM's network, transportation providers must complete our stringent credentialing process, previously detailed in ***A. Network of Transportation providers,*** beginning on **page 28**. 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 Logistics Management 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 transportation provider and their Vendor Account Manager, detailing the date the license will expire and providing a specific date by which the provider must submit new information.

MTM allows providers to manage credentials using our custom-designed credentialing web portal. MTM's providers see benefits from using our online portal, including:

- Convenience and time savings through a user-friendly interface that allows providers to upload bulk driver and vehicle credentials, rather than one at a time
- Clear visibility into expiring credentials
- Robust reporting capabilities, including self-service and ad hoc options

The platform allows providers to upload credentials in file and image formats including, but not limited to, Microsoft Word, Microsoft Excel, Adobe PDF, JPEG, and GIF, as shown in **Figure 21**.

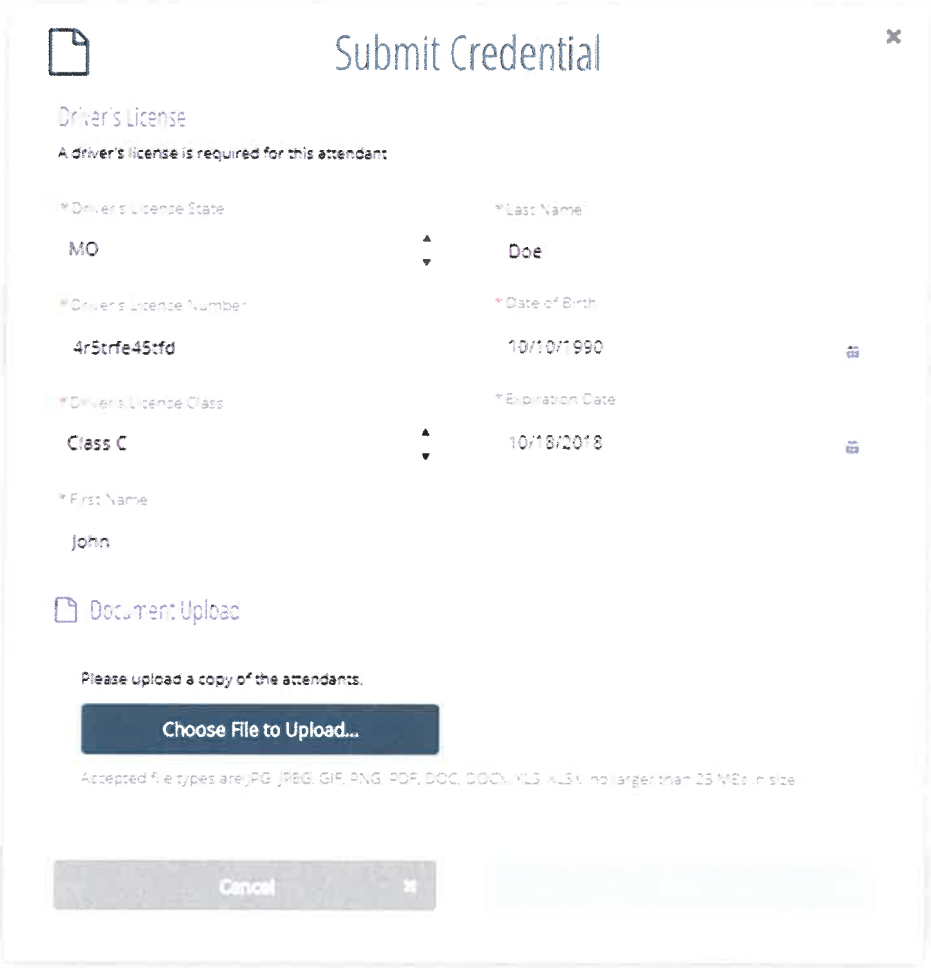


Figure 21: Credentialing Submittal. *Providers can conveniently upload required documents in a variety of file formats.*

Addressing Provider Non-Compliance

As part of our Quality and Compliance Program, our Logistics department maintains detailed deficiency documentation. If an inspection or investigation reveals non-compliance, our Logistics staff coordinates education with the transportation provider. If the incident is serious or unresolved, we place the provider on a performance improvement plan (PIP). A Logistics 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 transportation provider or driver, or, as a last resort, permanently remove them from the network. No transportation provider will be permitted to provide trips to West Virginia Medicaid members without having submitted the proper up-to-date information and documents.

4.2.1.18 Handling Out of Area Requests

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.

MTM's handles out-of-network/out-of-state services, as previously detailed in ***D. Scheduling and Dispatching Trips*** on **page 17**. Due to the costly nature of such services, MTM will only arrange this transportation at the direction of BMS after we receive prior authorization. Further, we will conduct a pre-transportation validation check with the member's medical provider on all out-of-network services.

We will use MTM Link to verify the distance of any out-of-area trip requests. MTM will work with facilities, BMS staff, pertinent agencies, and local transportation providers to arrange out-of-state transportation along with any other ancillary services such as meals and lodging after verifying with medical professional(s) that no other closer service is available. MTM will arrange and pay for this travel and all associated costs with no additional expense to BMS for transport to contiguous or bordering counties that are within 50 miles of the West Virginia border. We will analyze the costs for the trips, and will assign the lowest cost and most appropriate mode of transportation to meet the member's needs. When a member requests out of area transportation, MTM will work through the following process:

1. Educate the member on the approval process for out-of-state trips
2. Verify eligibility of the member to receive NEMT Services and obtain prior authorization from the Managed Care Organization's (MCO) Medical Director or BMS' UMV or fiscal agent as appropriate
3. Advise the member to obtain a physician's referral and send the referral via fax or email
4. Confirm the appointment with the out-of-state medical provider

5. Arrange the most cost effective out-of-state travel via commercial airline or ground transportation
6. As needed, arrange ancillary services such as meals and lodging according to BMS requirements

4.2.1.19 Preventing and Handling Fraud, Waste, and Abuse

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. This should include description on how trips are verified and the process for member and/ or provider repayment.

As detailed in ***VIII. Suspected Fraud, Abuse, Waste, and Misuse***, beginning on **page 52**, as well as in ***C. Transportation Provider Reimbursement***, beginning on **page 37**, MTM uses a variety of methods to prevent and handle instances of fraud, waste, and abuse. These include training and education, a thorough trip verification process, and pickup location verification through GPS. We rely on both our personnel and our technology to identify and prevent possible fraud, waste, and abuse.

In addition to these methods, MTM established a Corporate Compliance and Ethics (CCE) team within our Corporate Compliance and Audit department, which abides by the recommendations of the Society of Corporate Compliance and Ethics (SCCE). We 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

Verifying Trips

As described in detail in ***VII. Validation Checks***, on **page 50,** MTM has processes in place to verify that trips actually took place to a covered medical service, both pre- and post-trip. We regularly exceeded BMS' expectations regarding trip validation checks during our previous operation of this contract, and we look forward to once again providing a high level of service and thoroughness, should we be awarded a contract.

Handling Repayments

MTM's recoupment policies and procedures vary based on the situation and stakeholder involved. As an example, the following describes our process for recouping funds related to GMR. Any recoupment for fraud, waste, and abuse involving transportation providers is achieved through the assessment of liquidated damages. BMS will be informed monthly if MTM conducts any recoupment activities involving any BMS stakeholders including members, transportation providers, and medical facilities.

MTM uses the following process to handle GMR recoupments:

1. The Claims and Quality Departments will document individual claims to notify the member regarding the recoupment.
2. A notification letter regarding the recoupment amount will be supplied to the member when applicable; such evidence can be but is not limited to claims information, past payment information, current payment information, etc.
3. The member will have the option to reimburse MTM for the overpayment, or the overpayment amount will be withheld from future payments to the member.
    a. The member can submit the overpayment amount back to MTM directly via check or money order.

b. MTM can deduct the overpayment amount from future claims submitted to MTM.
    i. The member's file is notated with the recoupment amount and notification is sent to the Claims Department once a trip is claimed for payment. The claim is notated with the recoupment amount along with documentation of the original claim that was being withheld for reference.

Members have the right to appeal or inquire about MTM's decision regarding the recoupment.

4.2.1.20 Establishing an Advisory Committee

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, Transportation providers, and at large community members for the purpose of maintaining relationships and identifying program improvements and shortcomings.

During our previous tenure as BMS' NEMT broker, we successfully established local advisory committees and subcommittees specific to NEMT stakeholders, including members, healthcare providers, transportation providers, and the community at large. We will establish the same advisory committees if awarded a contract, as shown below in **Figure 22**:

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 program concerns
Regional Advisory Committee	Members, healthcare providers, human services agency representatives, transportation 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 22: Advisory Committees. *MTM proposes 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. If awarded a contract, 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 educational materials we send to members prior to the operation start date. MTM encourages BMS to attend the meetings of each Advisory Committee.

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, stakeholders can provide input quickly and easily.

4.2.1.21 Providing Monthly Trip Reports

The vendor should describe their plan to provide a monthly report of the previous month ' s transportation trips that include, but not limited to: Medicaid recipient ID, date of service, servicing medical provider, and other data elements as determined by the Bureau.

As previously discussed in ***4.2.1.4 Database***, beginning on **page 102**, MTM Link allows us to track and trend a wide variety of information about members and trips, enabling us to pull information and compile it into reports as BMS requires. If awarded a contract, we will use these capabilities to provide a monthly report summarizing the previous month's trips, with elements including Medicaid member ID, date of service, and servicing medical provider.

4.2.1.22 Providing NEMT Utilization Reports for MAT

The vendor should describe how the plan to develop a monitoring report that shows increases or decreases in monthly transportation trips for those receiving services for Medication Assisted Treatment (including methadone and buprenorphine). At a minimum this report should include information that shows increases or decreases in NEMT utilization for MAT.

As discussed throughout our proposal, we will use MTM Link to compile any reports BMS requires, including monthly Medication Assisted Treatment (MAT) NEMT utilization reports showing increases or decreases.

4.2.1.23 Handling Non-Compliant Medical Providers

The vendor should describe how they will inform BMS when providers are not compliant with verification that the member is being transported to a medically necessary service.

As described in ***VII. Validation Checks***, on **page 50,** MTM has policies and procedures in place to confirm that a member was transported to a covered service through both pre- and post-trip validation checks. Further, MTM does not pay any claims for trips we cannot verify took place.

In the event that certain medical providers are repeatedly non-compliant in verifying member appointments, MTM will provide a list of these providers to BMS via our monthly reporting package. Prior to, and even after reporting these providers to BMS, MTM will make multiple attempts to communicate with the providers, stressing the importance of their cooperation. Additionally, as previously mentioned, MTM will be offering staff the ability to verify appointments through our online portal, so we will inform staff of that option and offer to provide web-based training to encourage participation.

4.2.1.24 Jobs and Hope Program

The vendor should develop and submit a plan on their engagement process with the Jobs and Hope program transition agents, whom will be responsible for booking non-medical travel with the NEMT broker.

As described throughout our proposal, MTM has a 25-year history of building successful relationships with NEMT stakeholders, such as the Jobs and Hope program transition agents. During our previous operation of this contract, we established strong working relationships through methods including in-person and web-based meetings, town halls, advisory committees, and by making our staff available to respond to questions and provide information. Our approach to engaging with the Jobs and Hope program transition agents, should we be awarded a contract, will be no different. Our proposed Outreach and Communications Manager, Stephanie Young, will lead our engagement efforts.

As described in the section immediately following this one, MTM intends to use Transportation Network Companies (TNCs) such as Uber and Lyft to complete trips for the Jobs and Hope program. In the event that Uber or Lyft is not available in the area of the trip, we will then use our transportation provider network to complete the trip. MTM will adhere to all requirements for the Jobs and Hope program outlined in the RFP and Addendum 5, including reporting separately on Jobs and Hope utilization.



To make booking trips as simple as possible for the Jobs and Hope transition agents, MTM will provide them with access to a mobile-friendly online portal where they can easily book rides. They will be able to view this portal on either a desktop computer or a mobile phone, and will be able to quickly and efficiently request trips for their clients.

MTM has extensive experience providing non-medical transportation, which we will leverage in working with the Jobs and Hope program transition agents. For example, through our NEMT contract for the District of Columbia Department of Healthcare Finance, MTM provides transportation to Intellectually and Developmentally Delayed (IDD) members including weekly appointments to the grocery store. The appointment is typically scheduled for an hour and the IDD member and staff are returned back to the residence after they are done shopping.

In particular, we provide trips for our members in Wisconsin to and from medication-assisted treatment. We understand how to successfully implement these trips. Between 2017 and 2019 in Wisconsin, MTM reduced the average drug rehabilitation trip cost by over $3.50 by collaborating with methadone clinics and providers to develop multi-load routes – a significant cost savings to the Wisconsin Department of Health Services, especially considering that drug rehabilitation utilization grew during that time from approximately 25% to 40% of the program's overall volume. Further, we incorporated feedback from our Transportation Advisory Council meetings to develop cost containment strategies for these trips. For example, these meetings have enabled MTM to directly coordinate with drug rehabilitation facilities to schedule shuttle runs and shift multiple members to the same pick up and drop off time. Multi-loading individuals will decrease transportation costs overall as we are able to negotiate more favorable multi-loaded rates with transportation providers.

We also propose that BMS consider requiring members in areas with public transportation systems to schedule drug rehabilitation times during the public transportation system's operating hours if members have no medical reason not to do so.

4.2.1.25 Ride Sharing Solution

The Vendor should develop and submit a strategic plan for how the vendor will design, develop, and implement a ride sharing solution.

As MTM continues to explore new opportunities for introducing innovation in the transportation industry and improving the service we provide to clients and members, we have entered into partnerships with TNCs including Lyft and Uber. These companies have made it a corporate priority to focus on the healthcare market, allocating the necessary resources to successfully meet the needs of MTM. They offer sufficient market coverage, innovative technological advances, and promotes company values that parallel MTM's vision. MTM chose Lyft and Uber as corporate TNC partners to:

- Reduce complaints
- Minimize no-shows

- Decrease short notice trip costs and increase short notice scheduling efficiency
- Improve hospital discharge coordination
- Improve client partnerships

Across our book of business, we complete 175,000 TNC trips for our members annually, in 21 states and the District of Columbia. We understand that West Virginia's rural, mountainous geography also poses unique challenges, and we can use TNCs to help augment our comprehensive transportation provider network. Currently, our TNC partners have driver coverage in 30 counties statewide, representing over 175 West Virginia zip codes. This includes the metropolitan areas of Charleston, Huntington, Marietta, Martinsburg, Morgantown, Parkersburg, and Vienna. If awarded a contract, we will work with our TNC partners to increase driver recruitment and network coverage as needed.

When used to augment comprehensive existing networks like MTM's, on-demand resources like these are a natural evolution of the NEMT industry to fill gaps and potentially lower overall costs. MTM will integrate this operating model into the West Virginia NEMT contract as desired by BMS. The Bureau can also handpick specific situations where MTM should use TNCs to transport members, ensuring that the use of these network resources by MTM is always compliant with BMS' standards and expectations. Further, upon BMS approval, we can use TNCs to augment our established network for performing trips for the Charity Program.

If approved, MTM will partner with TNCs to enhance on-demand service—particularly in response to short notice and on-demand trips, such as those for hospital discharges and will calls. This not only promotes adherence to timeliness and performance standards, it provides cost savings, as Lyft and Uber's standard rates are typically below the market rates we would pay providers for short notice and on-demand trips. This allows MTM to provide members with high quality, on-demand service while achieving cost savings in your NEMT benefit. Through API integration with TNCs, we are able to provide seamless transportation requests, confirmation, execution, trip validation, and billing. MTM staff schedule TNC trips and the companies bill MTM directly; this means members do not need to create an account or have a credit card on file.

MTM has focused on communication, such as automatic text features, to connect the member with the assigned TNC driver and vehicle. Automatic text features include trip confirmation, arrival notification, and a web link with GPS visibility to track the driver in real time. Our IT team is working to improve API integrations by adding features such as:

- Venue mapping

- Return trip notification which allows members to schedule their return trip when their appointment is complete
- Zip code verification to ensure availability for prescheduled trips
- Enhancements that will lock in the destination so members do not fraudulently attempt to change the destination once in the vehicle

> *"I am always impressed with the professionalism, knowledge and efficiency that the staff in every department exhibits. What really stands out to me regarding the representatives, is the importance of doing what's best for the member."*
>
> **Stacy Reimer, WI Volunteer Driver**

While rideshare transportation was originally designed for the private pay market, MTM has added requirements including API integration, additional insurance coverage, and specialized audits to reduce risk, ensure seamless execution of transportation, and better serve members. It is on our roadmap to program MTM Link to automatically dispatch trips fitting a specific profile to Lyft/Uber through the API. The profile can be based on cost, distance, member attributes, or a combination of all of these and other factors.

Rideshare Trip Tracking

When using rideshare, MTM receives trip confirmation with ETA to verify trip scheduling. Once a member successfully boards a vehicle, we can monitor the trip via real-time GPS. For completed trips, MTM can review the trip via the rideshare portal to ensure trip execution. Additionally, rideshare reporting provides: Passenger, Date, Ride ID and Status, Pick Up and Drop off Address (requested and completed) inclusive of Longitude and Latitude, Pick Up and Drop Off Times, Distance, Duration, Requestor, etc.

Credentialing Requirements for Rideshare Companies

Each provider contracted by MTM, including rideshare companies, must comply with an audit to ensure they have the appropriate documentation on file for their vehicles and drivers. Our Corporate Compliance and Audit department diligently manages and oversees this process by conducting reviews, an audit questionnaire, and a request for driver and vehicle rosters. Required credentials include, but are not limited to, driver's license, hire date, background check, driving record, sanctions check, insurance, vehicle registration, and inspections. MTM shares audit results with ridesharing companies and maintains results on file.

Recognizing the unique needs of transporting healthcare members, MTM is currently partnering with Lyft to identify regional "hubs" to give Lyft drivers additional perks such as group purchasing organization (GPO) options, workshop/mechanical benefits, and healthcare training and videos. It is our intent to launch a pilot with Lyft focusing on driver training in 2020.

4.2.1.26 Implementing Requirements by 'Go-Live'

The Vendor should implement all contract requirements by the "go live' date of the contract.

MTM agrees to implement all contract requirements by the "go live" date of this contract, August 22, 2020. As previously described in ***I. Implementation Work Plan***, beginning on **page 93**, we have proven processes in place for successfully implementing projects of similar size and scope for state NEMT programs across the country, including our previous experience operating NEMT for BMS. Our Implementation Work Plan is provided as **Attachment A.**

4.2.1.27 Experience Operating Statewide Programs

The Vendor should provide documentation of their experience within the last five (5) years' operating a statewide Transportation Services program(s).

MTM has extensive experience operating statewide transportation services programs, including in West Virginia. A summary of this experience from the past five years is provided below in **Figure 23**.

Client	Members Served	Annual Trips Scheduled	Annual Calls Handled	Dates of Operation
Wisconsin Department of Health Services	976,000	3.7 million	1.15 million	Aug 2013 to Present
Nevada Department of Health and Human Service, Division of Health Care Financing and Policy (DHCFP)	474,000	1.58 million	342,000	July 2016 to Present
Mississippi Division of Medicaid (DOM)	120,000	794,000	383,000	July 2014 to Present
Idaho Department of Health and Welfare (IDHW)	259,000	1.3 million	184,000	Mar 2018 to Present
Rhode Island Department of Human Services (DHS)	299,000	2.3 million	437,000	Jan 2019 to Present
West Virginia Bureau for Medical Services (BMS)	503,000	1.4 million	665,000	Oct 2014 to Mar 2018

Figure 23: *MTM has served many statewide transportation programs over the past five years, including West Virginia.*

In addition to the above listed statewide contracts, MTM also offers service in the District of Columbia and for specific regions in Minnesota and Texas, which are also state-based programs. This experience is detailed in **Figure 24**.

Client	Members Served	Annual Trips Scheduled	Annual Calls Handled	Dates of Operation
District of Columbia Department of Health Care Finance (DHCF)	54,000	907,000	171,000	Oct 2007 to Present
Minnesota Metro Counties Consortium (MCC)	599,000	668,000	169,000	July 2004 to Present
Texas Health and Human Services Commission (HHSC)	1,235,000	1,244,925	754,153	Mar 2012 to Present

***Figure 24:** MTM has additional experience serving large state-based programs.*

4.2.1.28 Providing Transportation in all West Virginia Counties

The vendor should provide a plan as to how they will provide statewide transportation services in all 55 counties of WV.

MTM will rely on our proven network management techniques to recruit, credential, contract, and monitor a sufficient number of quality transportation providers to ensure coverage in all 55 counties —a true strength of ours. This is described in detail in ***A. Network of Transportation Providers***, beginning on **page 28**. We only contract with the highest quality transportation providers, resulting in a sufficient network to meet BMS' NEMT needs. Additionally, we leverage GMR, TNCs, 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. If awarded a contract, we will use our proven recruitment process to continue to fill any gaps in network coverage.

MTM has already begun recruiting a quality network of transportation providers throughout the state. Our proposed vehicle count so far is shown in **Figure 25**.

Basic Vehicles	Enhanced Vehicles	Bariatric	Total
182	69	43	294

***Figure 25: Proposed West Virginia Network.** MTM will maintain sufficient network coverage at all times.*

4.2.1.29 Providing On-Demand Ride Response Services

The vendor should provide a plan as to how they will provide on-demand ride response services with responses occurring within a maximum of one 24-hour period.

As previously discussed in ***4.2.1.25 Ride Sharing Solution*** on **page 121**, and in the section below, ***4.2.1.30 Providing On-Time Rides***, MTM has processes and procedures in place to ensure that we are able to provide on-demand ride response services, and that these rides arrive on time, within a maximum of one 24-hour period.

4.2.1.30 Providing On-Time Rides

The vendor should provide a plan as to how they will provide on-time rides by arriving at the time stated scheduled during booking.

As also discussed in ***B. Advance Reservations***, beginning on **page 16,** MTM has processes in place to ensure that trips that are projected late in our system, due to a vehicle breakdown, accident, incident, traffic, or any other problem, do not result in a missed trip. Using GPS capabilities, our dispatchers have live insight into vehicle timeliness, allowing us to be proactive, rather than reactive, in preventing missed trips.

Whenever a driver is running behind, the system generates a notification so that MTM or the transportation provider can reassign trips to an alternate driver or provider in the area if necessary. During training, MTM's Logistics staff also educate transportation providers to notify MTM immediately in the event of any problem that might cause a trip delay. Immediately after notification, a CCR contacts the member and/or the facilities or individual at the destination points, and documents the notification. Once an alternate provider is located and accepts the trip, we notify all appropriate parties of trip changes.

To further prevent late trips, MTM Link avoids assigning trips to transportation providers who have exceeded capacity for the day or who do not service a particular area.

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

4.2.1.31 Multi-Passenger Trips

The vendor should describe how they will use multi-passenger trips when possible.

Although multi-loading and routing trips can be a point of cost-efficiency, it can also be a concern to clients worried about timely transportation. However, MTM keeps timeliness in mind as we assign trips to transportation providers in multi-load situations by setting specific time parameters in MTM Link. These parameters prevent the system from developing routes where on-board times exceed set limits. We also require transportation providers to monitor their fleet capacity to adhere to timeliness requirements, and educate transportation providers to ensure they schedule multi-load situations in an efficient manner to minimize ride times. For multi-loaded trips, MTM Link will automatically validate that a member's time in a vehicle is no more than 45 minutes longer than the average travel time for direct transport from the first point of pick-up to the destination.

4.2.1.32 Maintaining On-Time Performance

Vendor should provide a plan as to how they will maintain an 80 percent on-time rate for all rides authorized using the ride booking platform.

MTM will use MTM Link to monitor on-time performance and make adjustments as necessary. MTM Link allows us to monitor 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 greatly improve MTM's insight into transportation provider on-time performance and allow us to develop training, incentives, or penalties for transportation providers based on the root causes of untimely transport.

Further, MTM Link's dashboards can provide timeliness alerts for the entire service and/or by the provider. These dashboards enable users to drill all the way down to trip level, where they can see how a driver completed an individual trip, including captured GPS locations displayed on a map.

4.2.1.33 Approach and Methodology to Personnel Management

The vendor should provide an approach and methodology to personnel management that include contingency plans to ensure adequate coverage of program needs and requirements.

Although MTM enjoys a very high employee retention rate, 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 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.

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. Our approach is further discussed in ***4.3.1.5 Promoting Staff Retention***, on **page 156**.

4.2.1.34 Platform Development and Implementation

Vendor should provide a plan as to how they will develop and implement a platform for users' with the following services:

4.2.1.34.1 Ride Scheduling Platform

Ride scheduling and dispatch platform for participants by an Authorized User.

As discussed throughout our proposal, MTM's proprietary routing, scheduling, and dispatching solution, MTM Link, is our ride scheduling and dispatch platform. Jobs and Hope staff (authorized users) will be able to schedule rides through our website, in addition to calling our toll-free number. Rides can be scheduled online, or through our mobile app, for both the traditional transportation network as well as with TNCs. Our online trip scheduling process and capabilities are described in detail in ***Online Trip Scheduling***, on **page *20***.

4.2.1.34.2 Coordinated Transportation Network Services

Coordinated transportation network services

For transportation network services, MTM will also use MTM Link. Its capabilities are described in detail in ***Data Systems Requirements***, on **page *96***. MTM Link will allow us to route, schedule, and dispatch trips, as well as retain any necessary information about trips, transportation providers, and members.

4.2.1.34.3 Analytics and Reporting Tools

Network intelligence application (analytics and reporting tools).

To streamline and strengthen our reporting abilities, MTM selected Microsoft Power BI as our advanced reporting tool. Microsoft Power BI is a cloud-based service that collects and analyzes data from multiple platforms to give MTM a single view of operations.

Microsoft Power BI is a cloud-based service that collects and analyzes data from multiple platforms to give MTM a single view of operations, allowing us to strengthen and streamline data. Data from our Genesys telephony system, MTM Link scheduling software, Salesforce credentialing platform, as well as any other sources MTM or BMS deems necessary, funnel to Microsoft Power BI, where we can view it as meaningful dashboards, reports, and datasets. A sample Operational Dashboard generated by Power BI is shown in **Figure 26**.



Figure 26: Microsoft Power BI. *MTM's Power BI tool provides a consolidated reporting view of data collected through multiple sources.*

While not directly available to BMS, the PowerBI system, and the MTM Link and Genesys phone system interactive dashboards are available to local MTM leadership and our executive team to assist in their management and improvement of the program. Through these systems, we can easily export regular and ad hoc reports for submission to BMS.

4.2.1.34.4 Training and On-Boarding of Authorized Users

In person training and on-boarding of Authorized Users.

During the implementation period and throughout the life of this contract, Outreach and Communications Manager Stephanie Young will lead our local training and on-boarding efforts. When we previously held this contract, 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, transportation providers, medical providers, and facilities alike during implementation. We will take a similar approach to in-person training of Jobs and Hope staff (authorized users) if awarded a contract.

Our primary focus will be educating authorized users on the processes and technology used to easily schedule and monitor trips for the Jobs and Hope program. In addition to live meetings and WebEx training sessions, we will make video recordings and written step-by-step instructions available to authorized users for their ongoing reference. MTM believes in a culture of continuous improvement and we regularly solicit feedback on our systems and processes from the front-line staff. If and when enhancements are made to the portals or process through the term of the contract, we will provide short update sessions and modify written materials to ensure up-to-date instructions are available at all times. Further, our team will provide contact information so that authorized users can contact our Outreach team directly with follow-up questions and feedback at any time.

4.2.1.35 Conducting Training and Education for Authorized Users

The vendor should provide a plan as to how they will conduct training and education about the application to Authorized Users as designated by the Office of Drug Control Policy.

MTM will provide training and education for Jobs and Hope program staff (authorized users) by holding web-based meetings and trainings, and providing educational materials through our website. This will also include training on how to use our online tools. Further, our staff will be available to answer questions for the Jobs and Hope staff.

4.2.1.36 Reporting for Service Level Agreements

Vendor should provide describe how they will comply with monthly reporting, as defined by the Office of Drug Control Policy, that allows for compliance monitoring of service level agreements.

As discussed in ***4.2.1.2 Appendix 2, Implementation Work Plan***, beginning on **page 93**, MTM's dedicated Business Implementation team monitors all deliverables to ensure compliance with BMS requirements during implementation. We also develop a compliance matrix during the implementation period, which is then used over the course of the contract to assure continuing compliance. This includes compliance with monthly reporting requirements to allow for monitoring of service level agreements.

4.2.1.37 Rolling Calls to Behavioral Health Line

The Vendor should describe their plan to partner with ODCP/BBH on the option to roll after-hours calls over to a 24/7 behavioral health line.

Calls to our West Virginia call center will always be answered by a live CCR, who will be trained on the BMS program and its requirements, as described in ***B. Telephone Access,*** on **page 67.** MTM's Genesys telephony system provides the capability to roll after-hours calls to other locations as BMS desires, including a third-party 24/7 behavioral health line. If awarded a contract, we can discuss with ODCP/BBH the instances in which this would happen.

For example, we can customize our phone prompts for callers who need behavioral health support so that they can, "Press 3 to reach a behavioral health representative," and be transferred directly to the behavioral health line 24/7, while all other calls received during this time will continue to be answered by our live CCRs. In many of our other contracts, our CCRs successfully warm transfer members to other outside resources when necessary, and can do so for West Virginia. We can use this warm transfer process as an alternative, or in addition to, automated prompts.

4.2.1.38 Behavioral Health Transportation

The Vendor should describe their plan to partner with ODCP/BBH on options for people to receive transportation to a behavioral health level of care not eligible for NEMT; for example, those leaving one level of SUD treatment service (e.g., residential treatment, crisis service, hospital, etc.) to be transported to another level of care, such as recovery residences; or to the safest and most secure location for interim services while the person waits for another level of residential service or receives outpatient treatment services.

MTM has provided transportation to and from behavioral health care, such as residential treatment centers, crisis centers, hospitals, and many others, across the country for many of our clients. As described in our response to ***4.2.1.24 Jobs and Hope Program*** on **page 120**, we have a long history of providing transportation that is not eligible for NEMT. In these instances, we will perform a warm hand-off, document the individual's lack of NEMT eligibility, and provide the documentation to BBH. Should we be awarded a contract, we will collaborate with ODCP/BBH on the best ways to provide this type of transportation for West Virginia Medicaid members. As required in Addendum 5, MTM will only bill BBH for these services when NEMT under Medicaid is not available.

4.2.1.39 Recruitment Initiatives in Challenging Counties

The Vendor should describe their plan to partner with ODCP/BBH on optional initiatives to recruit drivers/driving services or other methods to increase acceptance call rate in counties with a history of unsuccessful trips.

MTM understands that due to the rural, mountainous nature of much of West Virginia, some counties can be especially challenging when it comes to ensuring all members have access to the transportation they need. During our previous operation of the BMS NEMT contract, MTM consistently provided trips in all counties of the state, including those with a history of unsuccessful trips. To do so, we relied on our network of volunteer drivers, as described in ***Volunteer Drivers***, on **page 34**. In addition to our proven volunteer recruitment strategies described in that section, we will collaborate with ODCP/BBH to identify potential volunteer drivers in the geographic areas that need them the most.

As demonstrated in **Attachment B**, MTM has already received Letters of Intent from transportation providers based in many of these challenging counties, including Logan, Mingo, McDowell, Wayne, Mercer, Raleigh, Pocahontas, Fayette, Nicholas, Greenbrier, Webster, and Taylor.

Additionally, we propose working with ODCP/BBH to set up a fixed route shuttle that would serve members in counties with a history of challenging trip acceptance. A shuttle can potentially be more efficient and cost effective when utilized in rural areas. MTM has extensive experience working with this type of transportation and would be happy to discuss this option further with ODCP/BBH should we be awarded a contract.

4.2.1.40 Educating Facilities on Urgent Trip Protocols

The Vendor should describe their plan to partner with ODCP, as part of their Education for Providers, to educate behavioral health providers on the process for "urgent" protocols in which the receiving facility verifies the individual's visit as both urgent and requiring services within a certain number of hours.

As described throughout our proposal, MTM has created thorough training for transportation providers, medical providers, and facilities. As part of our initial training and outreach for this contract, our Training department will partner with ODCP to develop West Virginia-specific materials for facilities on MTM's urgent trip protocols. This will include information on how the facility will verify the member's visit as both urgent and requiring services within a set number of hours. Our Training department has extensive experience developing this type of education, and will be happy to share their expertise with ODCP, as well as incorporate ODCP's feedback on training development.

4.2.1.41 Following Up with Individuals

The Vendor should describe the option for its procedures for follow up with individuals within the same business day of urgent trips, re-routed trips, or refused/declined trips, via notification of a method approved by the individual such as a call from an approved call line, peer worker, receiving facility's outreach worker, or family member or friend.

If a member requires a follow-up call due to urgent, re-routed, or refused/declined trips, an Short Notice Trip Specialist will conduct notification via the method previously approved by the member. MTM has three full-time, West Virginia-dedicated Short Notice Trip Specialists in our staffing plan. These individuals are solely focused on placing urgent trips and communicating with all necessary stakeholders. Having a dedicated team working specifically on these trips ensures we meet all timeliness standards and prevent delays and missed trips. As required, notification will take place within the same business day of the trip.

4.2.1.42 Online Process for Urgent Requests

As part of the secure, web-based inquiry system for Transportation providers to access NEMT Services trip authorization information, the Vendor should describe its online/electronic process for urgent, same-day request submissions to be merged with the BMS data file; and to assign a "ODCP/BBH Transport Charity Care" number prior to when the Medicaid ID number is assigned or otherwise who do not have NEMT eligibility on the date of service.

MTM can easily merge our data with the BMS data file. We will work with the BBH call line to assign a ODCP/BBH Transport Charity Care number in the event that the member is not enrolled in Medicaid, or if NEMT eligibility has not been established on the date of service. Once eligibility for transportation has been established, we will process the trip using our standard claims payment procedures, described in ***4.2.2.5 Reimbursing Transportation Providers*** on **page 137**.

4.2.2 Mandatory Project Requirements

The following mandatory requirements relate to the goals and objectives and must be met by the Vendor as a part of its submitted proposal. Vendor should describe how it will comply with the mandatory requirements and include any areas where its proposed solution exceeds the mandatory requirement. Failure to comply with mandatory requirements will lead to disqualification, but the approach/methodology that the vendor uses to comply, and areas where the mandatory requirements are exceeded, will be included in technical scores where appropriate. The mandatory project requirements are listed below.

4.2.2.1 Complying with Laws, Ordinances, Orders, and Regulations

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.

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.

4.2.2.2 Maintaining Appropriate Staffing

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 will not reduce staffing without BMS approval.

MTM has provided our proposed staffing plan in ***4.3 Qualifications and Experience***, beginning on **page 140**. 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.

4.2.2.3 Call Center Location

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 onsite 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) complaint coordinators, two (2) claims processors, two (2) appointment verification staff, one (1) Business/data analyst. The Vendor will 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 Transportation providers and/or subcontractors without prior approval from the Bureau. The Vendor may delegate dispatch activities to the transportation provider but the Vendor will retain responsibility for the proper performance of dispatch activities.

As outlined in ***XI. Call Center***, on **page 65**, MTM proposes to locate our call center and business office at 125 Lakeview Drive, Cross Lanes, West Virginia, 25313. This location is within the 15-mile proximity required, as the office is approximately 12 miles from the West Virginia State Medicaid agency at 350 Capitol Street in Charleston.

As required, the following staff will be housed at our West Virginia office:

- Project Manager Steven Burton
- Assistant Project Manager Steven Hall
- Provider Relations Manager Keith Newsome
- Outreach and Communications Manager Stephanie Young
- Call Center Manager Shane Oskins
- Business and Data Analyst Brian Borkenhagen
- Three call center supervisors
- Two care managers
- Two complaint coordinators
- Two claims processors
- Two appointment verification specialists
- Additional staff as outlined in our full staffing plan in ***4.3 Qualifications and Experience***, beginning on **page 140**

MTM handles all screening, authorization, and scheduling duties, and will never delegate these tasks to our transportation providers or any subcontractor without prior approval from BMS. Additionally, all calls are handled by our trained CCRs and are never routed outside the continental U.S. or its territories.

4.2.2.4 Operating the NEMT Brokerage Program

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. Any and all program changes affecting member benefits must be communicated to members, through a Bureau approved written communication, no less than 30 calendar days prior to implementation of program change.

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 did from 2014 to 2018, 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 transportation providers

- Coordinate trip information
- Operate call center services
- Build and monitor a compliant transportation provider network
- Reimburse transportation providers
- Implement quality management activities
- Collect data and submit management reports
- Provide administrative oversight
- Produce written materials
- 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 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 met BMS' expectations. If BMS contracts MTM as the NEMT Brokerage Program vendor, we will once again 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. We will communicate any and all program changes affecting member benefits to members through a BMS-approved written communication no less than 30 calendar days prior to implementation of the change.

4.2.2.5 Reimbursing Transportation Providers

The Vendor will be responsible for reimbursing transportation providers. The Vendor will not be required to reimburse for unauthorized NEMT Services to out-of-network providers. The Vendor will not use transportation 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 will enroll as a West Virginia Medicaid provider and receive payment for services through the State's Medicaid claim system, Medicaid Management Information System (MMIS).

MTM agrees to all payment terms outlined in the RFP. We outlined our procedure for paying transportation providers in ***C. Transportation Provider Reimbursement*** on **page 37**. In accordance with BMS' requirements, MTM will not use out-of-network transportation providers; all trips will be assigned to transportation 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.

BMS needs to know that the broker it selects to manage its NEMT program has sufficient financial stability and solvency to provide a smooth implementation and operate this contract successfully. MTM has the necessary finances to do this. We are in good financial standing, and have the financial ability to meet our short-term and long-term obligations. Further, MTM currently has a line of credit with JP Morgan Chase with a borrowing capacity of $35 million, which will meet the reserve requirement of this RFP. We can submit audited financial statements upon request and prior to contract award; we have not submitted them with our response as we are a privately held company and are unable to mark anything confidential with our response. MTM can also post a 10% performance bond if requested by BMS. As a trusted national NEMT broker with 25 years in business, MTM is committed to the clients we serve, and we will continually strive to meet the needs of this contract in its entirety.

Our company is registered to do business in the state of West Virginia (see certificate in **Attachment C**) and enrolled as a West Virginia Medicaid provider to accept payment through the MMIS.

4.2.2.6 Complying with BMS' Rebate Program

At the conclusion of each state fiscal year (June 30), the vendor will report pre-tax net income, of the West Virginia NEMT Program, to The Bureau, Any amount over 7.5% profit will be returned to the state within 30 days of the completion of the audit, which must be completed within 90 days of the end of the state fiscal year. This serves as cost containment, ensuring the successful continuity of the program. For purposes of computing rebate, the vendor may carryover, from the prior reporting period only, any expenses (losses) in excess of 100% of premium revenue received, not to exceed 5% of total loss amount (e.g. revenue received is $100; expenses are $11 0; vendor may carryover $0.50 for rebating calculation in following year). Vendor must provide documentation that carryover amount is in compliance with contractual standard via reporting completed by an independent auditor.

MTM agrees to comply with the rebate program required within *Section 4.2.2.6* of the RFP. 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 90 days of the start of the new fiscal year.

4.2.2.7 Completing Startup Activities

Vendor must complete all start-up activities within three (3) months of contract award date.

MTM agrees to complete all start-up activities within three months of contract award. **Attachment A** outlines our proposed implementation and startup plan and timeline, which we developed based on the dates and milestones set forth in the RFP, and will modify based on BMS feedback.

4.2.2.8 Monthly Administrative Meetings with BMS Staff

Vendor will have monthly administrative meeting with BMS staff to provide program updates to include, but not limited to: program cost, utilization trends, issues, program accomplishments/deficits, and other data as requested by BMS.

MTM agrees to meet with BMS staff at least monthly to provide program updates and discuss any issues, including, but not limited to, program costs, utilization trends, and program accomplishments and deficits. Typically, this meeting will be attended by our Project Manager Steven Burton and, when appropriate, select managers or supervisors who are most qualified to speak to the topics most relevant for the month. Members of our corporate and executive team may also participate in these meetings, such as Regional Vice President Kim Clark.

4.3 Qualifications and Experience

Vendor should provide information and documentation regarding its qualifications and experience in providing services or solving problems similar to those requested in this RFP. Information and documentation should include, but is not limited to, copies of any staff certifications or degrees applicable to this project, proposed staffing plans, descriptions of past projects completed (descriptions should include the location of the project, project manager name and contact information, type of project, and what the project goals and objectives where and how they were met.), references for prior projects, and any other information that vendor deems relevant to the items identified as desirable or mandatory below.

MTM has provided extensive detail regarding our qualifications and experience, as well as our staffing plan, throughout the pages below.

Staffing Plan

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.

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

Figure 27 details our proposed staffing plan. In developing this plan, MTM closely evaluated the size and scope of the West Virginia NEMT brokerage program to determine the number of staff and positions necessary to fully meet BMS' requirements, while remaining mindful of our role as good stewards of tax dollars.

Title	Name	Location	FTE
Project Manager	Steven Burton	West Virginia	1
Assistant Project Manager	Steven Hall	West Virginia	1
Provider Relations Manager	Keith Newsome	West Virginia	1
Call Center Manager	Shane Oskins	West Virginia	1
Call Center Supervisor	TBH	West Virginia	3
Outreach and Communications Manager	Stephanie Young	West Virginia	1
Business/Data Analyst	Brian Borkenhagen	West Virginia	1
Customer Care Representative (CCR)	TBH	West Virginia	55
Vendor Account Manager	TBH	West Virginia	2
Care Manager	TBH	West Virginia	2
Escalation Supervisor	TBH	West Virginia	1
Short Notice Trip Specialist	TBH	West Virginia	3
Claims Processors	TBH	West Virginia	2
Appointment Verification Specialist	TBH	West Virginia	2
Telephone and Data Networks Analyst	TBH	West Virginia	1
Complaint Coordinator	TBH	West Virginia	2
Administrative Assistant	TBH	West Virginia	1
Training Coordinator	TBH	West Virginia	1
Dispatcher	TBH	West Virginia	2
Care Management Coordinator	TBH	West Virginia	1
TOTAL			84

Figure 27: Staffing Plan. *MTM will employ a dedicated staff to serve the NEMT program in West Virginia.*

The employees identified above have the skills necessary to meet contract requirements, and for other positions not yet filled, we will ensure all candidates also possess these skills. In addition, our training program, detailed below and in ***D. Customer Care***, on **page 69**, fully prepares all staff to perform their assigned duties.

Staff Training

Educating and empowering employees is critical to improving both stakeholder and employee satisfaction, which is why MTM dedicates exceptional time and resources to the development and execution of our training program. As evidence of this commitment, MTM has received a number of awards for our training and customer service programs.

2016

Stevie Awards
Gold: Customer Service Training Team of the Year
Silver: Contact Center of the Year (Up to 100 Seats), Washington, DC
Bronze: Contact Center of the Year (Over 100 Seats), Pulaski, Virginia
Bronze: Customer Service Department of the Year – Airlines, Distribution & Transportation
Training Magazine
Training Top 125

2017

Stevie Awards
Gold: Customer Service Training Team of the Year
Bronze: Customer Service Department of the Year
St. Louis Regional Chamber Arcus Awards
Finalist: Achievement in Health
Training Magazine
Training Top 125

2018

Stevie Awards
Gold: Customer Service Training Team of the Year
Gold: Customer Service Training Product of the Year *(Mobility Assessment Evaluator program)*
St. Louis Regional Chamber Arcus Awards
Finalist: Achievement in Health
Training Magazine
Training Top 125

2019

Stevie Awards
Gold: Sales Training or Coaching Program of the Year
Silver: Customer Service Training Team of the Year
Silver: Customer Service Training Product of the Year

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.

In 2017 and 2018, MTM's Training department partnered with our recruiting team to create an innovative training program with the goal of increasing promotion rates and decreasing attrition. The training began with teaching leaders how to create a hiring template outlining competencies needed for the role they were hiring. As a result, leaders had a clear competency map leading to phase two of the program; job descriptions. Leaders learned how to properly write job descriptions, fine tuning recruitment and creating role clarity.

MTM's training prepares employees to provide the best member experience possible. Our training facilitates job skill growth over a four-week initial training period and includes the following topics:

- Background on transportation management, NEMT policies, Medicaid, and medical terminology
- Cisco and Genesys telephony system and call center procedures
- Confidentiality, including Health Insurance Portability and Accountability Act (HIPAA) and Protected Health Information (PHI) safeguards and compliance
- Cultural Sensitivity
- Voiance interpretive and teletype (TTY)/ telecommunications device for the deaf (TDD) services
- Customer service (soft-skills) and professionalism, including handling difficult callers
- 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

4.3.1 Qualification and Experience Information

Vendor should describe in its proposal how it meets the desirable qualification and experience requirements listed below.

4.3.1.1 Organizational Charts

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.

MTM has provided our organizational charts as **Attachment G**. We have included an organizational chart for our overall corporate structure, as well as an organizational chart clearly identifying West Virginia-dedicated staff. We will provide BMS with a revised version within 30 calendar days of any changes to our organizational structure.

4.3.1.2 Roles, Responsibilities, and Skills

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

MTM has provided job descriptions, which include roles, responsibilities, and skills, for each position identified on our local West Virginia organizational chart in **Attachment G**. Below, we have also provided additional detail on our West Virginia key management team and our corporate leadership.

Key Management Team

We propose a skilled management team to oversee MTM's NEMT operations in West Virginia. These individuals will have a strong understanding of 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 **Attachment E**. Resumes and copies of certifications for each of the named personnel are provided in **Attachment F**.

Project Manager, Steven Burton

MTM proposes Steven Burton as Project Manager for the BMS NEMT program. He brings extensive experience working with government agencies and medical facilities, as well as managing budgets and developing strong teams. Steven is a West Virginia native who is passionate about its people, and about using his talents and experience to help the state move forward.

Steven has over a decade of experience in senior executive leadership roles in health and social services organizations. From 2007 to 2017, he served as Chief Executive Officer of First Choice Health Systems in Charleston. There, he oversaw the Problem Gamblers Help Network of West Virginia, with an annual budget of $1.5 million. During his time in this position, he developed a nationally recognized gambling treatment program, as well as a statewide network of behavioral health clinicians. He was also instrumental in the implementation of a federally funded telehealth program, as well as the National Suicide Lifeline in West Virginia. Steven also previously served as Executive Director of Kanawha Communities That Care in Charleston, where he established an ongoing partnership with the University of Charleston School of Pharmacy Generation RX Program, which is designed to increase public awareness of prescription medication abuse. He served as an advisory board member for the West Virginia State University Collegiate Recovery Program.

Most recently, Steven works in Program Development for Ascension Recovery Services in Morgantown. His accomplishments include the successful launch of facilities in West Virginia and several other states, as well as development of business plans for hospitals interested in beginning SUD services. Steven's experience is complemented by a Master of Social Work from West Virginia University, as well as his social worker licensure.

As Project Manager, Steven will oversee all aspects of the West Virginia NEMT Brokerage Program, with full authority to implement necessary modifications to service. He will work to identify and reinforce requirements, and will be accountable for all activities related to the program. Steven will be fully dedicated to the contract and available to BMS at all times by phone or email, and meetings and consultation upon request. We know that his proven dedication to helping the communities of West Virginia, as well as his deep knowledge of the state and its various agencies, will be a major advantage to BMS as it seeks to provide the best possible NEMT program to its members. Steven will report directly to Regional Vice President Kim Clark, who will also serve as his mentor throughout the training and onboarding process.

Assistant Project Manager, Steven Hall

MTM proposes Steven Hall for Assistant Project Manager of the BMS NEMT program. Steven has over 20 years of experience as a leader in health care, education, and community-based programs. His history of creating innovative solutions will greatly benefit both BMS and MTM.

Most recently, Steven served as Director of Development and Opioid Response for West Virginia Health Right. There, he coordinated a team of healthcare professionals that provide a variety of services to address substance use disorder across a seven-county region, including implementation of a medically assisted treatment recovery plan. His team also created the Consortium of Rapid Addiction Intervention and Treatment across the state's rural counties most impacted by the opioid epidemic, involving comprehensive care integration. Further, his team raised over $1.5 million in state, federal, and foundation grant opportunities.

In other roles, Steven was the Division Head for the Healthcare and Business Programs at Southern West Virginia Community and Technical College in Logan. He oversaw curricula development, managed faculty, and coordinated budget development.

Steven holds an MBA from West Virginia University, and is a Registered Respiratory Therapist. He spent 13 years as a neonatal pediatric respiratory therapist at Logan Regional Medical Center. Outside of his professional positions, Steven has long been involved in non-profits and community organizations, serving on the board of trustees for Logan Regional Medical Center and Pride Community Services. He also co-founded the Recovery Group of Southern West Virginia and the LEAD Community Organization, which conducted community beautification projects and developed a low-cost pet spay/neuter voucher program.

As the Assistant Project Manager, Steven Hall will assist Project Manager Steven Burton in all day-to-day operations, including supervision of the West Virginia staff. He will closely support the Logistics team in setting up new contracts for transportation providers, and working to resolve any network challenges. Steven will also coordinate with BMS to resolve complaints as necessary, as well as our Care Managers to research and resolve any member issues.

Provider Relations Manager, Keith Newsome

As Provider Relations Manager, Keith will oversee day-to-day operations of the transportation provider network, serving as the link between transportation 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. Keith has more than 20 years of management experience, and nearly 30 years in the transportation industry.

In his most recent position, Keith served as Operations Supervisor for Penske Logistics during a key startup and implementation for the company at a new location. Keith was instrumental in ensuring proper fleet sizing, and he planned and executed daily activities for 25 employees, including training. Further, he liaised with clients on a daily basis, making sure that all requirements were met. His efforts led to a 98% efficiency rating and strong relationships with Penske's clients.

Keith understands the importance of good communication and relationship building to a quality, compliant NEMT program. We are confident that his deep knowledge base in both transportation and logistics, and his ability to relate to clients and stakeholders, make him an ideal candidate for Provider Relations Manager.

Outreach and Communications Manager, Stephanie Young

Stephanie Young already brings experience working with West Virginia DHHR. In her current position, she is an administrative technology assistant at the West Virginia DHHR Division of Training. In that role, she assists social workers across the state by providing training and assisting them with technological questions so they can do their work to the best of their ability. Prior to this position, she coordinated online professional development for more than 850 enrolled professionals through the West Virginia Birth to Three program. Stephanie was responsible for disseminating information and identifying areas with unmet needs that would benefit from recruitment of child development specialists, occupational therapists, nurses, and other professionals. She also represented the Birth to Three program at strategic state-level interagency workgroups, and assisted with community agency working relationship agreements.

Stephanie holds a bachelor degree from West Virginia State University. Her background in working with state agencies and coordinating information with multiple stakeholders make her an excellent fit for this position. Stephanie will work closely with Social Workers and Case Managers who are in direct contact with Medicaid members, to ensure vulnerable populations have access to the metropolitan transportation systems or other transportation means.

Call Center Manager, Shane Oskins

MTM proposes Shane Oskins for manager of our West Virginia call center. Shane has been with MTM since 2013, starting as a supervisor in our Wisconsin call center and rapidly earning promotions to his current position as senior call center manager. In that capacity, Shane provides corporate support to multiple MTM call centers, ensuring we are meeting our clients' SLAs and other requirements, as well as ensuring consistency in our execution of policy and procedures across multiple locations. He also serves as the call center subject matter expert for new contract implementations and performs in-person visits frequently.

Shane is an ideal candidate for this position because he already knows BMS and its requirements. When MTM previously held this contract, Shane spent six months managing our Charleston call center during our contract implementation from 2014-2015. He is ready to help ensure another seamless call center implementation for BMS and West Virginia Medicaid members, should we be awarded a contract.

For the West Virginia NEMT contract, Shane will oversee call center operations for the program. He will be responsible for daily operations within the call center, as well as the supervision of CCRs and support staff, to ensure center performance expectations and goals are met. He will analyze daily, weekly, and monthly statistics, making necessary changes in staffing and processes. Shane will be supported by three full-time, dedicated West Virginia call center supervisors.

Business/Data Analyst, Brian Borkenhagen

Brian Borkenhagen has been with MTM since 2014. In his current role as Reporting Manager for our Madison, Wisconsin office, he is responsible for ensuring we meet all reporting requirements for our Wisconsin clients, including the state's Department of Health Services. Brian's efforts and attention to detail have been instrumental to our success in meeting the state of Wisconsin's requirements, and we are confident he will be an asset to West Virginia BMS in this regard as well. He has 15 years of experience in business and data analysis and holds a Bachelor Degree in Economics from the University of Wisconsin.

Prior to joining MTM, Brian worked for six years as a Data Analyst for Symbility Solutions, producing over 100 client-facing reports per year. He also worked for GM Mortgage as a System Administrator/Business Analyst, where he was instrumental in implementing a new lending software platform.

Care Managers (2), To Be Hired

Our Care Managers will be required to have at minimum, a high school diploma or GED equivalent. They will be responsible for independently designing and implementing care management plans for their assigned client base, educating facilities on online trip management, and working closely with our Logistics department to ensure the most appropriate mode of transportation for all members.

Complaint Coordinators (2), To Be Hired

MTM's Complaint Coordinators will be responsible for helping to improve the overall quality of our call center by conducting ongoing evaluation of calls, trips, and processes, while providing real-time trending to ensure we provide the highest level of customer service. The complaint coordinators will review and research complaints and provide supporting documentation for resolution. They will compile data and track performance at the team and individual levels, conveying trends to supervisors bimonthly or as needed. Our Complaint Coordinators will have at a minimum, a high school diploma or GED, and one year of customer service experience.

Claims Processors (2), To Be Hired

Claims Processors will make timely and accurate decisions to initiate payments to members and transportation providers. They will also be responsible for entering GMR, driver, transportation provider, and meals/lodging data before approving trips for payment. Claims Processors will report possible instances of fraud, waste, and abuse to their department leadership, and will drive high client satisfaction through accurate and timely claims processing. They will have a high school diploma or GED equivalent, with preference for previous experience dealing with claims or data entry.

Appointment Verification Specialists (2), To Be Hired

Our Appointment Verification Specialists will be responsible for identifying fraudulent data patterns. They will communicate with medical facility staff to ensure that members' appointments exist on the date of service. They will make timely and accurate decisions to initiate payments to members and transportation providers. They will also enter GMR and meals/lodging data before releasing trips for payment. Appointment Verification Specialists will drive high client satisfaction through courtesy, helpfulness, and positive interactions with medical providers and Medicaid members. Appointment Verification Specialists will be required to have at least a high school diploma or GED equivalent.

Corporate Leadership Team

In addition to the team outlined above, MTM's corporate leadership team will support the NEMT Brokerage Program and is familiar with all operational aspects. BMS previously benefitted from the overall experience of many of these corporate staff members; we are confident that our team's hands-on approach will prove beneficial once again. This team has ensured the successful operation of numerous programs of similar size and scope throughout the country. The following tables detail the names, experience, and roles of each member of our executive team. Resumes for these individuals are provided in **Attachment F.**



- *Oversees East Coast operations*
- *30+ years of transportation experience*

Regional VP, Mid-Atlantic Operations | Kim Clark

In her role as Regional Vice President, Kim oversees MTM's programs in the eastern portion of the United States, 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. Kim will be the assigned Regional Vice President for the West Virginia NEMT program, and Project Manager Steven Burton will report directly to her. Kim will support Steven, and BMS, throughout the contract term.

Kim has over 30 years of experience in the paratransit industry. She joined MTM in 2012 as Program Director for MTM's Washington, D.C. 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. Kim has managed transit operations large and small with a continued focus on increasing productivity, safety, and client revenue.



President and CEO | Alaina Maciá

Alaina Maciá oversees all operations at MTM, and is the executive liaison for contractual and operational matters. Under her leadership, MTM meets and exceeds contract deliverables within the required timeframes. Alaina has been in a senior management role within the transportation industry since 2003, giving her 17 years of experience as an executive. Her priority is to drive the company to be the leader in high quality transportation.

- *MTM's visionary leader*
- *17 years as a transportation industry executive*

As a testament to Alaina's effective leadership, she has received many honors, including being named one of 2012's Most Influential Businesswomen by the St. Louis Business Journal and being named in the publication's 30 Under 30 class in 2004 and 40 Under 40 class in 2011. In 2014, Mass Transit named Alaina to its 40 Under 40 List, and Ernst & Young named her Entrepreneur of the Year in the Midwest Region's Healthcare Services category. In 2018, the St. Louis Business Journal named her on the list of the area's Technology Executives of the Year.



Chief Operating Officer | Tim Kessler

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

- *Ensures successful contract operations*
- *20+ years of leadership experience*

Tim is a St. Louis native with more than 20 years of experience leading large organizations with technology-focused departments, like Ascension, Express Scripts, and CitiGroup. As COO, Tim is responsible for driving business growth, ensuring quality and compliance, and maintaining stakeholder satisfaction and service improvement. Through his oversight, MTM's operational departments—including our contact center, logistics, quality and compliance, and implementation teams—operate successfully and efficiently to the satisfaction of our clients and their customers. Tim earned his bachelors of science degree in business administration and management information systems from Saint Louis University.



Chief Marketing Officer | Michele Lucas

- *Oversees member communication*
- *Nearly 30 years of experience*

Michele oversees MTM's Marketing and Product Development departments, which supports MTM's efforts for new business acquisitions, new services, and 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 transportation 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 stakeholders.

With nearly 30 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 2013 NEMT program in Wisconsin, as well as our Houston, Mississippi, West Virginia, Nevada, and Idaho programs, overseeing mailings to over 1,000,000 members and reviewing all policies, procedures, and documents prior to use in the contracts.



Chief Technology Officer | Rick Holbrook

- *Innovative IT leader*
- *Healthcare technology expert*

Rick brings to MTM nearly 35 years of experience leading technology functions for organizations in the healthcare industry. In his role as MTM's CTO, Rick leads our technology-driven business solutions, and in particular, delivers the ongoing development of our proprietary scheduling platform.

As the leader of our high performing IT team, Rick provides true vision for future technology enhancements and investments, ensuring a seamless digital experience for stakeholders. Rick holds bachelor's degrees in computer science, psychology, and business management.



Chief Financial Officer | Jill Heneghan

Jill joined MTM in 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 thanks to her collaborative and professional approach.

- *Certified Public Accountant*
- *6 years of experience budgeting for NEMT programs*

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.



Chief Human Resources Officer | Kerri Mileski

Kerri is a training and education specialist with more than ten 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.

- *Training and HR expert*
- *8 years of NEMT experience*

As Chief Human Resources Officer, 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. She supervises execution and updates to MTM's award-winning training program for new hire orientations and refresher training to give new and existing employees the tools and skills they need to effectively serve MTM's clients and their members.



Chief Sales Officer | Benjamin Woodruff

Benjamin provides executive-level leadership to MTM's Business Development team. He is responsible for establishing and maintaining a trackable sales process and proven sales methodologies. He partners with our sales leaders to expand into new territories, close sales, and finalize contract terms, and trains and develops sales leaders in best practices.

- *Proven record of growth*
- *15+ years of sales leadership*

Benjamin has over 15 years of sales leadership experience. Prior to joining MTM in 2019, he oversaw sales and business development for organizations including Cintas and Pace Industries. He has a proven track record of developing his team members and spurring strong growth.



Executive VP and General Counsel | Don Tiemeyer

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 providers and their drivers, including criminal background history, elder 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 providers; and represents MTM in all legal matters.

- *Expert in mitigating risk*
- *25 years of 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 25 years of NEMT experience. He has overseen the execution of numerous contracts and defended the interests of MTM and our clients. Don brings over 32 years of legal experience to MTM, 23 years of which he served as a principal engaged in the private practice of law.



VP, Public Affairs | Phil Stalboerger

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 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.

- *22+ years of government relations experience*
- *Educates current and prospective clients*

Phil has also helped create 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.

4.3.1.3 Job Descriptions

Job descriptions and requirements for Call Center staff demonstrating a high school diploma or equivalent certification and all management staff demonstrating a bachelor's degree and at least two (2) years qualifying experience for this project.

MTM has provided job descriptions in **Attachment E** detailing the responsibilities and requirements for all positions in our staffing plan, including call center staff. All call center staff will be required to possess a high school diploma or GED equivalent, and all management staff will have at least a bachelor's degree and two years of experience.

4.3.1.4 Off-Site Work

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.

Other than our network of transportation providers, MTM will not use any subcontractors to provide NEMT services in West Virginia. The only off-site work to be performed will be by MTM employees at our corporate office in Missouri, including CCRs handling after-hours or other roll-over calls. Calls and responsibilities handled by staff at the Missouri office will be monitored in the same way as all other work for the contract, with ultimate oversite by our Project Manager Steven Burton. As previously mentioned, only CCRs specifically trained on BMS protocols will be allowed to take West Virginia calls.

4.3.1.5 Promoting Staff Retention

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.

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 paid time off that increases based on tenure.

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.

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 28**.

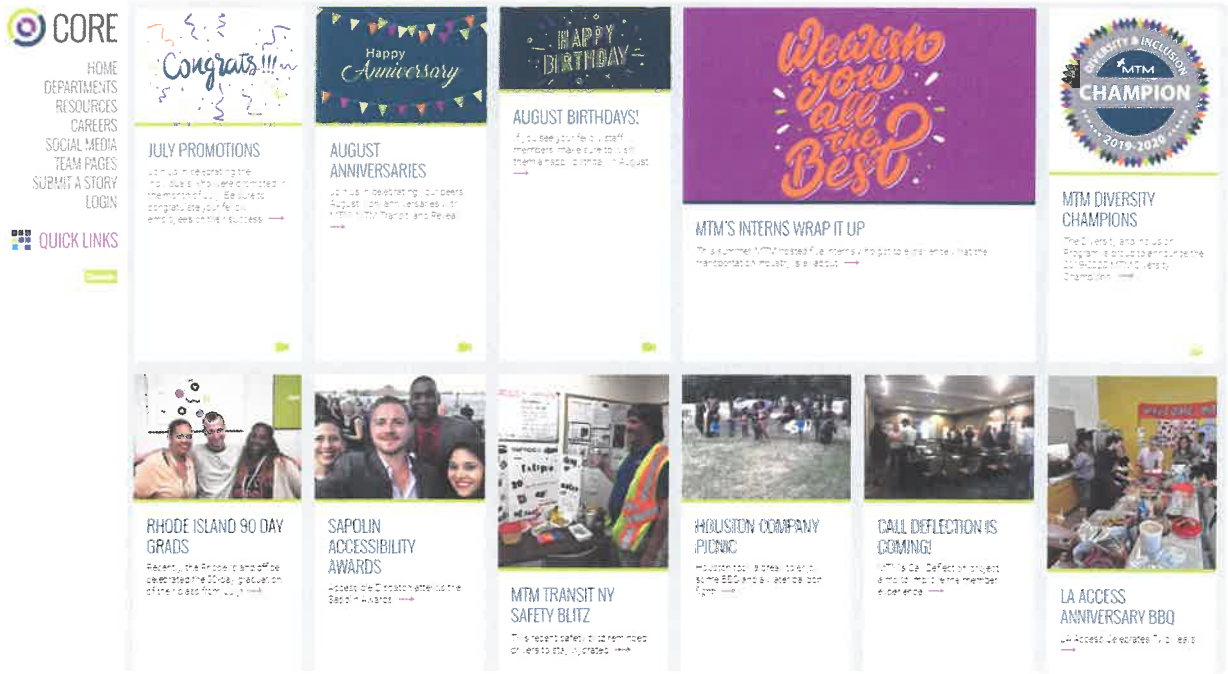


Figure 28: MTM Core. *MTM's intranet news site engages employees in our unique culture.*

As evidence of our commitment to employee satisfaction, MTM was a finalist in the St. Louis Business Journal's 2014, 2016, 2018, 2019, and 2020 Best Places to Work. Based solely on feedback obtained through an employee survey, the designation recognizes MTM for offering a dynamic work environment to satisfied employees. Additionally, MTM was named to the Women's Foundation of Greater St. Louis 2018 list of Best Places to Work for Women. Honorees were selected through a double-blind review process based on data submitted by the organization about structural efforts and outcomes to advance women through compensation, leadership, flexible work policies, and recruitment and retention initiatives.



MTM encourages wellness and promotes community engagement in the areas we serve, including participating in volunteer activities and charity events. Working at MTM becomes more than just a paycheck for our staff; with our focus on a positive culture, our staff come to truly care about the services we provide. We want our employees to leave the office every day feeling like they have made a difference in our clients' lives. This mindset is ingrained in everything we do, with staff always remembering the importance of sensitivity and respect to meet clients' needs and remove community barriers.

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.

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.

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 learning resource, Knowledge College, shown below in **Figure 29**. The system contains hundreds of online training sessions that are accessible 24 hours a day, seven days a week, for staff to develop their job skills and earn certifications. These courses cover a variety of subjects to meet the training needs of our employees, from job-specific technical courses to topics such as Excel, Word, Communication, Time Management, Organizational Skills, Leadership Essentials, and Sales. These courses are used to enhance job training and performance and as part of employees' personal and career development plans.

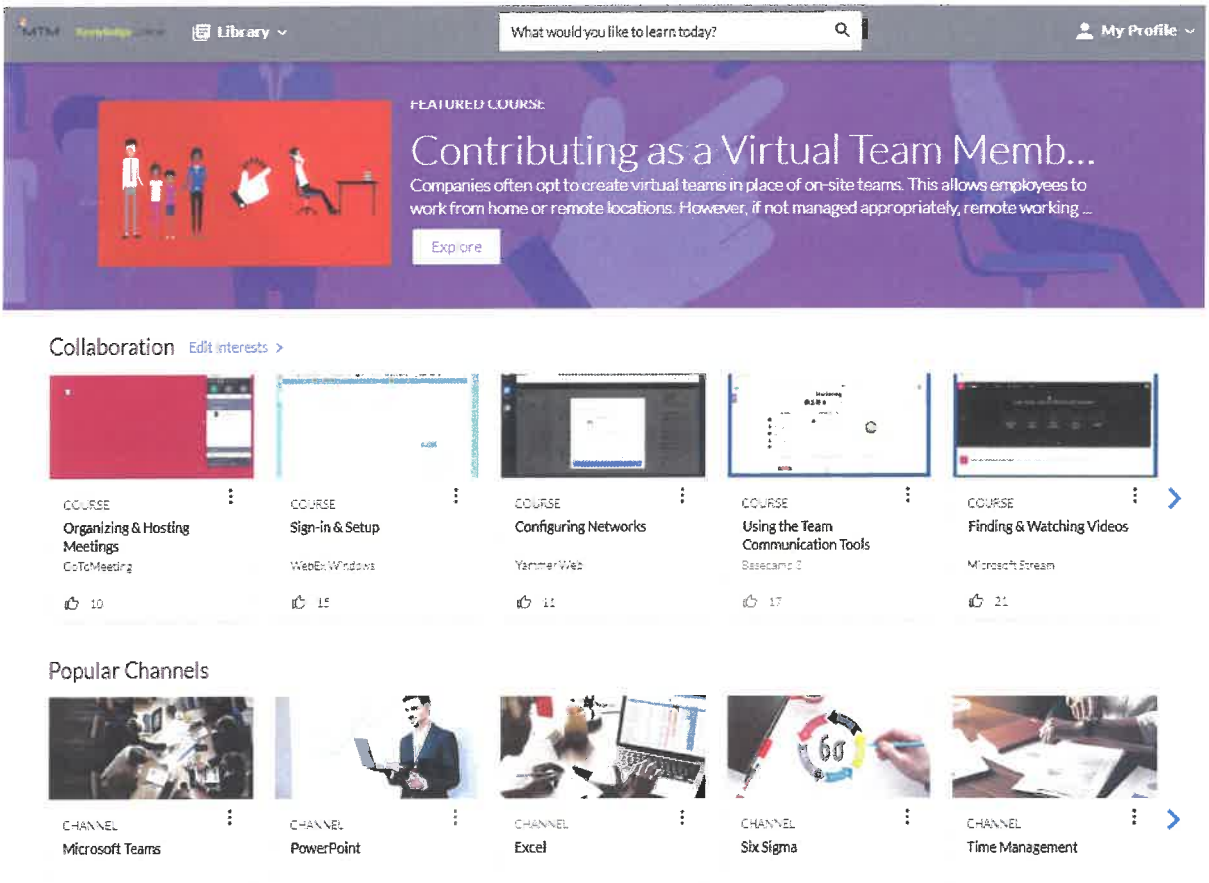


Figure 29: *MTM employees have 24/7 access to courses through Knowledge College.*

Regular refresher training is provided whenever there are changes to protocols, process improvements for internal procedures, or as a supplement to performance discussions or coaching sessions. In particular, CCRs participate in periodic training sessions with their supervisors, as well as regular call monitoring and review. The local training staff and Project Manager Steven Burton, along with the Corporate Training and Development Team, will assess training refresher needs through gaps identified in performance reviews, employee evaluation responses, and feedback from all levels of staff.

After completing each self-paced training session, the employee completes a quiz on the covered material and must score 90% or higher to earn the Certificate of Achievement. The Corporate Training and Development team receives an automatic alert when an employee earns a certificate, and a copy is placed in the employee's file. Supervisors can also select specific subjects for team training. Participation in the online training library is a part of each employee's annual evaluation, as it enhances current skills and promotes professional growth.

4.3.1.6 Approach and Methodology to Personnel Management

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.

As previously discussed in ***4.2.2.2 Maintaining Appropriate Staffing*** on **page 135,** MTM uses internal promotion, as well as cross-training and third-party support, to ensure we have adequate staffing coverage. We also have a dedicated Workforce Management department that oversees all aspects of call center staffing, as described in ***H. Sufficient Resources,*** on **page 77**. We understand that we assume all cost with our personnel management programs.

4.3.1.7 Operating NEMT Brokerage for Similar Populations

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:

From 2014-2018, MTM successfully implemented and operated the West Virginia NEMT program, including providing and brokering NEMT services, recruiting providers, operating an ACD system, staffing a call center, and managing a database. Our experience in each of these specific areas is described below. BMS may also refer ***4.2.1.27 Experience Operating Statewide Programs*** on **page 124**, for a detailed listing of our statewide NEMT programs over the past five years.

4.3.1.7.1 Experience with State Medicaid and Governmental NEMT

State Medicaid and/or other governmental NEMT programs

Since 1995, MTM has brokered quality transportation management services for city, county, and state governmental agencies; managed care organizations; Councils on Aging; and other organizations serving transportation disadvantaged, special needs, aging, low income, and individuals covered by Medicaid/Medicare. We were founded to provide management and oversight of non-emergency medical transportation (NEMT) services, and we have expanded our transportation services over the past 25 years to include Americans with Disabilities Act (ADA) transportation and eligibility assessments, quality assurance, and travel training for transit agencies across the United States. Our services include NEMT and ADA paratransit brokerage, quality assurance, mobility management, special needs school transportation, and paratransit eligibility assessments and travel training.

BMS may also refer ***4.2.1.27 Experience Operating Statewide Programs*** on **page 124**, for a detailed listing of our state and governmental NEMT programs over the past five years. As noted in that section, our experience includes our current operation of statewide programs in Nevada, Wisconsin, Mississippi, Idaho, and Rhode Island; our past operation of the West Virginia statewide program; and our operation of other governmental programs in the District of Columbia, Minnesota, and Texas.

4.3.1.7.2 and 4.3.1.7.3 Providing and Brokering NEMT or Other Transportation Services

Providing NEMT or other transportation services
Brokering NEMT or other transportation services

As one of the nation's largest and most experienced NEMT managers, we provide more than 20 million trips for 12 million individuals in 31 states and the District of Columbia. This includes current governmental programs in Nevada, Wisconsin, Mississippi, Idaho, Rhode Island, the District of Columbia, Minnesota, and Texas. MTM also handles more than 7.5 million calls through nine call centers. We have 25 years of experience providing and brokering NEMT services. BMS may refer ***4.2.1.27 Experience Operating Statewide Programs*** on **page 124**, for a detailed listing of our state and governmental NEMT programs over the past five years. **Figure 30** depicts MTM's operations across the United States.



Figure 30: *MTM operates in 31 states and the District of Columbia.*

4.3.1.7.4 Recruiting Transportation Providers

Recruiting Transportation providers

Nationwide, MTM contracts with approximately 1,400 transportation providers to serve our book of business. We are responsible for recruiting transportation providers in each of our NEMT programs, including current governmental programs in Nevada, Wisconsin, Mississippi, Idaho, Rhode Island, the District of Columbia, Minnesota, and Texas. 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. We use our proven recruitment process, outlined in ***A. Network of Transportation Providers***, on **page 28**, to attract high-quality transportation providers.

During our tenure in West Virginia, we maintained a network of over 60 providers representing almost 900 vehicles. Further, our approach to ensuring coverage across all 55 of West Virginia's counties, outlined in ***4.2.1.39 Recruitment Initiatives in Challenging Counties*** on **page 132** will ensure adequate network coverage at all times.

4.3.1.7.5 Operating an ACD System

Operating an Automatic Call Distribution (ACD) system

As described in ***E. Automatic Call Distribution System***, on **page 75,** MTM uses a VoIP solution from Cisco Systems and Genesys for our telephony platform in all of our call centers, which includes interactive voice response (IVR), and multi-channel ACD. We currently use this solution in all nine of our call centers nationwide, to serve a wide variety of government NEMT programs. This solution meets all RFP requirements, and we will employ it in our West Virginia call center.

4.3.1.7.6 Staffing a NEMT Call Center

Staffing a NEMT or other transportation services customer service call center

MTM maintains sufficient staffing in all nine of our call centers nationwide, and will do so for West Virginia, using the approach described in ***H. Sufficient Resources***, on **page 77.** Across our book of business, we employ over 750 CCRs dedicated to serving NEMT programs.

4.3.1.7.7 Transportation Database

Developing and managing a transportation database including reporting and transportation utilization analysis activities

MTM maintains databases across our book of business, including reporting and transportation utilization analysis, and has continually applied new technology solutions to do so effectively over the course of our 25 years of NEMT management experience. Information on our database is provided in ***IV. Data Systems Requirements*** on **page 96.**

4.3.2 Mandatory Qualification/Experience Requirements

The following mandatory qualification/experience requirements must be met by the Vendor as a part of its submitted proposal. Vendor should describe how it meets the mandatory requirements and include any areas where it exceeds the mandatory requirements. Failure to comply with mandatory requirements will lead to disqualification, but areas where the mandatory requirements are exceeded will be included in technical scores where appropriate. The mandatory qualifications/experience requirements are listed below.

4.3.2.1 Key Staff

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.

As previously discussed in ***4.3.1.2 Roles, Responsibilities, and Skills, Key Management Team***, on **page 144**, MTM has identified highly qualified candidates for all positions named in *Section 4.3.2.1* of the RFP. These individuals, listed below, all have the minimum experience required by BMS, and their resumes and qualifications are provided as **Attachment F**.

- Project Manager Steven Burton
- Assistant Project Manager Steven Hall
- Provider Relations Manager Keith Newsome
- Outreach and Communications Manager Stephanie Young
- Call Center Manager Shane Oskins
- Business and Data Analyst Brian Borkenhagen

4.3.2.2 Resumes

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 or 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.

MTM has provided resumes for all named individuals in our proposal as **Attachment F**.

4.3.2.3 REFERENCES

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.

MTM is proud to provide the following references for three current contracts in which we provide related NEMT services in a full brokerage program to government entities. 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)

Point of Contact:	Dr. Antonio Lacey 202-442-5847	Dates of Service:	October 2007 to Present
Calls Received Annually:	171,000	Trips Scheduled Annually:	907,000
Members:	54,000	Geographic Coverage:	District of Columbia metropolitan area

Prior to our management, the District of Columbia NEMT program suffered from a non-compliant transportation 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 transportation 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.

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 transportation 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 public transit fixed route systems. To date, over 2,000 individuals have completed the assessment, 405 have successfully transitioned to public transit 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 contract to continue NEMT Services for DC Medicaid Members as a result of a competitive procurement. DHCF officials have stated they are very happy with MTM's management of this contract.

Nevada Division of Health Care Financing and Policy (DHCFP)

Point of Contact:	Kirsten Coulombe (775) 684-3747	Dates of Service:	July 2016 to Present
Calls Received Annually:	342,000	Trips Scheduled Annually:	1,580,000
Members:	474,000	Geographic Coverage:	Statewide (Nevada)

During implementation of the state of Nevada's NEMT program, we worked with the Division of Health Care Financing and Policy (DHCFP) to transition the program and maximize 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 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 transportation 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 mode assignment, which is the most cost-effective mode for the program.

MTM has also reduced cost for the Nevada NEMT program by renegotiating contracts with transportation providers to achieve the lowest and fairest rates, introducing multi-load routes for members who attend facilities outside of the ADA services area, and implementing 100% verification for trips over 100 miles to confirm the member uses the closest medical provider and most cost-effective mode of transportation to get to their appointment. We also often leverage Greyhound and Amtrak services to reduce costs for such long-distance trips.

Idaho Department of Health and Welfare (IDHW)

Point of Contact:	Sara Stith (209) 364-1835	Dates of Service:	March 2018 to Present
Calls Received Annually:	184,000	Trips Scheduled Annually:	1,300,000
Members:	259,000	Geographic Coverage:	Statewide

MTM began providing NEMT services for the state of Idaho in March 2018, following a request from the state in late 2017 to take over the program from its previous vendor who exited the program early. MTM was chosen among four bidders to handle NEMT needs of the state's Medicaid patients.

During the three-month implementation period, we established a local business office and management team in the state. We held five town hall meetings for transportation providers, recruiting a statewide network of 72 transportation providers representing 663 approved cab, wheelchair-lift, and stretcher vehicles and 539 credentialed drivers. We received positive feedback from many of our providers regarding the availability of our team, and the chat functionality we provide.

Also during implementation, our ETO team performed in-person outreach activities with 228 medical facilities throughout the state of Idaho, and responded to over 2,500 email and phone inquiries. We hosted WebEx and town hall meetings with medical providers across the state. Our outreach efforts included contacting 28 dialysis centers, 39 bordering state hospitals, 18 Behavioral Health facilities, four tribal communities, and refugee communities, including communicating with the Idaho Office for Refugees and other refugee programs.

This effort provided information to stakeholders on MTM, how to arrange transportation for non-emergent rides to covered medical services, as well as covered services and eligibility guidelines. In addition, we provided training on our self-service portal and offered a forum for input on desired improvements for medical facilities. In Idaho, approximately 110 facilities signed up for our portal access.

Prior to the go-live date, our ETO team distributed requests to dialysis centers for patient schedules. We trained and encouraged medical facilities to use MTM's self-management portal to schedule patient trips in advance to support no disruption in service.

Many of our outreach efforts were focused on Federally Recognized Tribes as well as the large refugee population in the state, to address issues such as support for cultural diversity, language barriers, and to provide transparency and confidence in the overall NEMT program. In addition to tribal and refugee populations, we also focused special attention on Children's Day Treatment programs to assure continuity of care.

MTM's success in the Idaho program is due in part to its significant outreach efforts by our outreach team. MTM understands the importance of education and outreach efforts to a statewide program and our efforts in Idaho mirror our commitment to similar activities in West Virginia.

Step 2 – 1 X 30 = Total Cost Score of 30

Proposal 2: Step 1– $1,000,000 / $1,100,000 = Cost Score Percentage of 0.909091 (90.9091%)
Step 2 – 0.909091 X 30 = Total Cost Score of 27.27273

6.8. Availability of Information: Proposal submissions become public and are available for review immediately after opening pursuant to West Virginia Code §5A-3-11(h). All other information associated with the RFP, including but not limited to, technical scores and reasons for disqualification, will not be available until after the contract has been awarded pursuant to West Virginia Code of State Rules §148-1-6.3.d.

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)

Alaina Maciá, Presiden & CEO Alaina Maciá
(Representative Name, Title)

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

4/8/2020
(Date)

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)
635 Maryville Centre Drive, Suite 300, St. Louis, MO 63141
(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)

4/1/2020
(Date)

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

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFP BMS2000000003

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)

[X]	Addendum No. 1	[X]	Addendum No. 6
[X]	Addendum No. 2	[ ]	Addendum No. 7
[X]	Addendum No. 3	[ ]	Addendum No. 8
[X]	Addendum No. 4	[ ]	Addendum No. 9
[X]	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 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

Authorized Signature

4/8/2020
Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.

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: 671904

Doc Description: RFP for Non Emergency Medical Transportation (NEMT) and STP

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2020-02-14	2020-03-20 13:30:00	CRFP 0511 BMS2000000003	1

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)
635 Maryville Centre Drive, Suite 300, St. Louis, MO 63141
636-561-5686

FOR INFORMATION CONTACT THE BUYER

Brittany E Ingraham
(304) 558-0067
brittany.e.ingraham@wv.gov

nature X Alana Macia **FEIN #** 43-1718762 **DATE** 4/8/2020

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: 671904

Doc Description: Addendum 1 Non Emergency Medical Transportation (NEMT) & STP

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2020-03-04	2020-03-20 13:30:00	CRFP 0511 BMS2000000003	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)
635 Maryville Centre Drive, Suite 300, St. Louis, MO 63141
636-561-5686

FOR INFORMATION CONTACT THE BUYER

Brittany E Ingraham
(304) 558-0067
brittany.e.ingraham@wv.gov

Signature X Elaina Macia FEIN # 43-1719762 DATE 4/8/2020

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: 671904

Doc Description: Addendum 2 Non Emergency Medical Transportation (NEMT) & STP

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2020-03-16	2020-03-27 13:30:00	CRFP 0511 BMS2000000003	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)
635 Maryville Centre Drive, Suite 300, St. Louis, MO 63141
;36-561-5686

FOR INFORMATION CONTACT THE BUYER

Brittany E Ingraham
(304) 558-0067
brittany.e.ingraham@wv.gov

Signature X Elaine Nacin FEIN # 43-1719762 DATE 4/8/2020

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: 671904

Doc Description: Addendum 3 Non Emergency Medical Transportation (NEMT) & STP

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2020-03-23	2020-03-31 13:30:00	CRFP 0511 BMS2000000003	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)
635 Maryville Centre Drive, Suite 300, St. Louis, MO 63141
636-561-5686

FOR INFORMATION CONTACT THE BUYER

Brittany E Ingraham
(304) 558-0067
brittany.e.ingraham@wv.gov

Signature X Gloria Nacci **FEIN #** 43-1719762 **DATE** 4/8/2020

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: 671904

Doc Description: Addendum 4 Non Emergency Medical Transportation (NEMT) & STP

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2020-03-26	2020-04-03 13:30:00	CRFP 0511 BMS2000000003	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)
635 Maryville Centre Drive, Suite 300, St. Louis, MO 63141
636-561-5686

FOR INFORMATION CONTACT THE BUYER

Brittany E Ingraham
(304) 558-0067
brittany.e.ingraham@wv.gov

Signature X [signature] **FEIN #** 43-1719762 **DATE** 4/8/2020

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: 671904

Doc Description: Addendum 5-Non Emergency Medical Transportation (NEMT) & STP

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2020-03-26	2020-04-03 13:30:00	CRFP 0511 BMS2000000003	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)
635 Maryville Centre Drive, Suite 300, St. Louis, MO 63141
636-561-5686

FOR INFORMATION CONTACT THE BUYER

Brittany E Ingraham
(304) 558-0067
brittany.e.ingraham@wv.gov

Signature X Elaina Macia **FEIN #** 43-1719762 **DATE** 4/8/2020

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: 671904

Doc Description: Addendum 6-Non Emergency Medical Transportation (NEMT) & STP

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2020-03-27	2020-04-10 13:30:00	CRFP 0511 BMS2000000003	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)
635 Maryville Centre Drive, Suite 300, St. Louis, MO 63141
636-561-5686

FOR INFORMATION CONTACT THE BUYER

Brittany E Ingraham
(304) 558-0067
brittany.e.ingraham@wv.gov

Signature X Elaine Nacci **FEIN #** 43-1719762 **DATE** 4/8/2020

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

West Virginia Ethics Commission

Disclosure of Interested Parties to Contracts

(Required by *W. Va. Code* § 6D-1-2)

Name of Contracting Business Entity: Medical Transportation Management, Inc. (MTM) **Address:** 635 Maryville Centre Drive, Suite 300 St. Louis, MO 63141

Name of Authorized Agent: Alaina Maciá **Address:** 635 Maryville Centre Drive, Suite 300 St. Louis, MO 63141

Contract Number: 636-561-5686 **Contract Description:** Non-Emergency Medical Transportation

Governmental agency awarding contract: Health and Human Services, Bureau for Medical Services (BMS)

☐ **Check here if this is a Supplemental Disclosure**

List the Names of Interested Parties to the contract which are known or reasonably anticipated by the contracting business entity for each category below *(attach additional pages if necessary)*:

1. **Subcontractors or other entities performing work or service under the Contract**
   ☑ Check here if none, otherwise list entity/individual names below.

2. **Any person or entity who owns 25% or more of contracting entity (not applicable to publicly traded entities)**
   ☐ Check here if none, otherwise list entity/individual names below.
   Alaina Maciá

3. **Any person or entity that facilitated, or negotiated the terms of, the applicable contract (excluding legal services related to the negotiation or drafting of the applicable contract)**
   ☑ Check here if none, otherwise list entity/individual names below.

Signature: Alaina Maciá Date Signed: 4/6/2020

Notary Verification

State of Missouri, County of St. Charles:

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

Taken, sworn to and subscribed before me this 6th day of April, 2020.

Sarah Ruhr
Notary Public's Signature

To be completed by State Agency:
Date Received by State Agency: _____
Date submitted to Ethics Commission: _____
Governmental agency submitting Disclosure: _____

SARAH RUHR
Notary Public, Notary Seal
State of Missouri
St. Charles County
Commission # 14577394
My Commission Expires 02-09-2022

Revised June 8, 2018

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: Elaine Nacia Date: 4/6/2020

State of Missouri

County of St. Charles, to-wit:

Taken, subscribed, and sworn to before me this 6th day of April, 2020.

My Commission expires February 9th, 2022.

AFFIX SEAL HERE

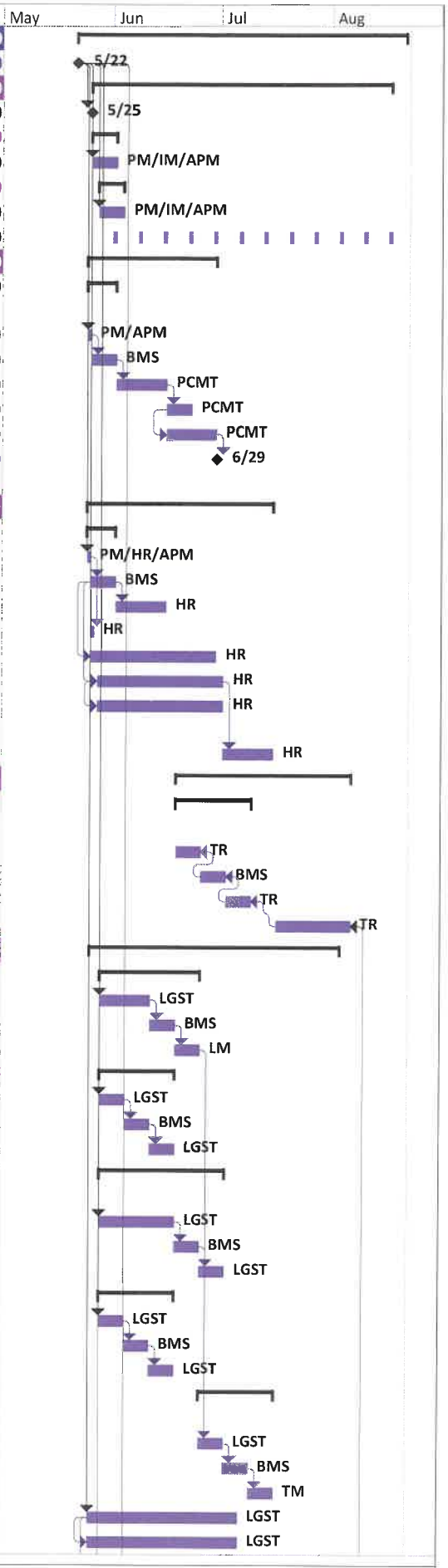
NOTARY PUBLIC Sarah Ruhr

SARAH RUHR
Notary Public, Notary Seal
State of Missouri
St. Charles County
Commission # 14577394
My Commission Expires 02-09-2022

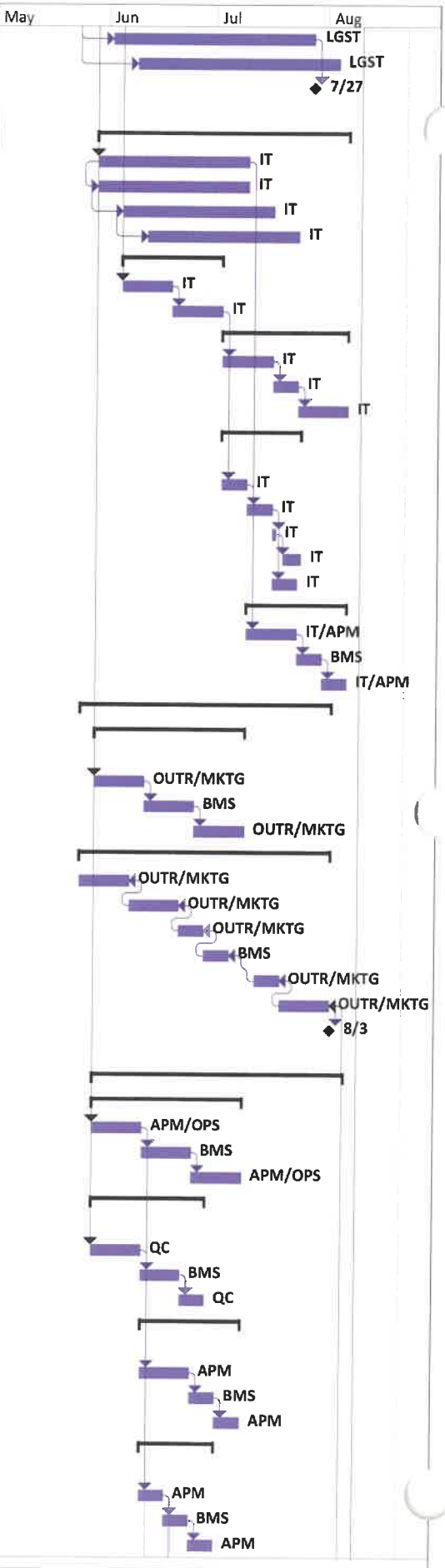
ATTACHMENTS

Attachment A	Implementation Work Plan
Attachment B	Letters of Commitment from Transportation Providers
Attachment C	Certificates
Attachment D	Transportation Provider Service Agreement (TPSA) and Handbook
Attachment E	Job Descriptions
Attachment F	Resumes
Attachment G	Organizational Charts
Attachment H	Sample Operations Manual
Attachment I	Business Continuity and Disaster Recovery Plan
Attachment J	Quality Assurance Plan
Attachment K	Sample Reporting Package
Attachment L	Community Outreach Plan
Attachment M	Call Intake Script

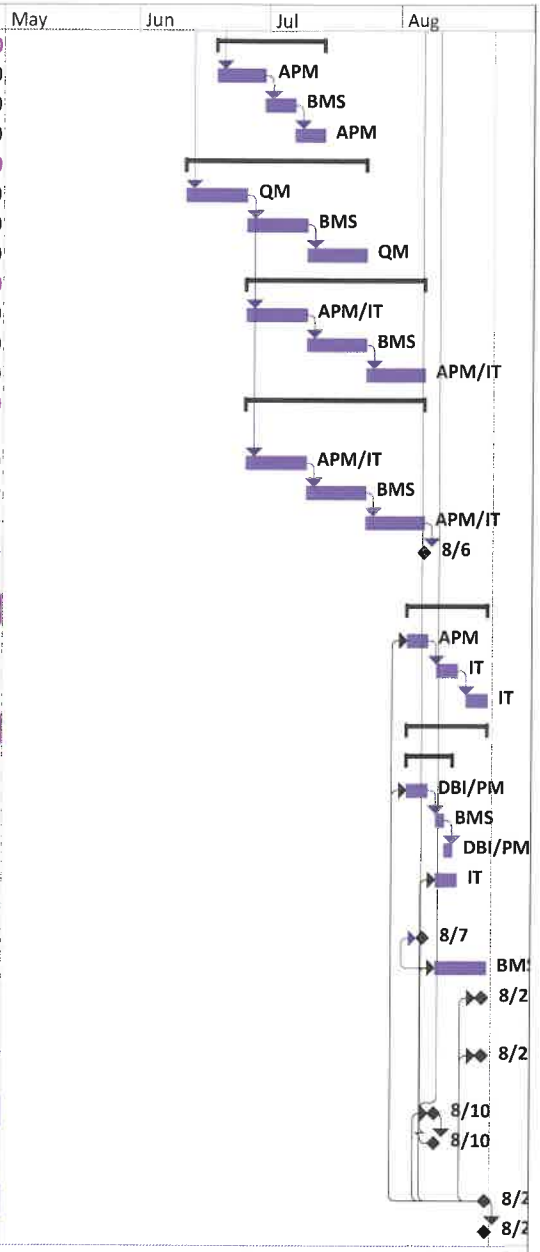
ID	Task Name	Duration	Start	Finish
1	**West Virginia NEMT**	**66 days**	**5/22/2020**	**8/22/2020**
2	**MILESTONE: Contract Execution**	**0 days**	**5/22/2020**	**5/22/2020**
3	**Project Management**	**60 days**	**5/25/2020**	**8/17/2020**
4	Conduct kickoff meeting	0 days	5/25/2020	5/25/2020
5	DELIVERABLE: Final Implementation Work Pl	5 days	5/26/2020	6/1/2020
6	Draft and submit to BMS	5 days	5/26/2020	6/1/2020
7	DELIVERABLE: Turnover Plan	5 days	5/28/2020	6/3/2020
8	Draft and submit to BMS	5 days	5/28/2020	6/3/2020
9	**Weekly Status Meetings and Reports**	**56 days**	**6/1/2020**	**8/17/2020**
22	**Facility**	**26 days**	**5/25/2020**	**6/29/2020**
23	**Customer Service Center/Central Business Office Plan**	**6 days**	**5/25/2020**	**6/1/2020**
24	Submit to BMS	1 day	5/25/2020	5/25/2020
25	Review/approve facility	5 days	5/26/2020	6/1/2020
26	Obtain facility	10 days	6/2/2020	6/15/2020
27	Install utilities	5 days	6/16/2020	6/22/2020
28	Furnish facility	10 days	6/16/2020	6/29/2020
29	MILESTONE: Vendor Call Center Facility Established	0 days	6/29/2020	6/29/2020
30	**Staffing**	**38 days**	**5/25/2020**	**7/15/2020**
31	**Staffing Plan**	**6 days**	**5/25/2020**	**6/1/2020**
32	Submit to BMS	1 day	5/25/2020	5/25/2020
33	Review/approve	5 days	5/26/2020	6/1/2020
34	Hire Key Staff	10 days	6/2/2020	6/15/2020
35	Place employment ads	1 day	5/26/2020	5/26/2020
36	Review resumes	25 days	5/26/2020	6/29/2020
37	Interview	25 days	5/28/2020	7/1/2020
38	Check backgrounds, references, and conduct assessments	25 days	5/28/2020	7/1/2020
39	Hire	10 days	7/2/2020	7/15/2020
40	**Employee Training**	**35 days**	**6/19/2020**	**8/7/2020**
41	**Customer Service Center/Staff Orientation and Training Plan**	**15 days**	**6/19/2020**	**7/10/2020**
42	Draft and submit to BMS	5 days	6/19/2020	6/26/2020
43	Review/approve	5 days	6/26/2020	7/3/2020
44	Finalize	5 days	7/3/2020	7/10/2020
45	Conduct training for all staff	15 days	7/17/2020	8/7/2020
46	**Transportation Network**	**50 days**	**5/26/2020**	**8/3/2020**
47	DELIVERABLE: Final NEMT Provider Manual	20 days	5/29/2020	6/25/2020
48	Draft and submit to BMS	10 days	5/29/2020	6/11/2020
49	Review/approve	5 days	6/12/2020	6/18/2020
50	Finalize	5 days	6/19/2020	6/25/2020
51	DELIVERABLE: NEMT Provider Monitoring Pla	15 days	5/29/2020	6/18/2020
52	Draft and submit to BMS	5 days	5/29/2020	6/4/2020
53	Review/approve	5 days	6/5/2020	6/11/2020
54	Finalize	5 days	6/12/2020	6/18/2020
55	DELIVERABLE: NEMT Provider Network and Geographic Coverage Report	25 days	5/29/2020	7/2/2020
56	Draft and submit to BMS	15 days	5/29/2020	6/18/2020
57	Review/approve	5 days	6/19/2020	6/25/2020
58	Finalize	5 days	6/26/2020	7/2/2020
59	DELIVERABLE: Vehicle Inspection Plan	15 days	5/29/2020	6/18/2020
60	Draft and submit to BMS	5 days	5/29/2020	6/4/2020
61	Review/approve	5 days	6/5/2020	6/11/2020
62	Finalize	5 days	6/12/2020	6/18/2020
63	DELIVERABLE: NEMT Provider and Provider Training and Education Plan	15 days	6/26/2020	7/16/2020
64	Draft and submit to BMS	5 days	6/26/2020	7/2/2020
65	Review/approve	5 days	7/3/2020	7/9/2020
66	Finalize	5 days	7/10/2020	7/16/2020
67	Recruit	30 days	5/26/2020	7/6/2020
68	Contract	30 days	5/26/2020	7/6/2020



ID	Task Name	Duration	Start	Finish
69	Train	40 days	6/2/2020	7/27/2020
70	Inspect/credential all vehicles, and drivers	40 days	6/9/2020	8/3/2020
71	**MILESTONE: NEMT Provider and Provider Training Sessions Complete**	**0 days**	**7/27/2020**	**7/27/2020**
72	**Technology**	**50 days**	**5/29/2020**	**8/6/2020**
73	Order/install IT (hardware, phone system, PCs	30 days	5/29/2020	7/9/2020
74	Acquire and build back office systems	30 days	5/29/2020	7/9/2020
75	Develop IT policies/procedures	30 days	6/5/2020	7/16/2020
76	Develop and document IT support manual	30 days	6/12/2020	7/23/2020
77	**Verify system capacity and bandwidth**	**20 days**	**6/5/2020**	**7/2/2020**
78	Manage necessary capacity upgrades	10 days	6/5/2020	6/18/2020
79	Test any necessary upgrades	10 days	6/19/2020	7/2/2020
80	**Manage manual eligibility changes**	**25 days**	**7/3/2020**	**8/6/2020**
81	Develop (internal) manual authorization prc	10 days	7/3/2020	7/16/2020
82	Specify updates	5 days	7/17/2020	7/23/2020
83	Implement updates	10 days	7/24/2020	8/6/2020
84	**Manage file based eligibility and retroactive eligibility**	**16 days**	**7/3/2020**	**7/24/2020**
85	Specify updates	5 days	7/3/2020	7/9/2020
86	Implement updates	5 days	7/10/2020	7/16/2020
87	Receive test eligibility file	1 day	7/17/2020	7/17/2020
88	Test/resolve eligibility file and processing	5 days	7/20/2020	7/24/2020
89	Submit to BMS for review	5 days	7/17/2020	7/23/2020
90	**DELIVERABLE: Bureau-Specific Report Sample**	**20 days**	**7/10/2020**	**8/6/2020**
91	Draft and submit to BMS	10 days	7/10/2020	7/23/2020
92	Review/approve	5 days	7/24/2020	7/30/2020
93	Incorporate changes/finalize	5 days	7/31/2020	8/6/2020
94	**Community Outreach**	**50 days**	**5/25/2020**	**8/3/2020**
95	**DELIVERABLE: Final Member Outreach and Education Plan**	**30 days**	**5/29/2020**	**7/9/2020**
96	Draft and submit to BMS	10 days	5/29/2020	6/11/2020
97	Review/approve	10 days	6/12/2020	6/25/2020
98	Incorporate changes/finalize	10 days	6/26/2020	7/9/2020
99	**Written Materials**	**50 days**	**5/25/2020**	**8/3/2020**
100	Concept development	10 days	5/25/2020	6/8/2020
101	Solicitation of feedback	10 days	6/8/2020	6/22/2020
102	Draft and submit to BMS	5 days	6/22/2020	6/29/2020
103	Review/approve	5 days	6/29/2020	7/6/2020
104	Final draft	5 days	7/13/2020	7/20/2020
105	Printing and mailing	10 days	7/20/2020	8/3/2020
106	**MILESTONE: Member Education and Outreach Materials Mailed**	**0 days**	**8/3/2020**	**8/3/2020**
107	**Additional Deliverables**	**50 days**	**5/29/2020**	**8/6/2020**
108	**DELIVERABLE: Operations Procedures Manua**	**30 days**	**5/29/2020**	**7/9/2020**
109	Draft and submit to BMS	10 days	5/29/2020	6/11/2020
110	Review/approve	10 days	6/12/2020	6/25/2020
111	Incorporate changes/finalize	10 days	6/26/2020	7/9/2020
112	**DELIVERABLE: Final Complaint Policies and Procedures Manual**	**22 days**	**5/29/2020**	**6/29/2020**
113	Draft and submit to BMS	10 days	5/29/2020	6/11/2020
114	Review/approve	7 days	6/12/2020	6/22/2020
115	Incorporate changes/finalize	5 days	6/23/2020	6/29/2020
116	**DELIVERABLE: Post-Transportation Authorization of NEMT Services Policy**	**20 days**	**6/12/2020**	**7/9/2020**
117	Draft and submit to BMS	10 days	6/12/2020	6/25/2020
118	Review/approve	5 days	6/26/2020	7/2/2020
119	Incorporate changes/finalize	5 days	7/3/2020	7/9/2020
120	**DELIVERABLE: NEMT Service Denial Criteria and Service Denial Letter**	**15 days**	**6/12/2020**	**7/2/2020**
121	Draft and submit to BMS	5 days	6/12/2020	6/18/2020
122	Review/approve	5 days	6/19/2020	6/25/2020
123	Incorporate changes/finalize	5 days	6/26/2020	7/2/2020



ID	Task Name	Duration	Start	Finish
124	DELIVERABLE: Validation Plan	17 days	6/19/2020	7/13/2020
125	Draft and submit to BMS	7 days	6/19/2020	6/29/2020
126	Review/approve	5 days	6/30/2020	7/6/2020
127	Incorporate changes/finalize	5 days	7/7/2020	7/13/2020
128	DELIVERABLE: Quality Assurance Plan	30 days	6/12/2020	7/23/2020
129	Draft and submit to BMS	10 days	6/12/2020	6/25/2020
130	Review/approve	10 days	6/26/2020	7/9/2020
131	Incorporate changes/finalize	10 days	7/10/2020	7/23/2020
132	DELIVERABLE: Adverse Weather Plan	30 days	6/26/2020	8/6/2020
133	Draft and submit to BMS	10 days	6/26/2020	7/9/2020
134	Review/approve	10 days	7/10/2020	7/23/2020
135	Incorporate changes/finalize	10 days	7/24/2020	8/6/2020
136	DELIVERABLE: Business Continuity & Disaster Recovery Plan	30 days	6/26/2020	8/6/2020
137	Draft and submit to BMS	10 days	6/26/2020	7/9/2020
138	Review/approve	10 days	7/10/2020	7/23/2020
139	Incorporate changes/finalize	10 days	7/24/2020	8/6/2020
140	MILESTONE: Completion and Bureau Approval of all Readiness Review Deliverables (2-20)	0 days	8/6/2020	8/6/2020
141	Trip Transition	15 days	8/3/2020	8/21/2020
142	Obtain trip data from BMS and facilities	5 days	8/3/2020	8/7/2020
143	Extract trip data	5 days	8/10/2020	8/14/2020
144	Enter trip data into MTM Link	5 days	8/17/2020	8/21/2020
145	Readiness Testing	15 days	8/3/2020	8/21/2020
146	Readiness Plan	9 days	8/3/2020	8/13/2020
147	Draft and submit to client	5 days	8/3/2020	8/7/2020
148	Review/approve	2 days	8/10/2020	8/11/2020
149	Incorporate changes/finalize	2 days	8/12/2020	8/13/2020
150	Test all equipment, dispatch, communications, and processes	5 days	8/10/2020	8/14/2020
151	Submission of all final deliverables for testing	0 days	8/7/2020	8/7/2020
152	Client conducts testing	10 days	8/10/2020	8/21/2020
153	MILESTONE: Completion and Bureau Approval of Call Center Readiness Review	0 days	8/21/2020	8/21/2020
154	MILESTONE: Completion and Bureau Approval of Operational Readiness Review	0 days	8/21/2020	8/21/2020
155	Open Phone Lines	0 days	8/10/2020	8/10/2020
156	MILESTONE: Vendor Begins Taking Calls for NEMT Service Requests	0 days	8/10/2020	8/10/2020
157	Operations Start Date	0 days	8/22/2020	8/22/2020
158	MILESTONE: Implementation Complete	0 days	8/22/2020	8/22/2020



TRANSPORTATION PROVIDER LETTERS OF COMMITMENT

Transportation Provider*	Basic	Enhanced	Bariatric
Barbour County Senior Center dba Here and There Transit	5	6	
Beverly Boswell	2		
Blessed Transportation, LLC	2	4	
Bluefield Area Transit/City of Bluefield	20	9	6
Brian Looney	1		
C&H Company dba C&H Taxi and Link Transportation	32	3	
Clifford Ray Messer	1		
D & L Limousine, Inc.	5		
EZ Transport, LLC	25	1	
Hancock County Senior Services	2	2	
James Carrier	1		
Kanawha Valley Senior Services, Inc.	4	3	
Lewis County Senior Citizens Center, Inc.	3	3	
Lite Limo	20		
Maris Martin	1		
Marion County Senior Citizens, Inc.	5	5	
Melissa Tabler	3		
Metro Tristate	25	9	
Michael Baum	1		
Mountain Transit Authority	3	11	
Right Path Transportation	5	1	1
Robert Blake	1		
Roger's Transport Service	1		
Stanis Tabler	3		
STAT EMS, LLC	5	6	6
Valley Medical Transport		5	30
Wesley Cogar	1		
Wetzel County Committee on Aging	4	1	
Yvonne Trusky	1		

**Geographic area served is provided on the Letter of Commitment*

Letter of Commitment & 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). If you are interested in becoming a subcontracted transportation provider for MTM, please complete and submit the following information.

Please print clearly or type.

Transportation Provider: _____

The Transportation Provider listed above offers this questionnaire as a show of good faith to proceed in a timely manner with subcontracting requirements and participation in the MTM non-emergency medical transportation (NEMT) program, following a successful award of a NEMT brokerage contract in the Transportation Provider's service area. This is not a contract and does not limit similar agreements with other NEMT broker candidates.

Business Name:
Barbour County Senior Center dba Here and There Transit

Phone:
(304) 457- 1818

Contact Name & Title:
Jerry Johnson Operations Manager

Fax:

Contact Email Address:
jerry @bcscwv.org

Street Address:
336 Mansfield drive

City:
Philippi

State:
WV

Zip:
26416

Base County:
Barbour

Additional Counties of Service:

# of Ambulatory Vehicles:
5

# of Wheelchair Vehicles:
6

# of Stretcher Vehicles:
0

# of Ambulance Vehicles:
0

# of Bariatric Vehicles:
0

Bariatric Vehicle Weight Maximum:

Business License Number:

Tax ID Number:

Medicaid ID Number/NPI:

Are you certified as a: ☐ **HUB** ☐ **MBE** ☐ **WBE** ☐ **DBE** ☐ **Disabled Veteran Business**

Signature:

Date:

Please submit documents by: March 10th , 2020
Attention: Logistics Recruiting
Fax: (800) 459-6224 or E-Mail: TRecruiting@mtm-inc.net
Questions: Ph:

Please complete the following table regarding your rates for the services listed, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next state of the recruitment process.

MTM Letter of Commitment & 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). If you are interested in becoming a subcontracted transportation provider for MTM, please complete and submit the following information.

Please print clearly or type.

Transportation Provider: Beverly Blake Boswell

The Transportation Provider listed above offers this questionnaire as a show of good faith to proceed in a timely manner with subcontracting requirements and participation in the MTM non-emergency medical transportation (NEMT) program, following a successful award of a NEMT brokerage contract in the Transportation Provider's service area. This is not a contract and does not limit similar agreements with other NEMT broker candidates.

Business Name: BeverlyBoswell

Phone: 304-646-6489

Contact Name & Title: Beverly B Boswell Volunteer/Independent

Fax: N/A

Contact Email Address: boswell68@hotmail.com

Street Address: 789 Greenbriar Ave.

City: Ronceverte

State: WV **Zip:** 24970

Base County: Greenbrier

Additional Counties of Service: All

# of Ambulatory Vehicles: 2 **# of Wheelchair Vehicles:** 0 **# of Stretcher Vehicles:** 0 **# of Ambulance Vehicles:** 0

# of Bariatric Vehicles: 0

Bariatric Vehicle Weight Maximum: 0

Business License Number: N/A **Tax ID Number:** N/A **Medicaid ID Number/NPI:** 0

Are you certified as a: ☐ HUB ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business

Signature: Beverly B. Boswell **Date:** 03/14/2020

Please submit documents by: March 14th 2020

Attention: Logistics Recruiting

Fax: (800) 459-6224 or **E-Mail:** TRecruiting@mtm-inc.net

Questions: Ph:636-695-5734

Please complete the following table regarding your rates for the services listed, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next state of the recruitment process.

MTM

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the 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: BLESSED TRANSPORTATION LLC	**Phone:** 304-387-4175
Contact Name & Title: JIM OR TERRY DAVIS	**Fax:** 304-387-4243
Contact Email Address: blessedtransportationllc@yahoo.com	
Street Address: 2006 ALLISON RD	
City: CHESTER	**State:** WV **Zip:** 26034
Base County: HANCOCK	
Additional Counties of Service: BROOKE, OHIO	
Hours of Operation: 0700 - 1700	

# of Ambulatory Vehicles:	# of Wheelchair Vehicles:	# of Stretcher Vehicles:	# of Ambulance Vehicles:
2	4		

# of Bariatric Vehicles:	Bariatric Vehicle Weight Maximum:

Business License Number:	Tax ID Number:	Medicaid ID Number/NPI:
2288-4440	46-311850	182 142 2148

Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business

Signature: Terry Davis	**Date:** 10/2/19

Please submit documents to:

Attn: | **MTM, 16 Hawk Ridge Drive, Lake St. Louis, MO 63367**

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: Bluefield Area Transit

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: Bluefield Area Transit/ City of Bluefield			**Phone:** 3043278418
Contact Name & Title: Tammy Bennett/ Gen Manager			**Fax:**
Contact Email Address: tbennett@ridethebatbus.com			
Street Address: 3208 John Nash Blvd			
City: Bluefield		**State:** WV	**Zip:** 24701
Base County: Mercer			
Additional Counties of Service: McDowell, Wyoming Raleigh, Summers			
Hours of Operation: 7A to 5P office with varying operational hours..... Monday through Saturday with Saturday being a premium.			
# of Ambulatory Vehicles: 20	**# of Wheelchair Vehicles:** 9	**# of Stretcher Vehicles:** 0	**# of Ambulance Vehicles:** 0
# of Bariatric Vehicles: 6		**Bariatric Vehicle Weight Maximum:** 800	
Business License Number: N/A	**Tax ID Number:** 55-6000-148		**Medicaid ID Number/NPI:** 1306908827
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature: Tammy L Bennett			**Date:** 10/9/2019

Please submit documents to:

Attn: | | **MTM, 16 Hawk Ridge Drive, Lake St. Louis, MO 63367**

Letter of Commitment & 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). If you are interested in becoming a subcontracted transportation provider for MTM, please complete and submit the following information.

Please print clearly or type.

Transportation Provider: _____

The Transportation Provider listed above offers this questionnaire as a show of good faith to proceed in a timely manner with subcontracting requirements and participation in the MTM non-emergency medical transportation (NEMT) program, following a successful award of a NEMT brokerage contract in the Transportation Provider's service area. This is not a contract and does not limit similar agreements with other NEMT broker candidates.

Business Name:

Phone: 304-687-6717

Contact Name & Title: Brian Looney

Fax:

Contact Email Address: looneybrian76@gmail.com

Street Address: 156 Monitor Prk Dr

City: Logan **State:** WV **Zip:** 25601

Base County: Logan

Additional Counties of Service: Kanawha, Boone, Braxton, Harrison, Wyoming, Putnam, Cabell

# of Ambulatory Vehicles: 1 **# of Wheelchair Vehicles:** **# of Stretcher Vehicles:** **# of Ambulance Vehicles:**

# of Bariatric Vehicles:

Bariatric Vehicle Weight Maximum:

Business License Number: **Tax ID Number:**

Medicaid ID Number/NPI:

Are you certified as a: **HUB** **MBE** **WBE** **DBE** **Disabled Veteran Business**

Signature: Brian Looney **Date:** 3/13/20

Please submit documents by: March 14th, 2020
Attention: Logistics Recruiting
Fax: (800) 459-6224 or E-Mail: TRecruiting@mtm-inc.net
Questions: Ph:636-695-5734

Letter of Commitment & 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). If you are interested in becoming a subcontracted transportation provider for MTM, please complete and submit the following information.

Please print clearly or type.

Transportation Provider: C&H Company

The Transportation Provider listed above offers this questionnaire as a show of good faith to proceed in a timely manner with subcontracting requirements and participation in the MTM non-emergency medical transportation (NEMT) program, following a successful award of a NEMT brokerage contract in the Transportation Provider's service area. This is not a contract and does not limit similar agreements with other NEMT broker candidates.

Business Name:
C&H Company DBA C&H Taxi and Link Transportation

Phone:
304-720-1796

Contact Name & Title:
Jeb Corey CEO

Fax:

Contact Email Address:
jcorey@chtaxi.com

Street Address:
312 21ST ST W

City:
Charleston

State:
WV

Zip:
25387

Base County:
Kanawha

Additional Counties of Service:
All in WV

# of Ambulatory Vehicles:	# of Wheelchair Vehicles:	# of Stretcher Vehicles:	# of Ambulance Vehicles:
32	**3**	0 but willing to acquire	0

# of Bariatric Vehicles:
0

Bariatric Vehicle Weight Maximum:

Business License Number:

Tax ID Number:
55-0615430

Medicaid ID Number/NPI:

Are you certified as a: ☐ **HUB** ☐ **MBE** ☐ **WBE** ☐ **DBE** ☐ **Disabled Veteran Business**

Signature: Jeb Corey

Date:
3/12/20

Please submit documents by: March 14th, 2020
Attention: Logistics Recruiting
Fax: (800) 459-6224 or E-Mail: TRecruiting@mtm-inc.net
Questions: Ph:636-695-5734

Please complete the following table regarding your rates for the services listed, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next state of the recruitment process.

Letter of Commitment & 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). If you are interested in becoming a subcontracted transportation provider for MTM, please complete and submit the following information.

Please print clearly or type.

Transportation Provider: _____

The Transportation Provider listed above offers this questionnaire as a show of good faith to proceed in a timely manner with subcontracting requirements and participation in the MTM non-emergency medical transportation (NEMT) program, following a successful award of a NEMT brokerage contract in the Transportation Provider's service area. This is not a contract and does not limit similar agreements with other NEMT broker candidates.

Business Name: Clifford Ray Messer

Phone: 304-546-4005

Contact Name & Title: Clifford Ray Messer

Fax:

Contact Email Address: 232cliff@gmail.com

Street Address: 214 Patrick Street

City: Poca

State: WV

Zip: 25159

Base County: Putnam

Additional Counties of Service: All of Kan. + VA. Ohio Penn

# of Ambulatory Vehicles: **# of Wheelchair Vehicles:** **# of Stretcher Vehicles:** **# of Ambulance Vehicles:**

# of Bariatric Vehicles:

Bariatric Vehicle Weight Maximum:

Business License Number: **Tax ID Number:**

Medicaid ID Number/NPI:

Are you certified as a: **HUB** **MBE** **WBE** **DBE** **Disabled Veteran Business**

Signature: Clifford R. Messer

Date: 3/14/20

Please submit documents by: March 14th, 2020
Attention: Logistics Recruiting
Fax: (800) 459-6224 or E-Mail: TRecruiting@mtm-inc.net
Questions: Ph:636-695-5734

Letter of Commitment & 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). If you are interested in becoming a subcontracted transportation provider for MTM, please complete and submit the following information.

Please print clearly or type.

Transportation Provider: _____

The Transportation Provider listed above offers this questionnaire as a show of good faith to proceed in a timely manner with subcontracting requirements and participation in the MTM non-emergency medical transportation (NEMT) program, following a successful award of a NEMT brokerage contract in the Transportation Provider's service area. This is not a contract and does not limit similar agreements with other NEMT broker candidates.

Business Name:
D & L LIMOUSINE INC

Phone:
3042653687

Contact Name & Title:
BEATRICE HICKMAN, OWNER

Fax:

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:
HARRISON MARION PRESTON MONONGALIA WETZEL TYLER DODRIDGE LEWIS UPSHUR TUCKER

# of Ambulatory Vehicles:	# of Wheelchair Vehicles:	# of Stretcher Vehicles:	# of Ambulance Vehicles:
5	0	0	0

# of Bariatric Vehicles:	Bariatric Vehicle Weight Maximum:
0	0

Business License Number:	Tax ID Number:	Medicaid ID Number/NPI:
2	550732104	

Are you certified as a: ☐ **HUB** ☐ **MBE** ☐ **WBE** ☐ **DBE** ☐ **Disabled Veteran Business**

Signature:

Date:
02/25/2020

Please submit documents by: March 10th , 2020
Attention: Logistics Recruiting
Fax: (800) 459-6224 or E-Mail: TRecruiting@mtm-inc.net
Questions: Ph:

Please complete the following table regarding your rates for the services listed, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next state of the recruitment process.

From: noreply@formstack.com
Sent: Monday, March 2, 2020 3:55 PM
To: TRecruiting
Subject: Provider Letter of Intent

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

formstack

Formstack Submission For: Provider Letter of Intent

Submitted at 03/02/20 4:55 PM

Provider Type:	Transportation Provider
Business Name:	EZ Transport LLC
Name:	James Stafford
Email:	jseztrans@gmail.com
Phone Number:	3049840380
Address:	447 Call Road Suite 110 Charleston , WV 25312
Base County :	Kanawha
Vehicle Types Available:	Sedan Wheelchair
Number of Sedan Vehicles:	25

Number of Wheelchair Vehicles:	1
Number of Stretcher Vehicles:	
Number of Ambulance Vehicles:	
Number of Bariatric Vehicles:	
Are you certified as a::	
Certification:	
:	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.

Copyright © 2020 Formstack, LLC. All rights reserved. This is a customer service email.

Formstack, 11671 Lantern Road, Suite 300, Fishers, IN 46038

Letter of Commitment & 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). If you are interested in becoming a subcontracted transportation provider for MTM, please complete and submit the following information.

Please print clearly or type.

Transportation Provider: Hancock County Senior Services

The Transportation Provider listed above offers this questionnaire as a show of good faith to proceed in a timely manner with subcontracting requirements and participation in the MTM non-emergency medical transportation (NEMT) program, following a successful award of a NEMT brokerage contract in the Transportation Provider's service area. This is not a contract and does not limit similar agreements with other NEMT broker candidates.

Business Name:
Committee for Hancock County Senior Citizen's Inc

Phone:
304-564-3801

Contact Name & Title:
Jerry Fields

Fax:
304-387-2693

Contact Email Address:
jfields@hancockcountysrsvs.org

Street Address:
647 Gas Valley Road

City:
New Cumberland

State:
WV

Zip:
26047

Base County:
Hancock

Additional Counties of Service:
none

# of Ambulatory Vehicles:	# of Wheelchair Vehicles:	# of Stretcher Vehicles:	# of Ambulance Vehicles:
2	**2**	0	0

# of Bariatric Vehicles:
0

Bariatric Vehicle Weight Maximum:
N/A

Business License Number:

Tax ID Number:

Medicaid ID Number/NPI:

Are you certified as a: ☐ **HUB** ☐ **MBE** ☐ **WBE** ☐ **DBE** ☐ **Disabled Veteran Business**

Signature:

Date:
3/11/2020

Please submit documents by: March 14th, 2020
Attention: Logistics Recruiting
Fax: (800) 459-6224 or E-Mail: TRecruiting@mtm-inc.net
Questions: Ph:636-695-5734

Please complete the following table regarding your rates for the services listed, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next state of the recruitment process.

Le er



MTM of

Commitment & Quesonnair e

MTM, Inc. would like to showcase your transportaon company in our response to the West Virginia Department of Health and Human Resources request for proposals (RFP) for non-emergency medical transportaon (NEMT). If you are interested in becoming a subcontracted transportaon provider for MTM, please complete and submit the following informaon.

Please print clearly or type.

Transportaon Provider:JAMES G CARRIER____

The Transportaon Provider listed above offers this quesonnair e as a show of good faith to proceed in a mely manner with subcontracng requirements and parcipa on in the MTM non-emergency medical transportaon (NEMT) program, following a successful award of a NEMT brokerage contract in the Transportaon Provider's service area. This is not a contract and does not limit similar agreements with other NEMT broker candidates.

Business Name:
JAMES CARRIER VOLUNTEER DRIVING NON COMMERCIAL

Phone:
304-545-3104

Contact Name & Title:

Fax:

Contact Email Address:
jimcar45@gmail.com

Street Address:
803 DUPONT AV

NITRO **WV** **2514kAN3**

KANAWHA, COVERING ALL WEST VIRGINIA

Addional Counes of Service:
ALL

ALL# of Ambulatory Vehicles:	**# of Wheelchair Vehicles:**	**# of Stretcher Vehicles:**	**# of Ambulance Vehicles:**
1	**1 FOLD UP**	0	0

# of Bariatric Vehicles:	**Bariatric Vehicle Weight Maximum:**
0	0

Business License Number:	**N/A**	**Medicaid ID Number/NPI:**
N/A		N'A

Are you cerfied as a: ☐ HUB ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business

SignatureGIGITIALLY SIGNED JAMES G CARRIER **3-21-20**

Please submit documents by: March 14th , 2020
A enon: Logiscs Recruing
Fax: (800) 459-6224 or E-Mail: TRecruing@m tm-inc.net
Quesons: **Ph:**636-695-5734

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: Kanawha Valley Senior Services MAY be interested in participating if MTM is selected.
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:** Paulette's 304.348.6432
Contact Email Address: pjustice@kvss.org			
Street Address: 2428 Kanawha Blvd East			
City: Charleston		**State:** WV	**Zip:** 25311
Base County: Kanawha County			
Additional Counties of Service:			
Hours of Operation: Monday through Friday 8am-4:30pm			
# of Ambulatory Vehicles: 4- #49,54,47,50	**# of Wheelchair Vehicles:** 3- #51,53,48,55	**# of Stretcher Vehicles:** na	**# of Ambulance Vehicles:** na
# of Bariatric Vehicles: na		**Bariatric Vehicle Weight Maximum:** na	
Business License Number: 1038-2632	**Tax ID Number:** 55-0626556		**Medicaid ID Number/NPI:** 1982825972/290023790006
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature: Paulette Justice			**Date:** 10.7.2019

Please submit documents to:
Attn: | | MTM, 16 Hawk Ridge Drive, Lake St. Louis, MO 63367

Document Revised 10/13

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: Lewis County Senior Citizens Center, 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: Lewis County Senior Citizens Center, Inc			**Phone:** 304-269-5738
Contact Name & Title: Dinah Mills, Director			**Fax:** 304-269-7329
Contact Email Address: mills.dinah@aol.com			
Street Address: 171 W 2nd St			
City: Weston		**State:** WV	**Zip:** 26452
Base County: Lewis			
Additional Counties of Service:			
Hours of Operation: 7:30 – 3:30			
# of Ambulatory Vehicles: 3	**# of Wheelchair Vehicles:** 3	**# of Stretcher Vehicles:**	**# of Ambulance Vehicles:**
# of Bariatric Vehicles:		**Bariatric Vehicle Weight Maximum:**	
Business License Number: 1035-6781	**Tax ID Number:** 550524706		**Medicaid ID Number/NPI:**
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature: Dinah Mills Director			**Date:** 10-09-19

Please submit documents to:

Attn: | | **MTM, 16 Hawk Ridge Drive, Lake St. Louis, MO 63367**

Letter of Commitment & 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). If you are interested in becoming a subcontracted transportation provider for MTM, please complete and submit the following information.

Please print clearly or type.

Transportation Provider: _____

The Transportation Provider listed above offers this questionnaire as a show of good faith to proceed in a timely manner with subcontracting requirements and participation in the MTM non-emergency medical transportation (NEMT) program, following a successful award of a NEMT brokerage contract in the Transportation Provider's service area. This is not a contract and does not limit similar agreements with other NEMT broker candidates.

Business Name:
LITE LIMO

Phone:
304-428-

Contact Name & Title:
SCOT HECKERT VP

Fax:

Contact Email Address:
scot.c.heckert@gmail.com

Street Address:
300 broadway ave

City:
parkersburg

State:
WV

Zip:
26101

Base County:
WOOD

Additional Counties of Service:
RITCHIE, PLEASEANST ,JACKSON PLEASANTS WIRT

# of Ambulatory Vehicles:	# of Wheelchair Vehicles:	# of Stretcher Vehicles:	# of Ambulance Vehicles:
20	**0**	0	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: ☐ **HUB** ☐ **MBE** ☒ **WBE** ☐ **DBE** ☐ **Disabled Veteran Business**

Signature: SCOT C HECKERT

Date:
3/25/2020

Please submit documents by: March 14th , 2020
Attention: Logistics Recruiting
Fax: (800) 459-6224 or E-Mail: TRecruiting@mtm-inc.net
Questions: Ph:636-695-5734

Please complete the following table regarding your rates for the services listed, as they apply to your fleet. Please ote that this is for informational purposes only and actual rates will be negotiated during the next state of the recruitment process.

Letter of Commitment & 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). If you are interested in becoming a subcontracted transportation provider for MTM, please complete and submit the following information.

Please print clearly or type.

Transportation Provider: Maria Martin

The Transportation Provider listed above offers this questionnaire as a show of good faith to proceed in a timely manner with subcontracting requirements and participation in the MTM non-emergency medical transportation (NEMT) program, following a successful award of a NEMT brokerage contract in the Transportation Provider's service area. This is not a contract and does not limit similar agreements with other NEMT broker candidates.

Business Name:
Maris Martin

Phone:
304-784-2856

Contact Name & Title:
Maria Martin, Owner

Fax:

Contact Email Address:
susieq_3566@hotmail.com

Street Address:
181 Rocky Hill Road

City:
Chapmanville

State:
WV

Zip:
25508

Base County:
Logan

Additional Counties of Service:
Kanawha, Mingo, Boone, Cabell

# of Ambulatory Vehicles:
1

# of Wheelchair Vehicles:

# of Stretcher Vehicles:

# of Ambulance Vehicles:

# of Bariatric Vehicles:

Bariatric Vehicle Weight Maximum:

Business License Number:

Tax ID Number:

Medicaid ID Number/NPI:

Are you certified as a: ☐ **HUB** ☐ **MBE** ☐ **WBE** ☐ **DBE** ☐ **Disabled Veteran Business**

Signature:

Date:
03/11/19

Please submit documents by: March 14th, 2020
Attention: Logistics Recruiting
Fax: (800) 459-6224 or E-Mail: TRecruiting@mtm-inc.net
Questions: Ph:636-695-5734

Please complete the following table regarding your rates for the services listed, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next state of the recruitment process.

Letter of Commitment & 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). If you are interested in becoming a subcontracted transportation provider for MTM, please complete and submit the following information.

Please print clearly or type.

Transportation Provider: _____

The Transportation Provider listed above offers this questionnaire as a show of good faith to proceed in a timely manner with subcontracting requirements and participation in the MTM non-emergency medical transportation (NEMT) program, following a successful award of a NEMT brokerage contract in the Transportation Provider's service area. This is not a contract and does not limit 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 + TRANSPORTATION@MARIONSENIORS.ORG	
Street Address: 105 MAPLEWOOD DRIVE	
City: FAIRMONT	**State:** WV **Zip:** 26554
Base County: MARION	
Additional Counties of Service: To - HARRISON, MONONGALIA, TAYLOR, PRESTON ?	
# of Ambulatory Vehicles: 5	**# of Wheelchair Vehicles:** 5
# of Stretcher Vehicles: Ø	**# of Ambulance Vehicles:** Ø
# of Bariatric Vehicles: Ø	**Bariatric Vehicle Weight Maximum:** Ø
Business License Number:	**Tax ID Number:**
Medicaid ID Number/NPI:	
Are you certified as a: ☐ HUB ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business	
Signature: [signature]	**Date:** 3-10-2020

Please submit documents by: March 14th, 2020
Attention: Logistics Recruiting
Fax: (800) 459-6224 or E-Mail: TRecruiting@mtm-inc.net
Questions: Ph:636-695-5734

Please complete the following table regarding your rates for the services listed, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next state of the recruitment process.

From: noreply@formstack.com
Sent: Tuesday, March 3, 2020 7:05 AM
To: TRecruiting
Subject: Provider Letter of Intent

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

formstack

Formstack Submission For: Provider Letter of Intent

Submitted at 03/03/20 8:05 AM

Provider Type:	Independent Driver
Business Name:	
Name:	Melissa Tabler
Email:	t89missy@aol.com
Phone Number:	443-404-3878
Address:	41 New Thomas Dr Charles Town , WV 25414
Base County :	Berkley
Vehicle Types Available:	Sedan
Number of Sedan Vehicles:	3

Number of Wheelchair Vehicles:

Number of Stretcher Vehicles:

Number of Ambulance Vehicles:

Number of Bariatric Vehicles:

Are you certified as a::

Certification:

:

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.

Copyright © 2020 Formstack, LLC. All rights reserved. This is a customer service email.

Formstack, 11671 Lantern Road, Suite 300, Fishers, IN 46038

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the 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: Metro Tristate	**Phone:** 740 451-4995
Contact Name & Title: Jamie Marlowe	**Fax:** 740 451-4996
Contact Email Address: metro@zoominternet.net	
Street Address: 132 CO 410	

South Point	OH	45680

Base County: Cabell and Wayne (WV)
Additional Counties of Service: Lawrence, OH. We will go anywhere you pay us to go.
24 / 7

25	9	0	0
0		0	

Business License Number: attached	**Tax ID Number:** 27-0687719	**Medicaid ID Number/NPI:**
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business		
Signature: Jamie Marlowe		**Date:** 10/07/2019

Please submit documents to:

Attn: | | MTM, 16 Hawk Ridge Drive, Lake St. Louis, MO 63367

From: noreply@formstack.com
Sent: Tuesday, March 3, 2020 7:43 AM
To: TRecruiting
Subject: Provider Letter of Intent

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

formstack

Formstack Submission For: Provider Letter of Intent

Submitted at 03/03/20 8:42 AM

Provider Type:	Independent Driver
Business Name:	
Name:	Michael Baum
Email:	disciplesfc@me.com
Phone Number:	3042708110
Address:	41 New Thomas Dr Charles Town, WV 25414
Base County :	Jefferson
Vehicle Types Available:	Sedan
Number of Sedan Vehicles:	1

Number of Wheelchair Vehicles:

Number of Stretcher Vehicles:

Number of Ambulance Vehicles:

Number of Bariatric Vehicles:

Are you certified as a::

Certification:

:

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.

Copyright © 2020 Formstack, LLC. All rights reserved. This is a customer service email.

Formstack, 11671 Lantern Road, Suite 300, Fishers, IN 46038

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: Mountain 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: Mountain Transit Authority			**Phone:** 304-872-5872
Contact Name & Title: Tim Thomas General Manager			304 872 5877
Contact Email Address: thomas@mtawv.com			
Street Address: 1096 Broad Street			
Summersville		WV	26651
Base County: Nicholas County, WV			
Additional Counties of Service: We also serve Pocahontas, Webster and Greenbrier Counties in WV			
Hours of Operation: 6:00am-6:30pm. Office hours are 8-4pm			
# of Ambulatory Vehicles: 3	**# of Wheelchair Vehicles:** 11	**# of Stretcher Vehicles:** 0	**# of Ambulance Vehicles:** 0
# of Bariatric Vehicles: 0		**Bariatric Vehicle Weight Maximum:** 0	
Business License Number:	**Tax ID Number:**		**Medicaid ID Number/NPI:**
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business			
Signature:			**Date:** 10/2/2019

Please submit documents to:

Attn: | | MTM, 16 Hawk Ridge Drive, Lake St. Louis, MO 63367

Letter of Commitment & 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). If you are interested in becoming a subcontracted transportation provider for MTM, please complete and submit the following information.

Please print clearly or type.

Transportation Provider: ____

The Transportation Provider listed above offers this questionnaire as a show of good faith to proceed in a timely manner with subcontracting requirements and participation in the MTM non-emergency medical transportation (NEMT) program, following a successful award of a NEMT brokerage contract in the Transportation Provider's service area. This is not a contract and does not limit similar agreements with other NEMT broker candidates.

Business Name: Right Path Transportation **Phone:** (304)981-1430

Contact Name & Title: Tammy Pritt-Jones, COO **Fax:** (304)981-1432

Contact Email Address: tammyPJ@rightpathmoves.com

Street Address: 326 Third Ave, Suite 303

City: Montgomery **State:** WV **Zip:** 25136

Base County: Fayette, Raleigh

Additional Counties of Service:

# of Ambulatory Vehicles:	# of Wheelchair Vehicles:	# of Stretcher Vehicles:	# of Ambulance Vehicles:
5	1	0	0

# of Bariatric Vehicles: 1 **Bariatric Vehicle Weight Maximum:** 800

Business License Number: **Tax ID Number:** 83-2164250 **Medicaid ID Number/NPI:**

Are you certified as a: HUB MBE WBE DBE Disabled Veteran Business

Signature: Tammy Pritt-Jones, COO **Date:** 3/14/20

Please submit documents by: March 14th, 2020
Attention: Logistics Recruiting
Fax: (800) 459-6224 or E-Mail: TRecruiting@mtm-inc.net
Questions: Ph:636-695-5734

Please complete the following table regarding your rates for the services listed, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next state of the recruitment process.

Letter of Commitment & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate:
0-3 = $10.97; 4-6 = $12.10; 7-10 = $14.14; $1.20/mile

Wheelchair Vehicle Rate:
0-3 = $18.40; 4-6 = $20.15; 7-10 = $22.03; $1.52/mile

Letter of Commitment & 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). If you are interested in becoming a subcontracted transportation provider for MTM, please complete and submit the following information.

Please print clearly or type.

Transportation Provider: _____

The Transportation Provider listed above offers this questionnaire as a show of good faith to proceed in a timely manner with subcontracting requirements and participation in the MTM non-emergency medical transportation (NEMT) program, following a successful award of a NEMT brokerage contract in the Transportation Provider's service area. This is not a contract and does not limit similar agreements with other NEMT broker candidates.

Business Name: Robert Blake (Volunteer) **Phone:** 304-618-0174

Contact Name & Title: Robert Blake Owner **Fax:** 888-628-0853

Contact Email Address: crusherman@gmail.com

Street Address: 400 Cherry Run Rd

City: Craigsville **State:** WV **Zip:** 26205

Base County: Nicholas

Additional Counties of Service: All

# of Ambulatory Vehicles: 1 **# of Wheelchair Vehicles:** 0 **# of Stretcher Vehicles:** 0 **# of Ambulance Vehicles:** 0

# of Bariatric Vehicles: 0 **Bariatric Vehicle Weight Maximum:** 0

Business License Number: **Tax ID Number:** **Medicaid ID Number/NPI:**

Are you certified as a: ☐ **HUB** ☐ **MBE** ☐ **WBE** ☐ **DBE** ☐ **Disabled Veteran Business**

Signature: [signature] **Date:** 3-14-2020

Please submit documents by: March 14th, 2020
Attention: Logistics Recruiting
Fax: (800) 459-6224 or E-Mail: TRecruiting@mtm-inc.net
Questions: Ph:636-695-5734

Please complete the following table regarding your rates for the services listed, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next state of the recruitment process.

Letter of Commitment & 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). If you are interested in becoming a subcontracted transportation provider for MTM, please complete and submit the following information.

Please print clearly or type.

Transportation Provider: _____

The Transportation Provider listed above offers this questionnaire as a show of good faith to proceed in a timely manner with subcontracting requirements and participation in the MTM non-emergency medical transportation (NEMT) program, following a successful award of a NEMT brokerage contract in the Transportation Provider's service area. This is not a contract and does not limit similar agreements with other NEMT broker candidates.

Business Name: Roser Lance (Rogers Transport Service) **Phone:** 304 992 8108

Contact Name & Title: Roger Lance owner **Fax:** 304 438 9250

Contact Email Address: roger.lance@ymail.com

Street Address: 240 3rd ST

City: Rainelle **State:** WV **Zip:** 25962

Base County: Greenbrier

Additional Counties of Service: I Ran 50 Counties and 9 other States

# of Ambulatory Vehicles: 1 **# 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: N/A **Tax ID Number:** N/A **Medicaid ID Number/NPI:** N/A

Are you certified as a: ☐ HUB ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business

Signature: [signature] **Date:** 3-5-20

Please submit documents by: March 14th, 2020
Attention: Logistics Recruiting
Fax: (800) 459-6224 or E-Mail: TRecruiting@mtm-inc.net
Questions: Ph:636-695-5734

Please complete the following table regarding your rates for the services listed, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next state of the recruitment process.

From: noreply@formstack.com
Sent: Tuesday, March 3, 2020 7:03 AM
To: TRecruiting
Subject: Provider Letter of Intent

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

formstack

Formstack Submission For: Provider Letter of Intent

Submitted at 03/03/20 8:02 AM

Provider Type:	Independent Driver
Business Name:	
Name:	Stanis Tabler
Email:	tablersm@comcast.net
Phone Number:	304-283-7215
Address:	41 New Thomas Dr Charles Town, WV 25414
Base County :	Jefferson
Vehicle Types Available:	Sedan
Number of Sedan Vehicles:	3

Number of Wheelchair Vehicles:	
Number of Stretcher Vehicles:	
Number of Ambulance Vehicles:	
Number of Bariatric Vehicles:	
Are you certified as a::	
Certification:	
:	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.

Copyright © 2020 Formstack, LLC. All rights reserved. This is a customer service email.

Formstack, 11671 Lantern Road, Suite 300, Fishers, IN 46038

Letter of Commitment & 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). If you are interested in becoming a subcontracted transportation provider for MTM, please complete and submit the following information.

Please print clearly or type.

Transportation Provider: STAT EMS LLC

The Transportation Provider listed above offers this questionnaire as a show of good faith to proceed in a timely manner with subcontracting requirements and participation in the MTM non-emergency medical transportation (NEMT) program, following a successful award of a NEMT brokerage contract in the Transportation Provider's service area. This is not a contract and does not limit similar agreements with other NEMT broker candidates.

Business Name: STAT EMS LLC	**Phone:** 304-732-9116
Contact Name & Title: JASON SMYTH - DIRECTOR OF OPERATIONS	**Fax:** 304-732-9394
Contact Email Address: JASON.SMYTH@STATWV.COM	
Street Address: 84 MAIN AVENUE	

City: PINEVILLE	**State:** WV	**Zip:** 24874

Base County:
WYOMING

Additional Counties of Service:
RALEIGH, MERCER, MCDOWELL, MINGO, LOGAN

# of Ambulatory Vehicles: 5	**# of Wheelchair Vehicles:** 6	**# of Stretcher Vehicles:**	**# of Ambulance Vehicles:** 37

# of Bariatric Vehicles: 6	**Bariatric Vehicle Weight Maximum:**

Business License Number:	**Tax ID Number:** 27-5419034	**Medicaid ID Number/NPI:** 1265719256

Are you certified as a: ☐ HUB ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business

Signature:	**Date:** 03-13-2020

Please submit documents by: March 14th , 2020
Attention: Logistics Recruiting
Fax: (800) 459-6224 or E-Mail: TRecruiting@mtm-inc.net
Questions: Ph:636-695-5734

Please complete the following table regarding your rates for the services listed, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next state of the recruitment process.

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: Valley Medical Transport

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: Valley Regional Enterprises, LLC DBA Valley Medical Transport	**Phone:** 540-536-2742
Contact Name & Title: Brandon Truman Director, Mobile Integrated Healthcare	**Fax:** 540-536-2723
Contact Email Address: btruman@valleyhealthlink.com	
Street Address: 190 Prosperity Dr. Suite 4	

City: Winchester	**State:** VA	**Zip:** 22602
Base County: Frederick County		
Additional Counties of Service: VA- Warren; Shenandoah; Page, Clarke WV- Berkeley; Jefferson; Mineral; Hampshire, Morgan, Hardy		
Hours of Operation: 24/7/365		

# of Ambulatory Vehicles:	**# of Wheelchair Vehicles:** 5	**# of Stretcher Vehicles:**	**# of Ambulance Vehicles:** 30
# of Bariatric Vehicles: 30		**Bariatric Vehicle Weight Maximum:** 1,700	

Business License Number: 5422	**Tax ID Number:** 54-1456064	**Medicaid ID Number/NPI:** 1528054681
Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business		
Signature:		**Date:**

Please submit documents to:

Attn: | | MTM, 16 Hawk Ridge Drive, Lake St. Louis, MO 63367

Letter of Intent & Questionnaire

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.

Please print clearly or type.

Ambulatory Vehicle Rate: **We do not current provide ambulatory services**
Wheelchair Vehicle Rate: **67.60 base rate / $6.76 per mile**
Stretcher Vehicle Rate: **N/A – we do not offer stretcher van services**
Ambulance Vehicle Rate: **ALS $1,092.00 base rate/$17.42 per mile BLS $426.40 base rate/$17.42 per mile**
Bariatric Vehicle Rate: **Same as ALS/BLS when applicable**
Other (Please specify):
Notes: **All rates quoted above are 2019 Charges and do not include anticipated changes to our rates in 2020.**

Please complete the following questions regarding your company's existing technology. Please note that this information is for compatibility preparations only and will not impact your acceptance into our network.

Routing, Scheduling, & Dispatching Software Used (if applicable): **Zoll RescueNet**
Do you use tablets or other mobile data terminals (MDTs) in your vehicles that capture GPS data? ☐ **No** **XX**☐ **Yes (Please specify):**
What two-way communication technology do you use for contacting drivers? **Radio, Cell Phone, Electronic Messaging**
Notes:

Letter of Commitment & 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). If you are interested in becoming a subcontracted transportation provider for MTM, please complete and submit the following information.

Please print clearly or type.

Transportation Provider: _____
The Transportation Provider listed above offers this questionnaire as a show of good faith to proceed in a timely manner with subcontracting requirements and participation in the MTM non-emergency medical transportation (NEMT) program, following a successful award of a NEMT brokerage contract in the Transportation Provider's service area. This is not a contract and does not limit similar agreements with other NEMT broker candidates.

Business Name:

Phone: 8644831894

Contact Name & Title: WESLEY E COGAR

Fax: 3048343050

Contact Email Address: WCOGAR66@GMAIL.COM

Street Address: 2311 COVERT ST

City: PARKERSBURG **State:** WV **Zip:** 26101

Base County: WOOD

Additional Counties of Service: OHIO, JACKSON

# of Ambulatory Vehicles: 1 **# of Wheelchair Vehicles:** **# of Stretcher Vehicles:** **# of Ambulance Vehicles:**

# of Bariatric Vehicles: **Bariatric Vehicle Weight Maximum:**

Business License Number: **Tax ID Number:** 236063318 **Medicaid ID Number/NPI:**

Are you certified as a: HUB MBE WBE DBE Disabled Veteran Business

Signature: Wesley E Cogar **Date:** 14 MAR 2020

Please submit documents by: March 14th, 2020
Attention: Logistics Recruiting
Fax: (800) 459-6224 or E-Mail: TRecruiting@mtm-inc.net
Questions: Ph:636-695-5734

Please complete the following table regarding your rates for the services listed, as they apply to your fleet. Please note that this is for informational purposes only and actual rates will be negotiated during the next state of the recruitment process.

Letter of Commitment & Questionnaire

Please print clearly or type.

Ambulatory Vehicle Rate: 54 CENTS PER MILE PLUS

Wheelchair Vehicle Rate:

Letter of Intent & Questionnaire

MTM, Inc. would like to showcase your transportation company in our response to the 2019 request for proposals (RFP) for non-emergency medical transportation (NEMT).

Please print clearly or type.

Transportation Provider: Wetzel County Committee on Aging

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		**Phone:** 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:** WV	**Zip:** 26155
Base County: Wetzel County		
Additional Counties of Service: Will transport from Wetzel County to other surrounding counties.		
Hours of Operation: 8 am – 4 pm		

# of Ambulatory Vehicles: 4	**# of Wheelchair Vehicles:** 1	**# of Stretcher Vehicles:**	**# of Ambulance Vehicles:**
# of Bariatric Vehicles:		**Bariatric Vehicle Weight Maximum:**	
Business License Number: 1036-3962	**Tax ID Number:** 550562164		**Medicaid ID Number/NPI:** 1053455113

Are you certified as a: ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business

Signature:	**Date:** Nov. 7, 2019

Please submit documents to:

Attn: Eric Mayfield | **MTM, 16 Hawk Ridge Drive, Lake St. Louis, MO 63367**

MTM

Letter of Commitment & 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). If you are interested in becoming a subcontracted transportation provider for MTM, please complete and submit the following information.

Please print clearly or type.

Transportation Provider: _____

The Transportation Provider listed above offers this questionnaire as a show of good faith to proceed in a timely manner with subcontracting requirements and participation in the MTM non-emergency medical transportation (NEMT) program, following a successful award of a NEMT brokerage contract in the Transportation Provider's service area. This is not a contract and does not limit similar agreements with other NEMT broker candidates.

Business Name: Yvonne Trusky

Phone: 3047779041

Contact Name & Title: Yvonne Trusky

Fax: 3044573501

Contact Email Address: ytrusky at yahoo.com

Street Address: 1664 Buckhannon Rd

City: Philippi **State:** WV **Zip:** 26416

Base County: Barbour

Additional Counties of Service: All WV

# of Ambulatory Vehicles: 1 **# of Wheelchair Vehicles:** **# of Stretcher Vehicles:** **# of Ambulance Vehicles:**

# of Bariatric Vehicles: **Bariatric Vehicle Weight Maximum:**

Business License Number: **Tax ID Number:** **Medicaid ID Number/NPI:**

Are you certified as a: ☐ HUB ☐ MBE ☐ WBE ☐ DBE ☐ Disabled Veteran Business

Signature: Yvonne Trusky **Date:** 3-17-2020

Please submit documents by: March 14th, 2020
Attention: Logistics Recruiting
Fax: (800) 459-6224 or E-Mail: TRecruiting@mtm-inc.net
Questions: Ph:636-695-5734

: complete the following table regarding your rates for the services listed, as they apply to your f
hat this is for informational purposes only and actual rates will be negotiated during the next st
ment process.

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:0WV4K_G2CNG

Given under my hand and the Great Seal of the State of West Virginia on this day of

March 17, 2020

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.

WBENC
WOMEN'S BUSINESS ENTERPRISE NATIONAL COUNCIL

JOIN FORCES. SUCCEED TOGETHER.

hereby grants

National Women's Business Enterprise Certification

to

Medical Transportation Management, Inc. DBA "MTM" and "MTM, Inc."

who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).
This certification affirms the business is woman-owned, operated and controlled; and is valid through the date herein.

Certification Granted: December 14, 2016
Expiration Date: December 15, 2020
WBENC National Certification Number: WBE1600529

WBENC National WBE Certification was processed and validated by >Women's Business Development Center - Midwest, a WBENC Regional Partner Organization.

Authorized by Emilia DiMenco, President & CEO
Women's Business Development Center - Midwest

WOMEN'S BUSINESS DEVELOPMENT CENTER
Your growth is our *business.*

NAICS: 561110, 485991, 485999, 488999
UNSPSC: 78101604, 78111800, 78141500

Center for Women & Enterprise · WBECPACIFIC · Great Lakes Women's Business COUNCIL · WBECORV · WBECEAST · WBECSOUTH

TRANSPORTATION SERVICES AGREEMENT

THIS AGREEMENT ("Agreement") is made and entered into by and between Medical Transportation Management, Inc., a Missouri Corporation (hereinafter referred to as "MTM") and , (hereinafter referred to as "Transportation Provider" or "Provider"). MTM and Transportation Provider individually shall be referenced herein as a "Party" and collectively as the "Parties").

WHEREAS, MTM provides transportation brokerage services under contract ("Client contract") with governmental agencies and health care plans ("Clients") for the provision of non-emergency medical transportation ("NEMT" or "NET") benefits management, transportation provider network administration, and related services; and

WHEREAS, MTM wishes to enter into Agreements with qualified transportation companies and other business entities for the provision of high quality NEMT services ("Services"), and the terms and conditions set forth in this Agreement are solely for quality assurance of transportation services and not for purposes of supervision or control of Services; and

WHEREAS, Transportation Provider wishes to enter into this Agreement for the provision of Services under the terms and conditions set forth 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. **Attendant** means a person that accompanies a Member and may be employed by the Transportation Provider, and/or may be a family member, caregiver or caseworker of the Member, or any adult the parent or guardian authorizes. The Attendant assists the Driver in order to ensure the safe operation of the vehicle and the safety of the Member. Attendant requirements herein apply only to Attendants employed by the Transportation Provider.

B. **Covered Service** means any medical transportation service that MTM is obligated to provide to a Member pursuant to a Client agreement.

C. **Criminal Background Check** shall mean a national criminal record search conducted by a government agency or by a nationally recognized screening organization to include a social security number trace, a National Criminal Database search or the equivalent and a County Criminal Court Search or the equivalent based on the previous addresses as well as the names associated with the individual.

D. **Door-to-Door Service** is transportation provided to Members who need assistance to safely move between the door of the vehicle and the door of the Member's pick-up point or destination. The driver exits the vehicle and assists the Member from the door of the pick-up point, escorts the Member to the door of the vehicle, and assists the Member in entering the vehicle. The driver assists the Member throughout the trip and to the door of the destination.

E. **Drug Screen/Testing** means a urine based drug test that meets the requirements of the Federal Department of Health and Human Services, or the Department of Transportation, and screens at minimum for the use of marijuana, cocaine, amphetamines, opiates (codeine, morphine, and heroin) and Phencyclidine ("PCP").

F. **Hand-to-Hand Service** is transportation of a Member from a Driver that can provide assistance to the Member from the pick-up point to a facility staff member, family member, or other responsible party at the destination.

G. **MTM Transportation Provider Handbook** ("Handbook") is incorporated herein by reference and contains procedures, guidelines and processes established by MTM, compliance to which is required of Transportation Providers in order to affect the intent of this Agreement. A copy of the Handbook is provided to Transportation Provider in electronic form and/or hard copy, and the receipt is herein acknowledged.

H. **Member** means any person enrolled in and entitled to NEMT services under a health benefit plan issued by MTM's Client.

I. **Service Area** means the geographical area within which the Transportation Provider's transportation services take place.

J. **Transportation Provider** or **Provider** means a transportation company, owner-operator or other business entity under agreement with MTM to directly provide transportation services to a Member.

K. **Trip** or **Trip Leg** means one-way transportation from point of pick-up to destination drop off.

2. TRANSPORTATION PROVIDER REQUIREMENTS

A. Transportation Provider understands that selection of the Transportation Provider's transportation services by MTM will include but not be limited to factors such as quality, service availability, and competitive pricing of its services relative to other Transportation Providers doing business in the Service Area.

B. Transportation Provider is a legally recognized business entity duly incorporated or organized, validly existing, authorized to transact business, and in good standing under the laws of the State in which Services are being rendered to MTM. A Certificate of Good Standing from the Secretary of State must be provided to MTM upon request. Transportation Provider shall have a current, valid West Virginia business license and remain current with Workers Compensation and Employment Security premiums and all State and local taxes.

C. Transportation Provider must immediately report to MTM any changes in Transportation Provider's contact information, company ownership or Federal Tax ID. A change of ownership or change in the FEIN number or the legal name of a Transportation Provider will require a new Agreement.

D. Transportation Provider agrees and understands that its dispatch/office must be available for immediate response during regular business hours. Transportation Provider further agrees to maintain sufficient and fully operational computer hardware, software, and Internet capability to support the delivery of Services pursuant to this Agreement.

E. The Immigration Reform & Control Act of 1986 prohibits employers from knowingly hiring illegal workers. Transportation Provider agrees that it shall only employ individuals who may legally work in the United States; either U.S. citizens or authorized aliens. Verification of U.S. employment eligibility must be provided to MTM upon request.

F. Transportation Provider warrants that neither it nor any of its owners or officers have ever been terminated or excluded from participation in any State Medicaid or Medicare program or have been determined to have committed Medicaid or Medicare fraud, or, are on any excluded parties list maintained by any Federal or State agency.

G. Transportation Provider warrants that no monies or gifts have been or will be paid or given directly or indirectly to any employee or agent of MTM as wages, compensation or gifts in exchange for favors in granting of transportation services to Transportation Providers.

H. Transportation Provider understands and agrees that it is the Transportation Provider's responsibility for itself and its Drivers, to obtain and maintain in active status any and all licenses, permits, certificates, and registrations that are required by Federal, State, and local laws, rules and regulations, as they currently exist and may hereafter be amended, including but not limited to any and all licenses, registrations, or certificates required to provide transportation for hire, and to operate as a Medicaid Provider in the assigned Service Area.

I. Transportation Provider must meet all Federal and State laws and regulations for Health Insurance Portability and Accountability Act (HIPAA) and related security and confidentiality compliance by keeping all Member protected health information ("PHI") and personally identifiable information ("PII") confidential, reporting to MTM any breaches of PHI or PII, and complying with the requirements set forth in the Business Associate Agreement, attached hereto as Appendix A and incorporated herein by reference. The Transportation Provider is deemed a Business Associate and must sign the Business Associate Agreement, attached hereto as Appendix A and incorporated herein by reference.

J. Transportation Provider agrees to comply with the Medicare Advantage and Medicaid Program Requirements, a copy of which is attached as Appendix C to this Agreement and incorporated herein by reference.

K. Transportation Provider must provide safe and reliable transportation services under this Agreement on an efficient and timely basis. 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.

L. Transportation Provider agrees to provide a sufficient staff of appropriately trained, licensed, and fully credentialed Drivers meeting all applicable Federal, State, and local laws, rules and regulations to perform the Covered Service. It is in the Transportation Provider's best interest to employ Drivers and/or office personnel who are also fluent in the languages prevalent in Transportation Provider's Service Area.

M. Transportation Provider shall provide Drivers and Attendants with visible, easily readable identification including a picture ID badge with Driver's name and Transportation Provider's Company name, for security and identification purposes.

N. Transportation Provider shall only use Drivers and vehicles to perform Services under this Agreement that are approved and fully credentialed by MTM. MTM will not pay Transportation Provider for Trips provided by Transportation Provider's unapproved Drivers, and MTM will not pay Transportation Provider for Trips using unapproved vehicles. The use of unapproved Drivers and vehicles may be subject to liquidated damages as set forth in Schedule B attached hereto and incorporated herein by reference, and may result in termination of this Agreement.

O. Transportation Provider represents, by submission of a Driver for credentialing approval by MTM that the Driver has represented that he/she has no known physical or mental impairment that would hinder or prevent Driver from performing the Services and safely transporting Members.

P. Transportation Provider for itself and its Drivers agrees that MTM Trip requests will have equal priority with Transportation Provider's day to day services, and that services available to Members have equal priority to services available to the general public. Transportation Provider agrees to have in place a specific contingency or back-up plan to accommodate a Trip which has been assigned to Transportation Provider whether or not the Trip occurs.

Q. 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.

R. Transportation Provider shall give immediate notice to MTM of: (i) any criminal investigation, charge or proceeding against Transportation Provider or Drivers; (ii) any conviction(s) of Transportation Provider or Drivers for misdemeanor or felony crimes against a person, alcohol related driving offenses, and crimes involving moral turpitude and (iii) any civil claim asserted against Transportation Provider or Drivers arising from Services rendered by Transportation Provider under this Agreement.

S. Transportation Provider is required to keep records of all Services provided under this Agreement and 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, local, NCQA, URAC, and Client standards. Transportation Provider agrees to maintain full and complete records reflecting all of its operations related to this Agreement for a period of ten (10) years or such longer period as maybe required by applicable laws, regulations or Client requirements.

T. Transportation Provider agrees to participate in MTM's Quality and Compliance program which may include developing and cooperating with performance improvement plans to ensure that the proper level and quality of Service is provided. Transportation Provider must allow access to premises, inspections, audits, monitoring, and duplication of records at no charge, of billing reports, Trip/log sheets, vouchers and other records maintained by Transportation Provider for use by MTM, MTM's Client or City, County, 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 Transportation Provider audits or to respond to document requests by the requested date, could result in disciplinary measures up to and including removal from MTM's Transportation Provider network, at MTM's discretion. Any requested records will not be returned by MTM. Transportation Provider must maintain copies.

U. It is the Transportation Provider's responsibility to understand and comply with all applicable State, Federal and local laws and regulations as they currently exist and may hereafter be amended to provide services under this Agreement, including but not limited to: the False Claims Act (32 USC 3729, et. seq.), and the Anti-Kickback Statute (section 1128 (b)) of the Social Security Act; the Americans With Disabilities Act (ADA) of 1990; the Rehabilitation Act of 1973, Section 504; the requirements of 42 Code of Regulations, Part 431,

Subpart F; Title VII of the Civil Rights Act of 1964; Medicaid and Medicare laws and regulations; and State and local traffic and distracted driving laws.

V. Transportation Provider must follow and ensure that its Drivers follow the procedures and policies set forth in the Handbook.

W. Transportation Provider agrees to provide such Trips as are assigned to Transportation Provider by MTM for a specified Service Area, and Transportation Provider agrees to and understands that liquidated damages as set forth in the attached Schedule B may be assessed by MTM for Trips that are unable to be completed, or for Transportation Provider's noncompliance with this Agreement.

X. Transportation Provider understands that Transportation Provider misconduct will not be tolerated and could result in disciplinary measures including but not limited to reduction of Trips, suspension, or removal from MTM's Transportation Provider Network.

Y. Transportation Provider acknowledges that the MTM Transportation Provider Handbook will be reviewed periodically by MTM and may be modified within its sole discretion with notification by MTM to Transportation Provider prior to implementation. Transportation Provider agrees to comply with all terms and provisions of the Handbook.

Z. Transportation Provider agrees to cooperate with MTM and the MTM Client in the investigation process for complaints, grievances and suspected fraudulent activity. 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 provide MTM with the information necessary to help resolve grievances, complaints and inquiries with respect to Transportation Provider's services and other issues.

AA. Transportation Provider understands if there is suspicion of fraudulent Driver or Transportation Provider activity, an investigation will be conducted by MTM, with appropriate action taken, including notification to the Client and/or the appropriate governmental authorities. Investigations by applicable government authorities may result in civil fines and penalties, and the potential for criminal prosecution.

BB. Transportation Provider must not inquire as to the nature of a Member's illness or medical services received, except in the following instances: (i) Transportation Provider needs to know such information due to medical necessity relating to appropriate transportation and (ii) 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. Transportation Provider must immediately report to MTM any known or suspected fraud or willful abuse of MTM services by a Member.

CC. Transportation Provider must report accidents, and injuries that occur during the transport of a Member to MTM. Transportation Provider agrees to cooperate with MTM in the investigation of accidents and injuries.

DD. If a Member is delayed due to late pick-up or drop-off by Transportation Provider, and cannot be seen at appointment, the Transportation Provider may be assessed a Provider 'no-show' and the Transportation Provider will not be compensated for the Trip.

EE. Transportation Provider agrees to notify MTM immediately of any significant delays which cause the Member to be late for his/her medical appointment. In addition to MTM notification, Transportation Provider must make alternate plans for completing the Trip in a timely manner if the medical appointment can still be attended.

FF. If the Transportation Provider determines a scheduled Trip cannot be performed due to unsafe driving conditions during inclement weather, the Transportation Provider must immediately notify both the Member and MTM of the cancellation.

GG. Transportation Provider understands that, due to disability, age or mental condition, some Members require assistance and/or the use of an escort/Attendant to assist the Member during transport and at the place of treatment. Transportation Provider agrees to transport the Member and one (1) escort/Attendant as requested. Multiple escorts/Attendants require prior approval from MTM.

HH. Transportation Provider must comply at a minimum with its assigned service level. Provider shall provide curb-to curb service as the standard service. Provider shall also provide door-to-door, door-through-door, and hand-to-hand service with MTM's prior approval, based on the medical necessity of the Member.

II. Transportation Provider must ensure that Drivers do not charge for any general assistance into or out of the vehicle for any Member and/or passenger. General assistance includes but is not limited to opening doors, offering an arm to lean on, or holding a bag.

JJ. Transportation Provider agrees that MTM may use Provider's name, address, telephone number(s), and a description of Transportation Provider's services in MTM's directory, advertising, and other material.

KK. Transportation Provider understands that no Driver or Attendant shall leave a Member unattended at any time.

3. DRIVER AND ATTENDANT REQUIREMENTS

A. Any Driver or Attendant failing to meet MTM's or Client qualifications, or any requirements imposed by State or local law, shall be prohibited from providing service under this Agreement. MTM and the Client reserve the right to disallow any Driver or Attendant from performing services under this Agreement.

B. All Drivers for Trips taken under this Agreement must possess a current, valid driver's license appropriate for the services rendered and for the type of vehicle the Driver is operating and as required by the State and municipality in which Driver provides transportation. A current, legible copy of each driver's license must be provided to MTM as part of the credentialing process.

C. Drivers and Attendants must be at least 21 years of age, must be a U.S. citizen or legal resident alien, and must obey all Federal, State and local traffic laws.

D. Drivers must drive in a professional and safe manner, and must conduct themselves in an appropriate, courteous, helpful, and patient manner.

E. Drivers and Attendants must not smoke in the vehicle, or smoke in the presence of or while assisting any Member. The use of e-cigarettes, vapor smoking products, and the equivalent is also prohibited.

F. Drivers must not allow Members and/or passengers to smoke or use e-cigarettes or vapor smoking products, or the equivalent in the vehicle. It is required that Transportation Provider post a "NO SMOKING/ VAPING/ E-CIGARETTES" sign in all vehicles.

G. Drivers and Attendants must not eat or drink while in the vehicle or while involved with or in the presence of Members.

H. Drivers and Attendants must not use alcohol or drugs or be under the influence of alcohol or drugs at any time while providing MTM transportation services. Any Driver taking prescribed or over-the-counter medication which may hinder his/her performance must report such use to his/her supervisor, and not transport Members. A Driver or Attendant may use properly prescribed medication as long as his/her duties can still be performed in a safe manner and Transportation Provider has written medical documentation from his or her medical provider that the medication will not impact the ability of the Driver.

I. Drivers must allow service animals in their vehicles as per the Americans with Disabilities Act.

J. Drivers must require Members to use seatbelts properly and must refuse to commence travel, or continue travel if Members are non-compliant. Drivers must have seat belt extenders and be knowledgeable in their use for securing Members that require the extenders.

K. Drivers must ensure that all wheelchairs and mobility devices are properly secured to the vehicle and ensure that Members utilizing wheelchairs and scooters are properly secured before putting the vehicle in motion. Drivers with more than one (1) confirmed incident of failure to properly secure a Member's wheelchair will be removed from providing services.

L. Drivers understand infants/children are to be in proper infant/child restraint seats as required by State and/or Federal law. In the event a proper seat is not available, or the use of the proper child restraint seat is refused, the Driver must deny transportation.

M. Drivers must not place children in child restraint seats in the front seat of a vehicle.

N. Drivers and Attendants must ensure Members enter and exit the vehicle in an unobstructed and safe location. Members should not have to cross streets to reach their destination. Drivers must confirm that the Member is safely inside their residence or destination prior to vehicle departure. When needed, drivers must provide assistance to Members entering and exiting a vehicle and ensure all doors are securely closed before vehicle is put in motion.

O. Drivers are required to safely secure folding wheelchairs and walking aids. Transportation Provider is responsible for all damages caused by drivers to Member's transported equipment and personal property.

P. Drivers and Attendants shall not wear any type of headphones or earpieces while on duty performing transportation services unless it is part of the Transportation Provider's two-way communication system.

Q. Driver shall at all times comply with all applicable local, State and Federal laws and regulations governing the use of mobile devices while operating a motor vehicle. Drivers must not use a cell phone or texting device while driving.

R. Drivers must not allow firearms or other weapons, unauthorized controlled substances, or highly combustible materials to be transported in the vehicle.

4. VEHICLE REQUIREMENTS

A. Use of any vehicle prior to approval by MTM is prohibited and may result in nonpayment for the Trip and subject the Transportation Provider to further disciplinary action including assessment of liquidated damages.

B. All vehicles in use for Services under this Agreement must meet all local, State and Federal requirements and comply with all vehicle requirements of MTM and its Client. Transportation Provider agrees that all vehicles that transport Members utilizing mobility devices will comply with current Federal ADA vehicle regulations, as defined by the U.S. Department of Transportation.

C. Vehicles used for the transportation of Members must have operational electronic Automatic Vehicle Location/Global Positioning System ("AVL/GPS") capability, which at minimum is capable of recalling the location of the vehicle for specific periods of time, and an internet connected device ("ICD") which can be used to access MTM's mobile tracking system applications for Drivers.

D. The Transportation Provider shall provide and ensure that each driver uses a two-way voice communication system linking all vehicles used in delivering the Services under this Agreement with the Transportation Provider's place of business. Pagers are not an acceptable substitute.

5. CREDENTIALING, AND RE-CREDENTIALING

A. Transportation Provider agrees to develop and maintain a Driver Orientation and Training Program. All training and orientation documentation must be maintained by the Transportation Provider in the individual Driver's file.

B. Driver training programs must include Fraud, Waste and Abuse ("FWA"), HIPAA. The Driver training program should include but not be limited to:

i) Assisting Passengers with Disabilities

ii) Emergency Situation Training

iii) Wheelchair Securement

iv) CPR

v) First Aid

vi) Defensive Driving

C. Transportation Provider agrees to maintain records on each Driver and Attendant, including owner-drivers. The file contents shall be provided to MTM upon request and shall include but not be limited to the following current credentials:

i) Current Driver's License

ii) Criminal Background Check Updated Annually

iii) Motor Vehicle Driving Record Report Updated Annually

iv) Drug & Alcohol Screening Results – Initial and Random

v) Training Certificates

D. With the exception of on-demand transportation network companies, no driver or Attendant may perform transportation services under this Agreement until fully credentialed and approved by MTM.

E. Transportation Provider must not use any person as a Driver or Attendant whose name appears on the Office of the Inspector General ("OIG") exclusion list, the Federal Excluded Party List System ("EPLS"), or similar government exclusion lists.

F. If MTM or the Transportation Provider has reasonable suspicion that a Driver or Attendant is under the influence of alcohol or drugs, the Transportation Provider must immediately remove the Driver or Attendant from MTM service and submit him or her to an alcohol and/or Drug Screening at the Transportation Provider's expense.

G. Transportation Providers must maintain a Substance Free Workplace Policy to include but not be limited to pre-employment and random drug and alcohol screening for Drivers and Attendants pursuant to drug and alcohol testing regulations for safety sensitive positions. Refusal to submit to testing within the designated time frame is considered a positive test result and will have disciplinary consequences. Drivers or Attendants testing positive for drugs and/or alcohol will no longer be permitted to transport Members.

H. Transportation Provider must not use any driver or Attendant in the conduct of MTM services with any of the following convictions (misdemeanor or felony), including but not limited to:

i) Child Abuse or Neglect

ii) Domestic Violence

iii) Crimes Against Children

iv) Crimes Against the Elderly

v) Crimes Involving Rape, Sexual Assault or Other Sexual Offenses

vi) Homicide

vii) Drug or Alcohol Related Offenses

I. 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 preceding five (5) years.

J. 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.

K. Transportation Provider must not allow Drivers or Attendants to perform MTM services who are currently on work release, probation, parole, or pending any felony or misdemeanor charge, or arrest, or drug or alcohol related traffic offense charge, which, if the charge were to result in a conviction, would disqualify the Driver, Transportation Provider, or Attendant under this Agreement.

L. Transportation Provider must not use any driver in the conduct of MTM services with the following:

i) Convicted of more than two (2) at-fault accidents resulting in personal injury or property damage within the previous twelve (12) months, or involvement in more than two (2) moving violations, or a combination of more than two (2) moving violations and/or at-fault accidents within the last twelve (12) months. An "at fault" accident means any accident where the driver is cited with a violation, or negligently contributes to the accident or any single vehicle accident where the cause is not equipment related. A driver's involvement in an accident will be presumed at fault unless driver provides evidence or documentation to the contrary. Copies of police reports are required to verify "no fault" accidents.

ii) Revocation or suspension of the driver's vehicle operator's license within the previous five (5) years for accumulation of points or drug or alcohol related incidents or moving traffic violations.

M. 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.

N. A list of credentials can be found on Appendix B attached hereto. Changes to credentialing and re-credentialing requirements can be viewed online at the Transportation Provider's website.

6. COMPENSATION

A. MTM shall pay Transportation Provider for its services at the rates set forth in Schedule A. MTM pays properly submitted uncontested invoices within thirty (30) days after online electronic submission. Any claim submitted by Transportation Provider more than ninety (90) days (or such other length of time as required by MTM's Client) after the date of service shall not be eligible for payment, and Transportation Provider thereby waives any right to payment therefore.

B. No payment will be made for services performed by unapproved Drivers or for services performed using unapproved vehicles.

C. 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 Member of MTM's Client to whom Transportation Provider rendered services. This provision does not prohibit Transportation Provider from collecting a copayment or other fee where authorized by MTM or MTM's Client.

D. The MTM appeals process gives Transportation Providers an opportunity to appeal any denied claims. Transportation Provider agrees that recovery of any overpayment or recoupment by MTM may be accomplished by offsets against future payments.

7. LIQUIDATED DAMAGES

A. Transportation Provider understands and agrees that liquidated damages may be assessed for noncompliance events as referenced on Schedule B attached hereto. MTM also reserves the right to pass through and assess against Transportation Provider any sum assessed against MTM by MTM's Client or applicable government authority relating to the performance or nonperformance of Transportation Provider with respect to Services under this Agreement. Transportation Provider agrees to cooperate fully with MTM to discuss and agree to appropriate corrective action plans, as necessary.

B. Transportation Provider agrees to pay MTM the sums set forth herein as liquidated damages and not as a penalty. Transportation Provider agrees and authorizes MTM to withhold, offset, recoup and deduct liquidated damages from any sums owing by MTM to Transportation Provider for services rendered. The assessment of liquidated damages shall not prohibit MTM from exercising any other right or remedy available to MTM at law or in equity. The failure at any time by MTM to assess liquidated damages shall not constitute a waiver of MTM's right to assess liquidated damages in the future.

8. NON-DISCRIMINATION

Transportation Provider agrees not to differentiate or discriminate in the treatment of Members because of sex, marital status, family status, age, race, color, national origin, ancestry, religion, mental or physical 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 Members in the same manner and in accord with the same standards as offered to other persons.

9. INSURANCE

A. Transportation Provider, at its sole cost and expense, shall procure and maintain throughout the term of this Agreement, 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. Certificates of insurance evidencing existence of all insurance coverage specified herein shall be provided to MTM upon the signing of this Agreement and upon renewal of insurance.

B. 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.

C. Transportation Provider is required to maintain insurance at all times throughout the term of this Agreement. Failure to do so will result in immediate termination of the Agreement. The Transportation Provider's insurance coverage shall be primary insurance and non-contributory with respect to all other available sources. **Minimum** insurance limits are as follows:

i) Commercial General Liability

Policy shall include bodily injury, property damage, and broad form contractual liability coverage.
$500,000 per occurrence
$500,000 general aggregate

a) Commercial General Liability policies shall be endorsed to include MTM as Additional Insured up to the greater of the stated minimum limits or the Transportation Provider's policy full liability policy and umbrella limits.

b) Additional Insured endorsements shall be provided to MTM upon request. The Additional Insureds shall list:

"Medical Transportation Management, Inc. and all Affiliates"
16 Hawk Ridge Drive
Lake St. Louis, MO 63367

c) Commercial General Liability policies shall be endorsed to provide specific notice of cancellation to MTM. Copies of the specific Notice of Cancellation endorsements shall be provided to MTM upon the signing of this Agreement and upon renewal of insurance.

ii) Commercial Automobile Liability

Bodily Injury and Property Damage for any and all vehicles used in the performance of this Agreement.

$500,000 Combined Single Limit

a) Commercial Automobile Liability policies shall be endorsed to include MTM as Additional Insured up to the greater of the stated minimum limits or the Transportation Provider's policy full liability policy and umbrella limits.

b) Additional Insured endorsements shall be provided to MTM upon request. The Additional Insureds shall list:

"Medical Transportation Management, Inc. and all Affiliates"
16 Hawk Ridge Drive
Lake St. Louis, MO 63367

c) Commercial Automobile Liability policies shall be endorsed to provide specific notice of cancellation to MTM. Copies of the specific Notice of Cancellation endorsements shall be provided to MTM upon the signing of this Agreement and upon renewal of insurance.

iii) Workers Compensation

Statutory amounts for the State in which services are rendered

D. Commercial Automobile Liability policies that are scheduled auto policies must list each vehicle insured. Transportation Provider must immediately notify MTM of all additions and deletions of insured vehicles.

E. "Broad Form" coverage shall include loading and unloading, and contractual liabilities. Waiver of subrogation shall apply and shall be in favor of "Medical Transportation Management, Inc. and all Affiliates."

F. If Transportation Provider does not maintain workers compensation insurance on its Drivers, the Transportation Provider must (i) submit documentation from the appropriate governmental regulating authority supporting the Transportation Provider's exclusion or exemption from maintaining such insurance under State law, and (ii) ensure that the Driver is contracted with the Provider in the name of the Driver's company, and (iii) submit to MTM the first page and the signature page of the contract between the Transportation Provider's company and the Driver's company. MTM reserves the right to require all Transportation Providers, including those otherwise exempt, to maintain workers compensation insurance.

10. INDEMNIFICATION

A. TRANSPORTATION PROVIDER

Transportation Provider agrees to defend, indemnify, and hold harmless MTM and MTM's Client from and against any claims, liabilities and expenses of any kind or nature whatsoever, arising or alleged to arise from performance or nonperformance of any service by Transportation Provider in connection with this Agreement, including but not limited to claims by personnel engaged by Transportation Provider; reasonable attorney's fees; and any noncompliance assessments, penalties, or liquidated damages and expenses incurred by or assessed against MTM and/or the Client relating to the actions or inactions of Transportation Provider.

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. DISCLOSURE OF OWNERSHIP AND CONTROL INTEREST

A. Transportation Provider understands that the following disclosures of ownership specifically apply to this Agreement, but do not exclude any other applicable Federal or State laws or requirements.

i) 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 are otherwise excluded from participation in Federal or State programs.

ii) Transportation Provider warrants and represents that with respect to Transportation Provider or any of its employees, contractors, subcontractors, governing body members, or any major shareholders (5% or more) (i) there are no past or pending investigations, legal actions, or matters subject to arbitration , both Federal and State, for health care and/or prescription drug services; and (ii) that none have been criminally convicted nor has a civil judgment been entered against any of them for fraudulent activities nor are any of them sanctioned under any Federal or State program involving the provision of health care and/or prescription drug services.

B. Transportation Provider must immediately report to MTM any change in Transportation Provider's ownership, corporate officers, directors or controlling interest. Transportation Provider must notify MTM immediately if it or any of its owners, officers, directors, or managing personnel are barred from participation in any State or Federal program as a result of being sanctioned and placed on an excluded party list.

C. Transportation Provider shall complete and provide a disclosure of ownership, controlling interest and management upon request. Transportation Providers failing to meet the requirements of this section will be excluded from participation in MTM's Transportation Provider network.

12. ASSIGNMENT

A. 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. Transportation Provider may not subcontract any services herein to any person or business entity without the express written consent of MTM.

B. 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.

C. In the instance of default by MTM, this Agreement shall pass to MTM's Client (The State of West Virginia Bureau for Medical Services (The Bureau)) or its agent for continued provision of NEMT Services. All terms, conditions and rates established by this Agreement shall remain in effect until or unless otherwise terminated by The Bureau at its sole discretion.

13. COMPLETE AGREEMENT

This Agreement including the attachments, addenda and amendments hereto, and the documents incorporated herein, constitute the entire understanding of the Parties hereto with respect to the subject matter hereof, and supersedes any prior or contemporaneous agreements, oral or written, between MTM and the Transportation Provider.

14. TERM AND TERMINATION

A. This Agreement shall be for a term of three (3) years, and shall only be renewed or extended upon mutual written agreement of the Parties. 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 Member is provided services by Transportation Provider as of the date of termination of this Agreement, MTM will honor its contractual obligations to Members to pay for services rendered. This Agreement may also be terminated for convenience upon a Party giving thirty (30) days written notice to the other party.

B. In the event Transportation Provider has been assigned Trips and provides notice to MTM of termination, the Transportation Provider must accommodate and run those assigned Trips within the thirty (30) day notice period. If Transportation Provider fails to complete said Trips, the Transportation Provider may be subject to liquidated damages. Moreover, MTM is entitled to recoup or offset and deduct from any payment due Transportation Provider, the cost associated with re-scheduling those Trips with another Transportation Provider.

C. 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.

D. 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 perform or otherwise breaches the terms of this Agreement; or (2) MTM's Client suffers a loss of funding for the Contract between Client and MTM; or (3) MTM's contract with its Client is terminated for any reason; or (4) Transportation Provider's conduct in any way affects the potential safety of any Member, in the sole discretion and determination of MTM; or (5) the filing of any Petition of Bankruptcy or insolvency, by or against the Transportation Provider; or (6) MTM's Client has requested the termination of Transportation Provider; or (7) 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.

E. Transportation Provider agrees that MTM payment for all unpaid claims at time of notice of termination will be withheld until MTM has received and audited service records and claims for correctness and accuracy. MTM reserves the right to offset any liquidated damages or other noncompliance assessments against sums due for unpaid claims, or to seek recoupment of sums previously paid in error to Transportation Provider.

15. NOTICE

A. Any notice provided for in this Agreement shall be in writing, addressed to the Parties at the addresses set forth herein, and shall be delivered as follows with notice deemed given as indicated: (a) by personal delivery when delivered personally; (b) by registered or certified U.S. mail, return receipt requested and postage prepaid, in which case it shall be deemed served on the third mail delivery date after the date of mailing; or

(c) nationally recognized courier service with all fees prepaid and shall be deemed delivered on the date of delivery, or the date of refusal.

B. 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: Logistics Operations Management	Attention: Email:

16. DISPUTE RESOLUTION AND ARBITRATION

If any dispute, controversy, or claim arising out of or relating to this Agreement cannot be resolved by the Parties in the normal course of business, each Party shall designate a member of its senior management or ownership group to call or meet in an attempt to resolve the dispute. If the dispute cannot be resolved to the satisfaction of the Parties in this manner, the dispute shall be submitted to and resolved by binding arbitration administered by the American Arbitration Association ("AAA") and conducted by a sole arbitrator in accordance with the AAA's Commercial Arbitration Rules. Each Party shall bear its own costs and expenses and an equal share of the arbitrators' fees and other administrative fees related to the arbitration. Judgement upon an award in arbitration may be entered in any court of competent jurisdiction or application may be made to such court for a judicial acceptance of the award and enforcement, as the law of the state having jurisdiction may require or allow. Transportation Provider further agrees to relinquish its rights to participate as a lass representative or lass member in any class claim Transportation Provider may have against MTM, including any right to class arbitration or any consolidation of individual arbitrations, This provision shall survive expiration or termination of this Agreement regardless of the cause giving rise hereto.

17. 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, or representative of the other and neither shall have any direct control over the manner in which the other performs its services and functions. Each, MTM and Transportation Provider, is free to enter into Agreements with other entities or persons to provide the same or similar services.

18. EDUCATION AND TRAINING

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 Members and/or passengers.

19. 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.

20. AFFIRMATIVE ACTION

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 as amended; 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, familial status, national origin, age, sex, sexual orientation, handicap/disability , religious beliefs or any other basis prohibited by law. 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.

21. AMENDMENT AND WAIVER

Transportation Provider acknowledges and agrees that this Agreement may be amended or modified in writing by mutual written agreement of the Parties. In addition, 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, including compensation rates, upon written notice to Transportation Provider. If Transportation Provider does not deliver to MTM written notice of rejection of the amendment within thirty (30) days of the date of the notice of the amendment, the amendment shall be deemed accepted by and incorporated into this Agreement, and said amendment shall be binding upon the Transportation Provider.

22. CONFIDENTIALITY; NON-SOLICITATION; NON-COMPETE

A. 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, Members, 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.

B. With respect to MTM's trade secrets and confidential, proprietary information, including but not limited to all information obtained regarding Members, 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.

C. 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.

D. 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.

E. 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.

F. Transportation Provider will ensure that all information obtained regarding Members in connection with this Agreement, will be held in the strictest confidence and used only as required for the performance of Transportation Provider's obligations under this Agreement. The provisions of this Section shall survive termination of this Agreement.

23. ATTORNEY FEES AND COSTS

In the event that Transportation Provider fails to imply 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 or nonperformance 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.

24. 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.

25. SEVERABILITY

The Parties acknowledge that this Agreement is reasonable, valid, and enforceable. If, however, any part of this Agreement is held by a court of competent jurisdiction to be invalid, it is the intent of the Parties that such provision be reduced in scope only to the extent deemed necessary to render the provision reasonable and enforceable and the remainder of the provisions of this Agreement will in no way be affected or invalidated as a result. Where any provision of this Agreement is found to be unenforceable, the Parties shall then make reasonable efforts to replace the invalid or unenforceable provision with a valid and enforceable substitute provision, the effect of which is as close as possible to the intended effect of the original invalid or unenforceable provision.

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. INCORPORATION OF ATTACHMENTS

This Agreement, the Transportation Provider Handbook, and the following attachments incorporated herein, constitute the entire agreement between the Parties.

Appendix A– Business Associate Agreement
Appendix B – Credentials
Appendix C – Medicare Advantage and Medicaid Program Requirement Addendum
Schedule A – Transportation Provider Compensation (Rate Sheet)
Schedule B – Liquidated Damages

29. 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 warrants by signing this Agreement that he/she has read the document in its entirety, fully understands its content, and agrees to same. Transportation Provider further pledges to abide by all terms and conditions set forth herein, and acknowledges such by signature hereupon. Transportation Provider is responsible for seeking the advice of an attorney for clarification prior to signing.

30. COUNTERPARTS

This Agreement may be executed in multiple counterparts, including both counterparts that are executed on paper and counterparts that are electronic records and executed electronically, and each such executed

counterpart (and any copy of an executed counterpart that is an electronic record) shall be deemed an original of this Agreement.

31. CONSENT TO ELECTRONIC RECORDS AND SIGNATURES

Electronic records and signatures may be used in connection with the execution of this Agreement. If executed on paper by original signature or executed electronically by one or more Parties to this Agreement, this Agreement or one or more of its signed counterparts is an electronic record and is just as legally valid and enforceable as if such Parties had signed it on paper using a handwritten signature.

32. FURTHER ASSURANCES

Each Party shall cooperate with the other and execute such instruments or documents and take such other actions as may reasonably be requested from time to time in order to carry out, evidence or confirm their rights or obligations or as may be reasonably necessary or helpful to give effect to this Agreement.

33. 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.

THIS AGREEMENT CONTAINS A BINDING ARBITRATION PROVISION THAT MAY BE ENFORCED BY THE PARTIES.

IN WITNESS WHEREOF, this Agreement is entered into and is effective as of this day of , 20 ("Effective Date").

Medical Transportation Management, Inc.	
By:	By:
(Printed Name)	(Printed Name)
By:	By:
(Signature)	(Signature)
Title:	Title:
Date:	Date:
[redacted]	Federal Tax ID:
16 Hawk Ridge Drive Lake St. Louis MO 63367 Attn: Logistics Operations Management	Address to be used for giving Notice under this Agreement: Attn:



Transportation Provider Handbook

MTM

Table of Contents

CHAPTER 1: TRANSPORTATION PROVIDER OVERVIEW 3

Introduction 4
Performance 5
Accident and Incident Reporting 6
Complaints and Grievance Program 6
Transportation Provider Website 7
Insurance Requirements for Credentialing 7
Claims Processing 8
ETD 8
Provider Trip Management (PTM) 10
Liquidated Damages 10
Quality Management 11
Responsibilities and Relationships 12

CHAPTER 2: CREDENTIALING 13

Introduction 14
Website Home Page Displays 15
My Account Page 17
Adding Vehicles and Personnel 18
Uploading Credentials for Vehicles and Personnel 18
Deleting Vehicles and Personnel No Longer In Use 21
Updating Your Information 21

CHAPTER 3: ELECTRONIC TRIP DOWNLOAD (ETD) 22

Introduction 23
Creating Your Report 24
Opening, Saving, and Reviewing the ETD Report 26
Trip Status Codes 28
Custom Templates 29
Trip Process Signature Guidelines When Using MTM's Daily Trip Log 30
MTM's Daily Trip Log (Driver Log) 31
Trip Process: Etiquette 32

CHAPTER 4: PROVIDER TRIP MANAGEMENT (PTM) 35

Reporting Member Cancellations, No-Shows, and Reassignments 36

CHAPTER 5: CLAIMS PROCESSING 39

Introduction 40
First Steps 41
Claiming Your Trips 41

Editing and Deleting Claims 46

Importing Multiple Claims Using MTM's Claims Upload Template 46
Reviewing Rejected Rows 49
Trip Cost 50
Deleting a Packet 51
Appeals 51
Payments 53
Definitions 54

Chapter 1: Transportation Provider Overview

MTM

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 driverfrom 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 thatdisplays 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 displaysthe 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.

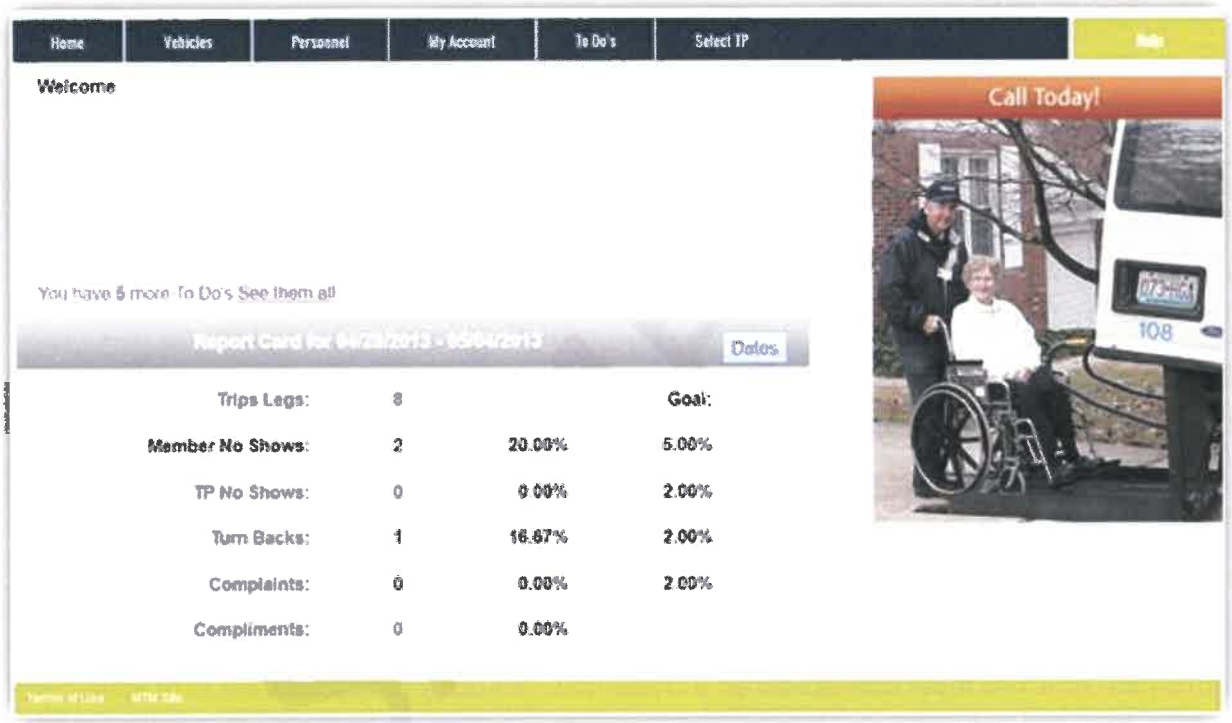
After your documents are scanned and organized, you can log into the website to begin adding drivers, vehicles and uploading your credentials. /First time users will log in using their username as both the username and password. This will prompt a window that will require the user to create a new password. 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.

Complaints

Complaints are defined as the sum of all complaints reported to MTM.

Compliments

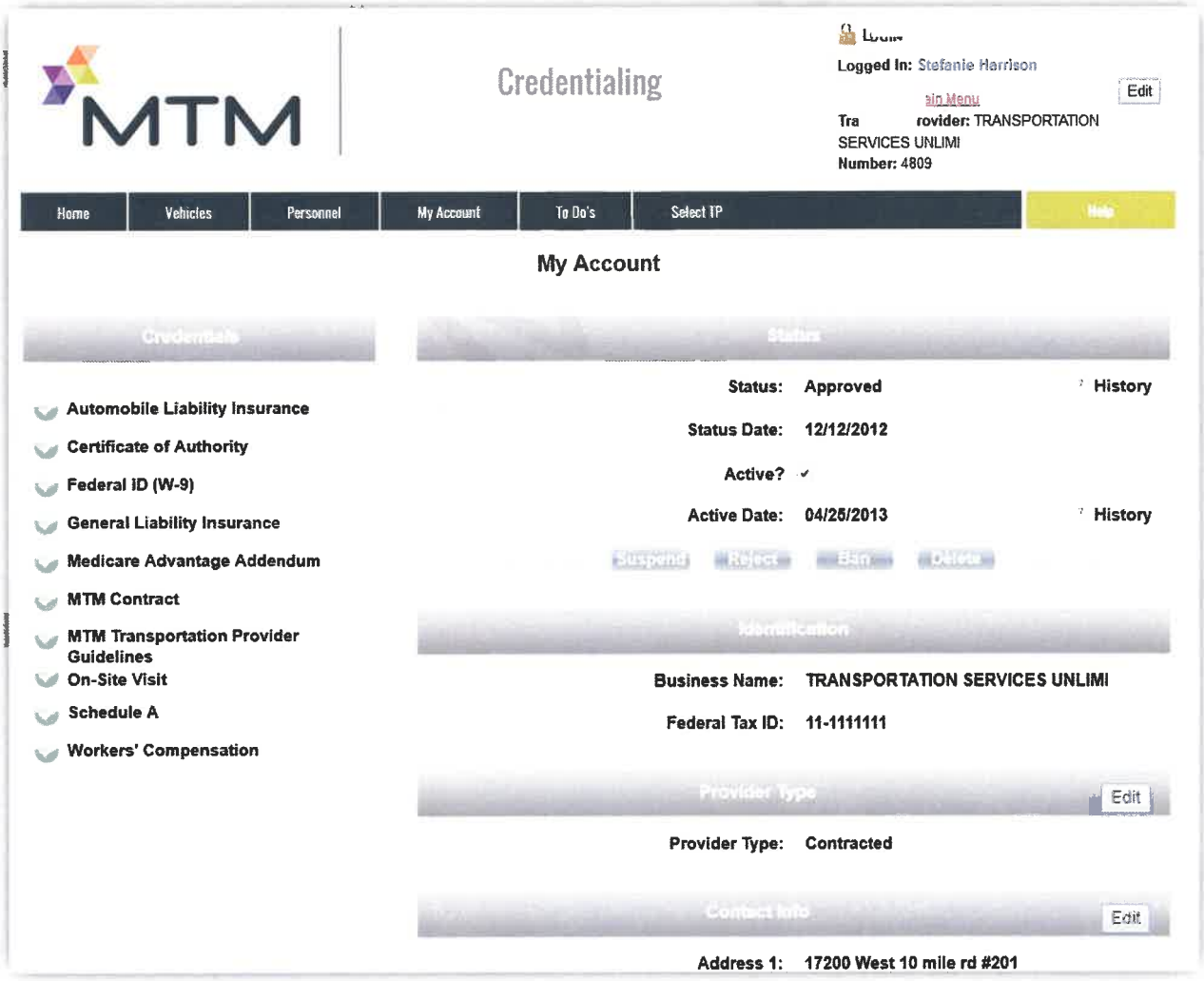
Compliments are defined as the sum of all compliments reported to MTM.

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.

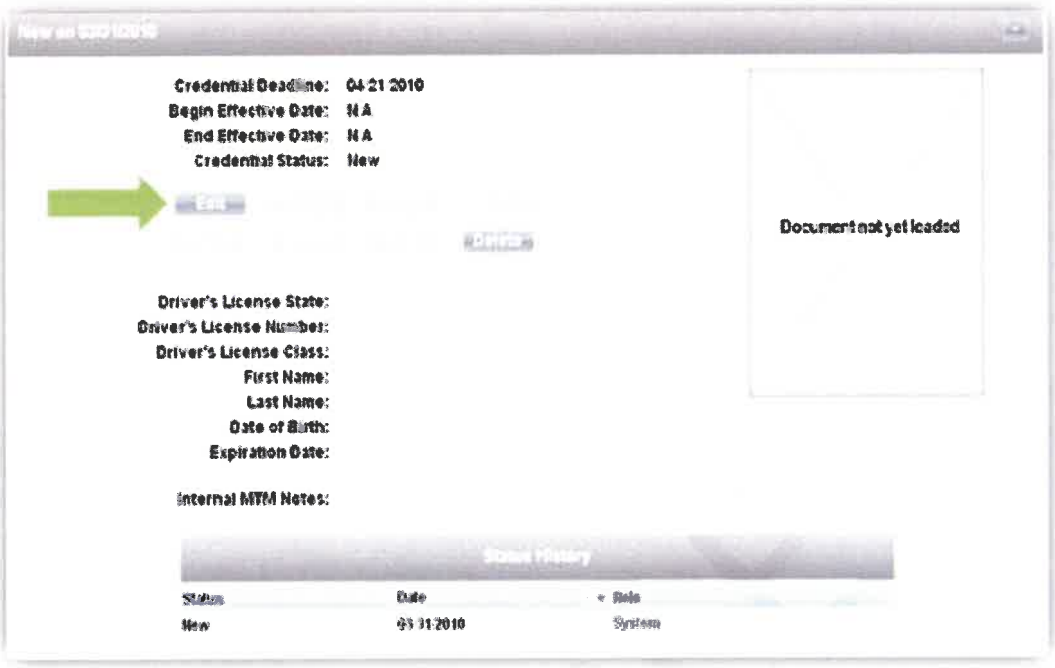
Uploading Credentials for Vehicles and Personnel

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.

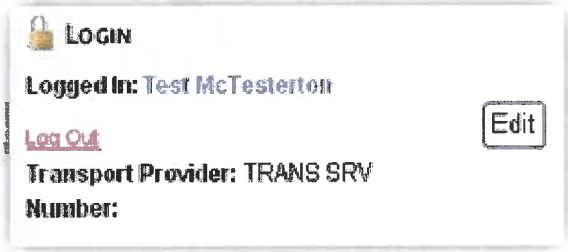
Deleting Vehicles and Personnel No Longer In Use

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.

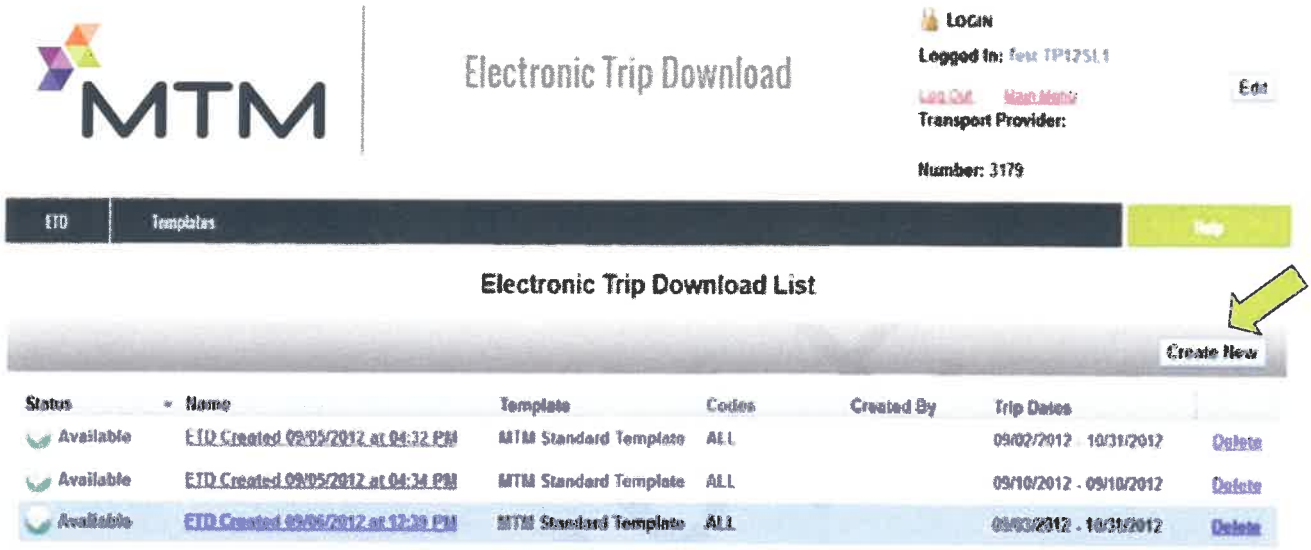
Users will have access to the ETD by going to https://onlineaccess.mtm-inc.net/index/login. Once logged in, the ETD option will be located on the left hand side of the screen as shown below.



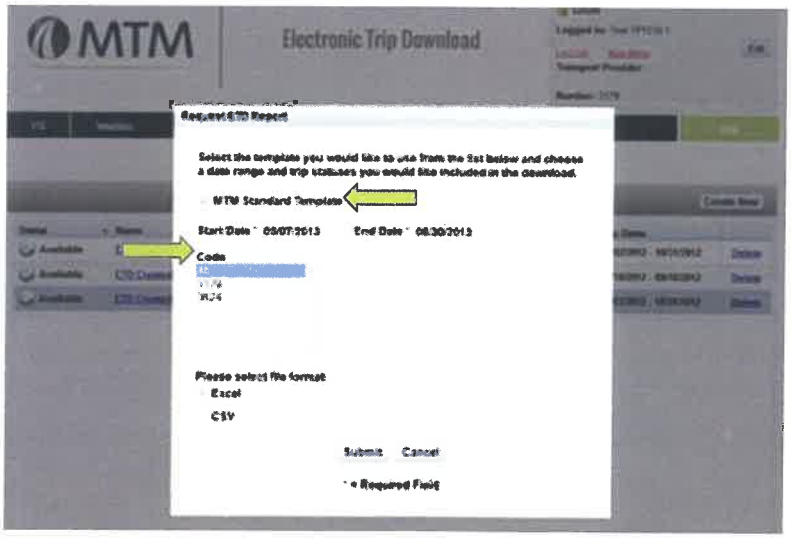
NOTE: *Please remember to save all reports to your computer for later use (billing, claims, etc.).*

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".

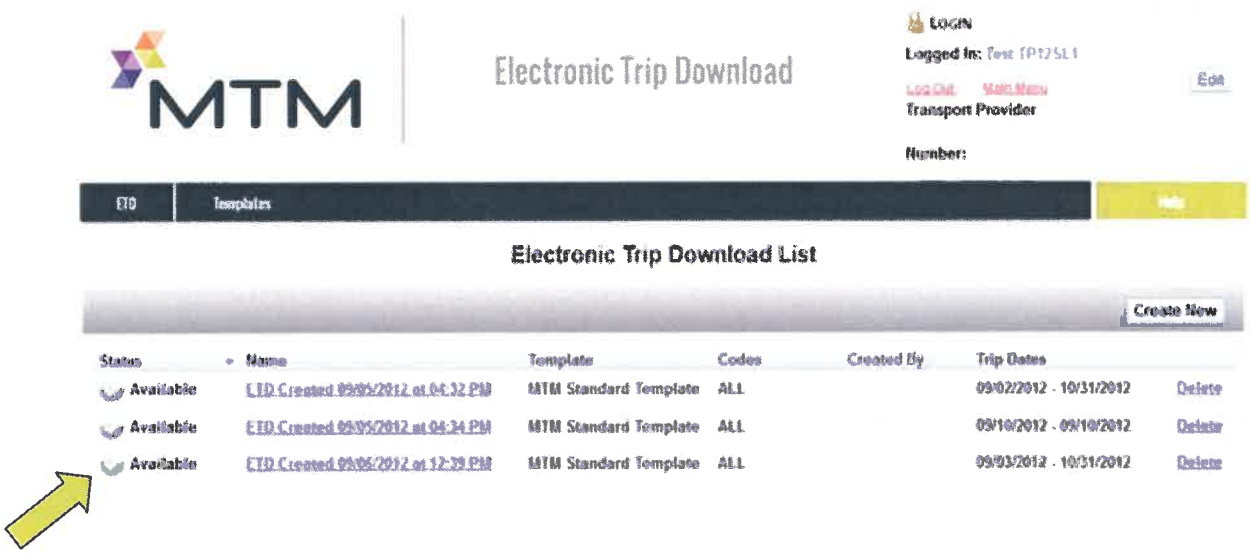


Once an ETD report has been requested by clicking on "Create New", a pop-up will appear instructing you to select a template. You will have the option to choose one of your own templates or use the MTM standard template, choose the dates of the report you would like to see, and select your vendor code.



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.

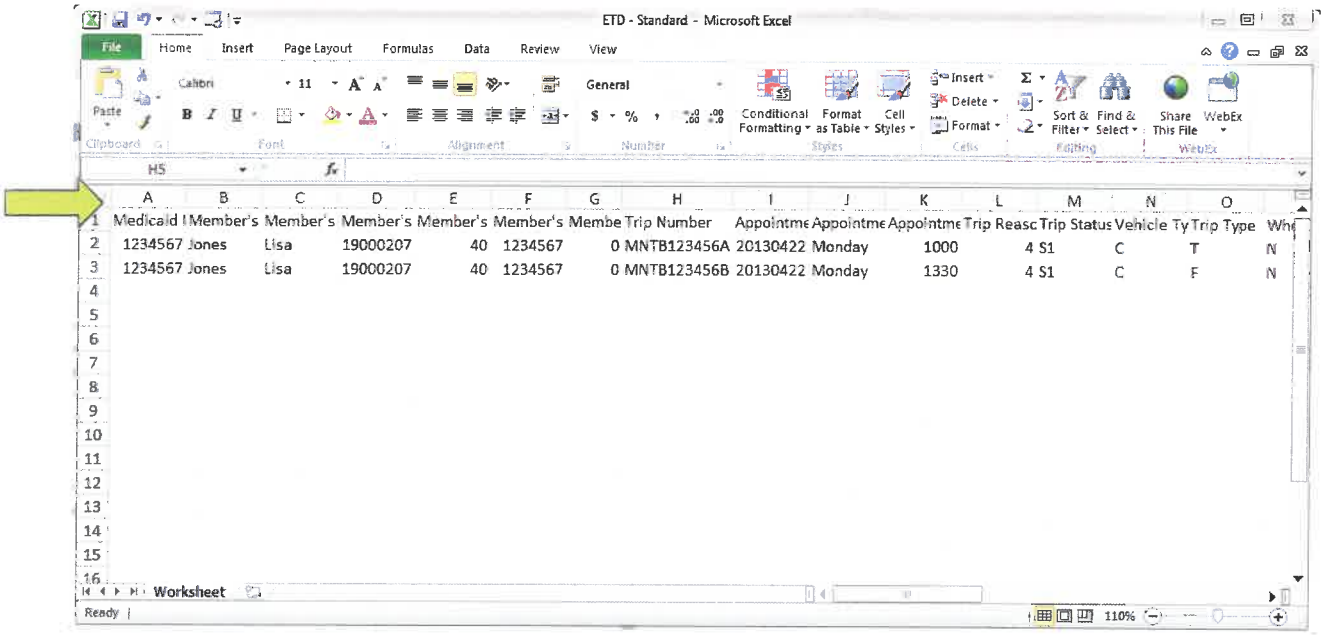
NOTE: *You must have Microsoft Excel or equivalent software on your computer to open the report. MTM recommends Microsoft Excel Version 7 or higher.*

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)



Medicaid I	Member's	Member's	Member's	Member's	Member's	Membe	Trip Number	Appointme	Appointme	Appointme	Trip Reasc	Trip Status	Vehicle Ty	Trip Type	Whe
1234567	Jones	Lisa	19000207	40	1234567	0	MNTB123456A	20130422	Monday	1000	4	S1	C	T	N
1234567	Jones	Lisa	19000207	40	1234567	0	MNTB123456B	20130422	Monday	1330	4	S1	C	F	N

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

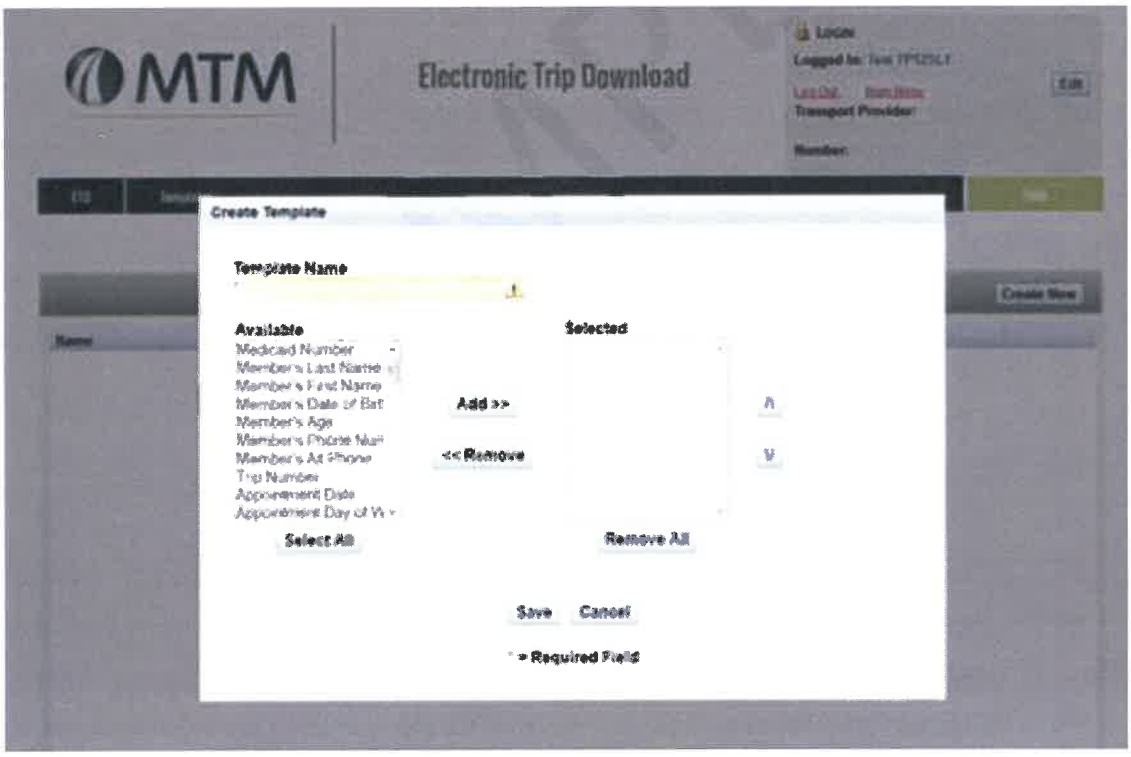
Trips may be assigned the following codes:

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: 1/25/2013

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.

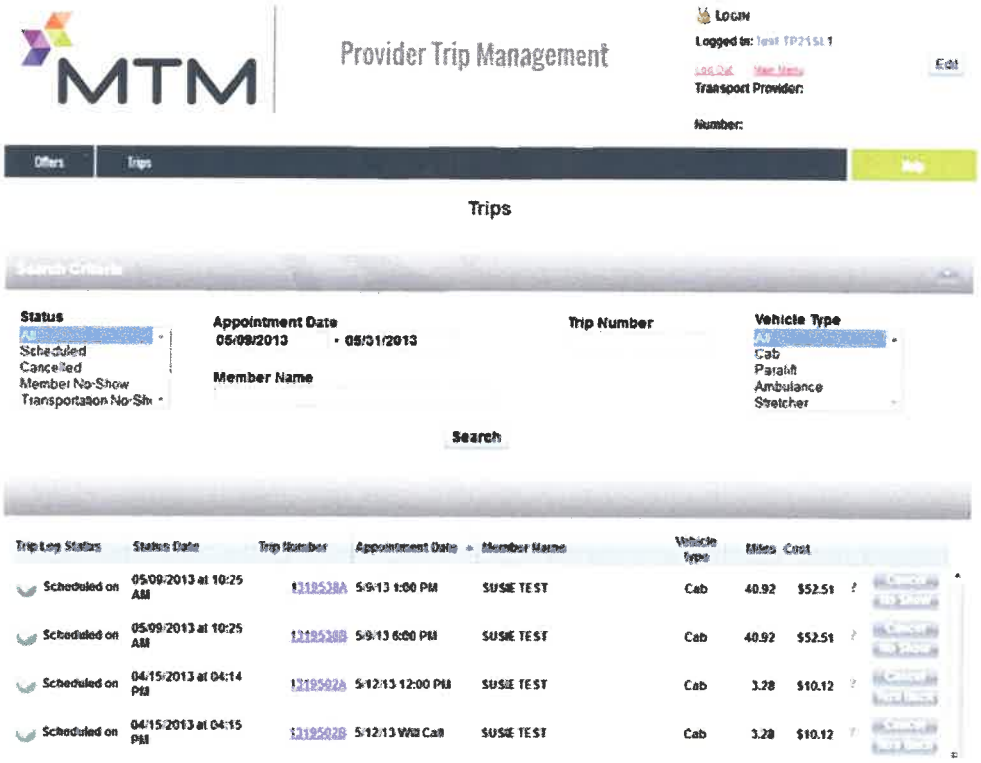
Chapter 4:
Provider Trip Management (PTM)

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.

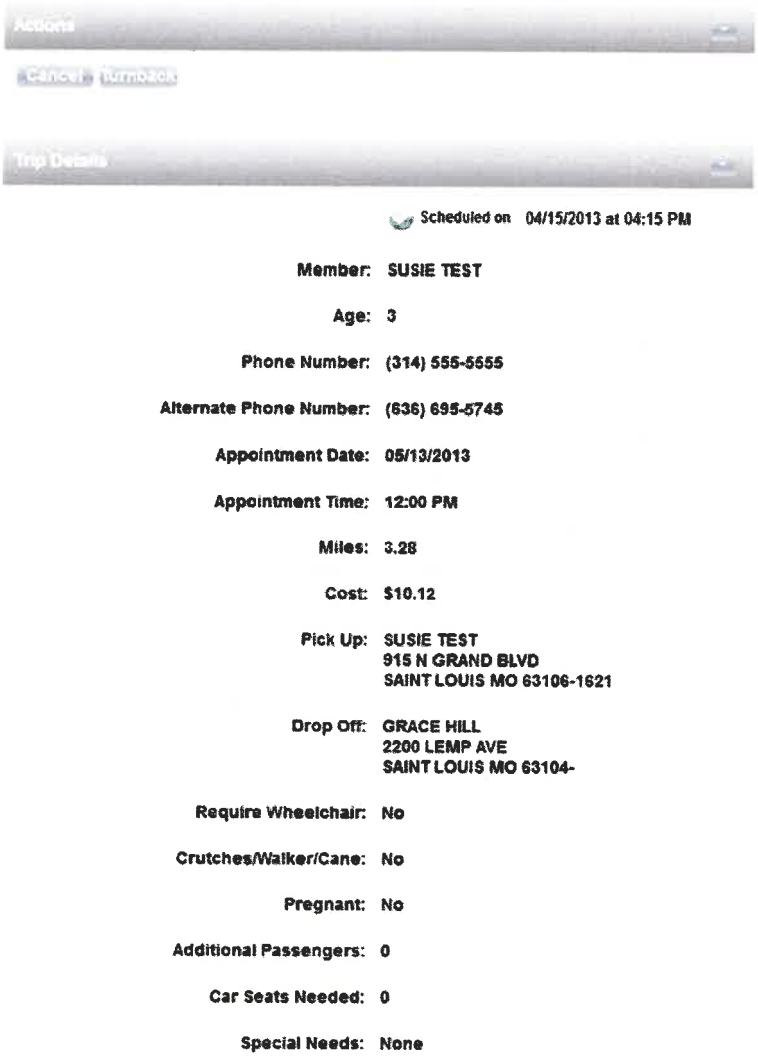
Reassignments

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) 695-5745**
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.

MTM

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

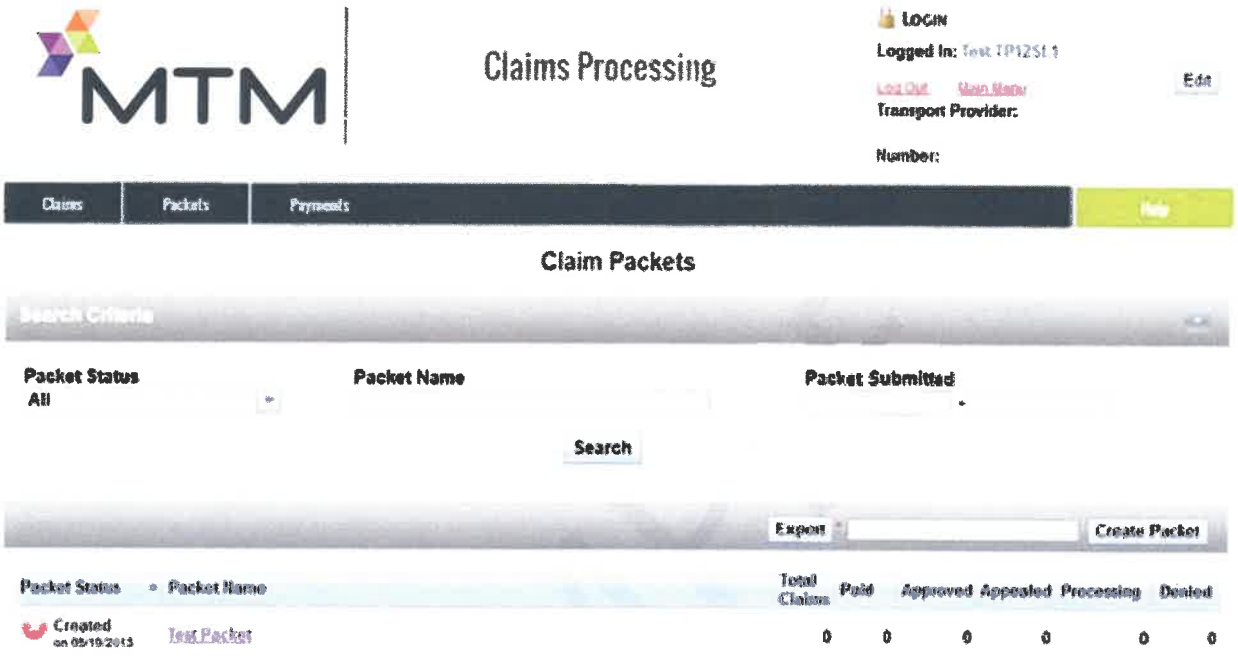
To make claims, batch your trips together as part of a packet. Packets include the uploaded image of signature documentation (trip logs or driver sheets) and a list of trips you want to claim. Claims, and all required information, can be added to a packet manually one at a time or by importing the information 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.

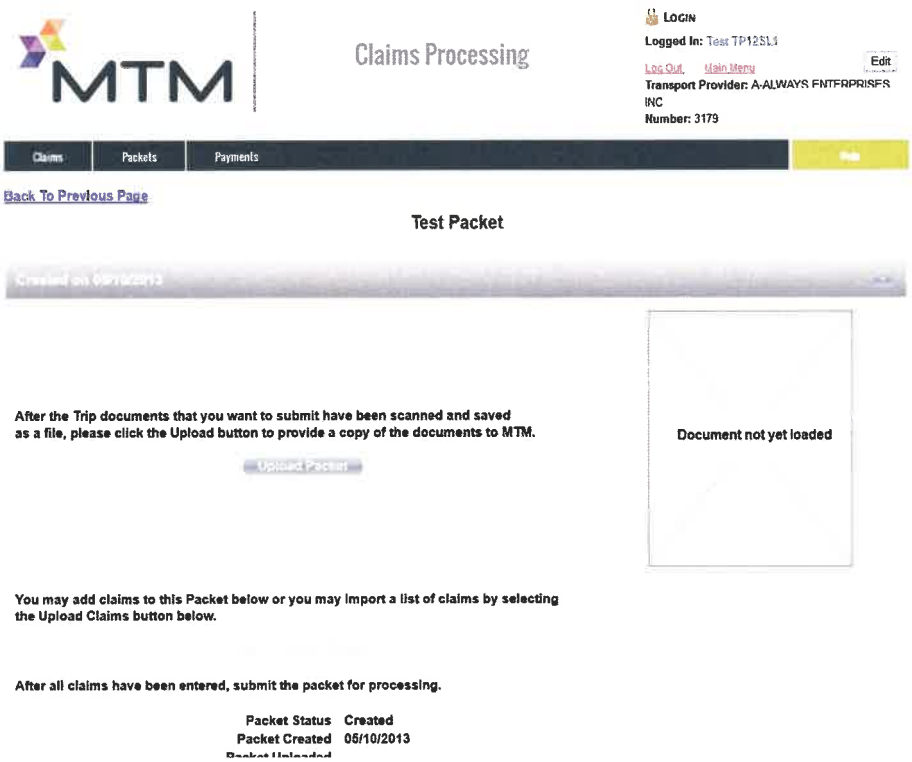


Enter the name you would like to use for the packet in the field to the left of the "Create Packet" button. Click on "Create Packet," which will route you back to the Packet page where you can upload the image of your signatures, add claims to the list, and submit the packet for processing.

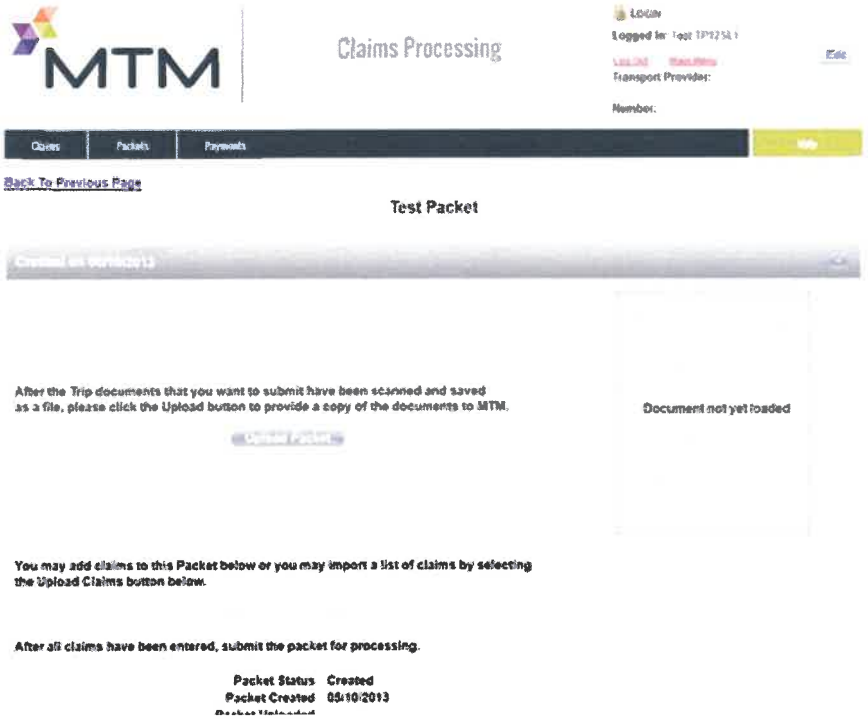
Uploading Signature Image (Trip Logs) To Packets

To upload signatures and trip logs to your packet:

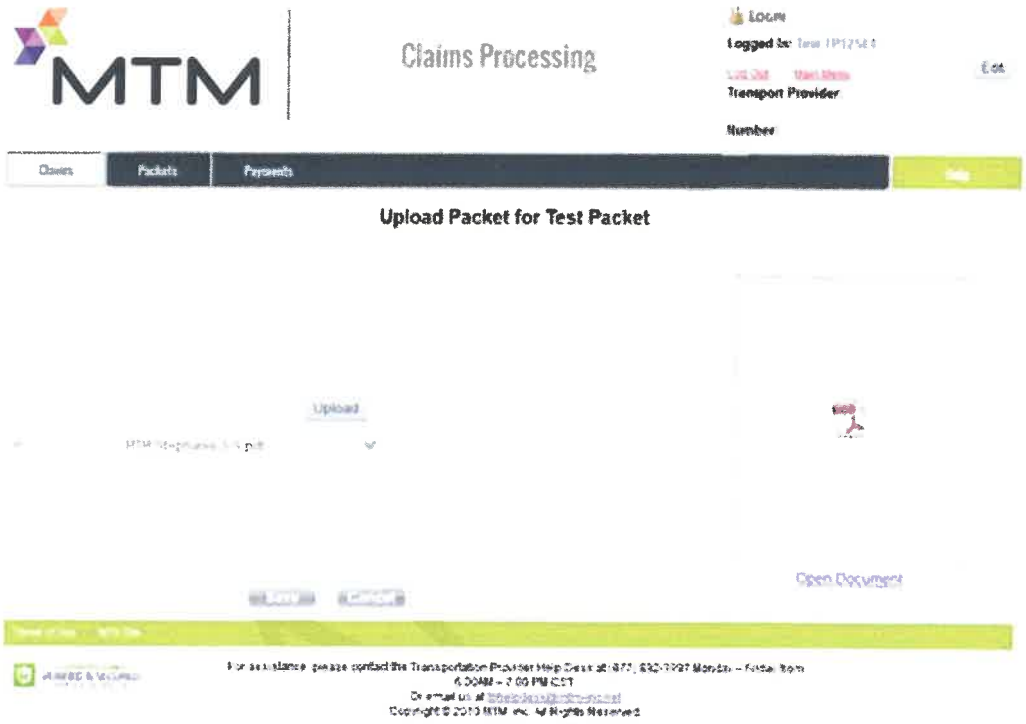
1. Scan a copy of the packet and save it as a PDF to your computer.
2. Navigate to the Claims Packet menu by selecting the "Packets" tab.
3. Choose the packet you would like to work with from the list, or create a new packet.
4. Select the "Upload Packet" button which will navigate you to the "Upload 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.**

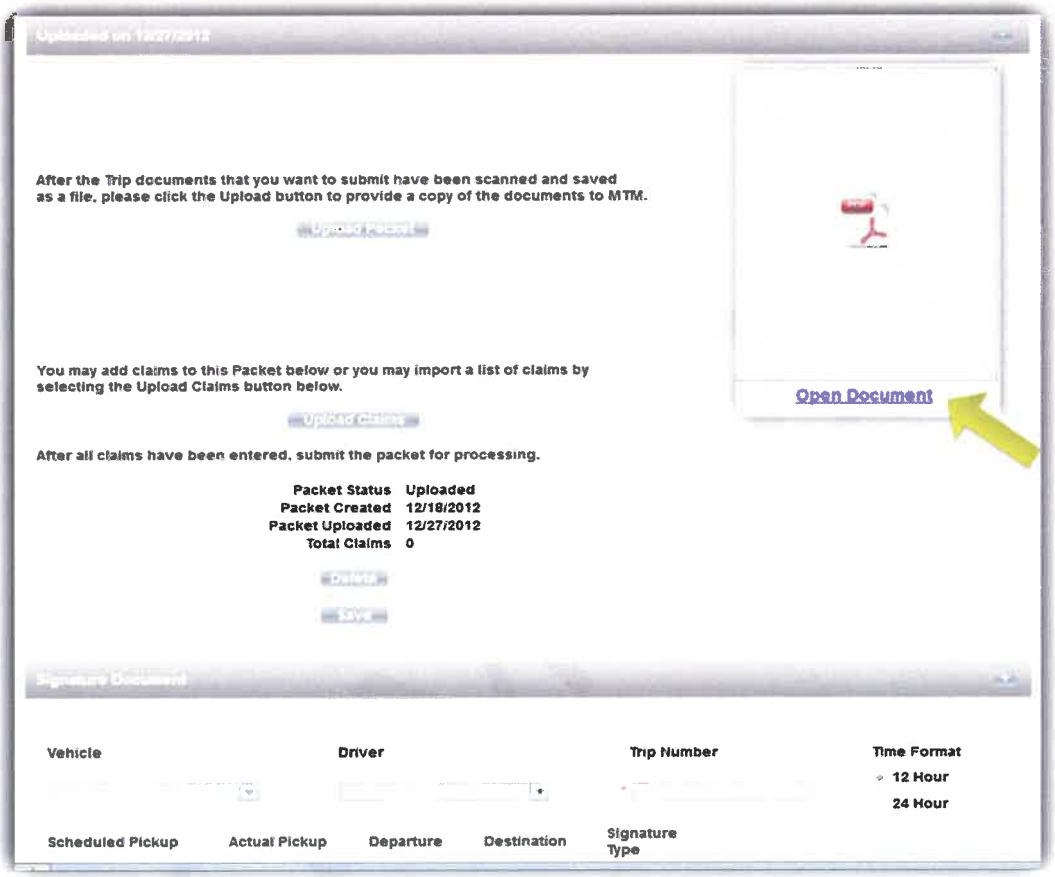


Open your scanned signature image by selecting the "Open Document" hyperlink under the uploaded image or by opening the embedded image. It is important to review the scanned image when adding claims to verify that you do not add a claim that is not in the image. It is okay if a trip signature you are 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.



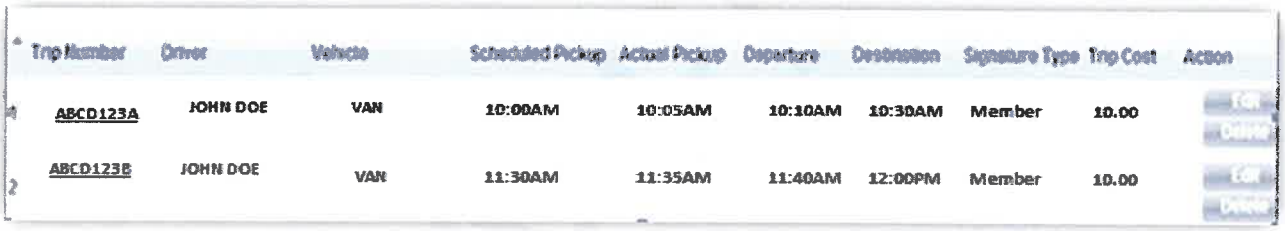
Times may be entered in 12-hour or 24-hour, military format, but must be entered in the format selected along the right side of the entry section. The 12-hour format requires an AM or PM designation (you may also use A or P) but the 24-hour format does not. A colon is not required for either format. 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

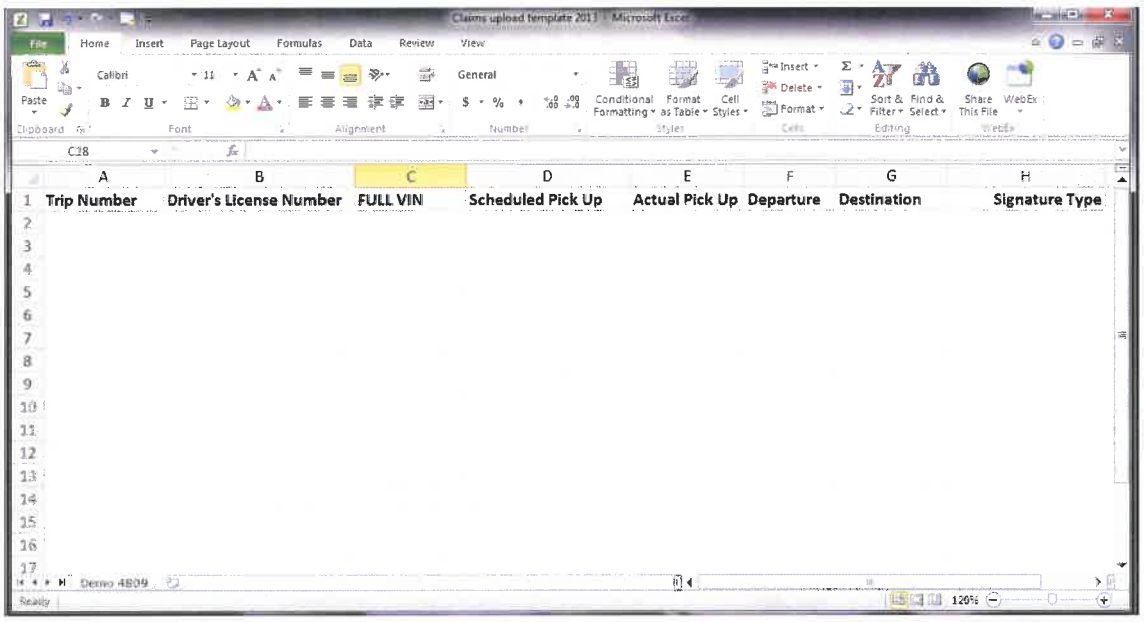
You may need to edit or delete a claim from a packet if you find an error or do not agree with the trip cost that is displayed. All deleted claims may be added to another packet. It may only be edited or deleted before it is submitted to MTM. The image below shows the "Edit" and "Delete" options next to each claim.



	Trip Number	Driver	Vehicle	Scheduled Pickup	Actual Pickup	Departure	Destination	Signature Type	Trip Cost	Action
1	ABCD123A	JOHN DOE	VAN	10:00AM	10:05AM	10:10AM	10:30AM	Member	10.00	Edit Delete
2	ABCD123B	JOHN DOE	VAN	11:30AM	11:35AM	11:40AM	12:00PM	Member	10.00	Edit Delete

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:

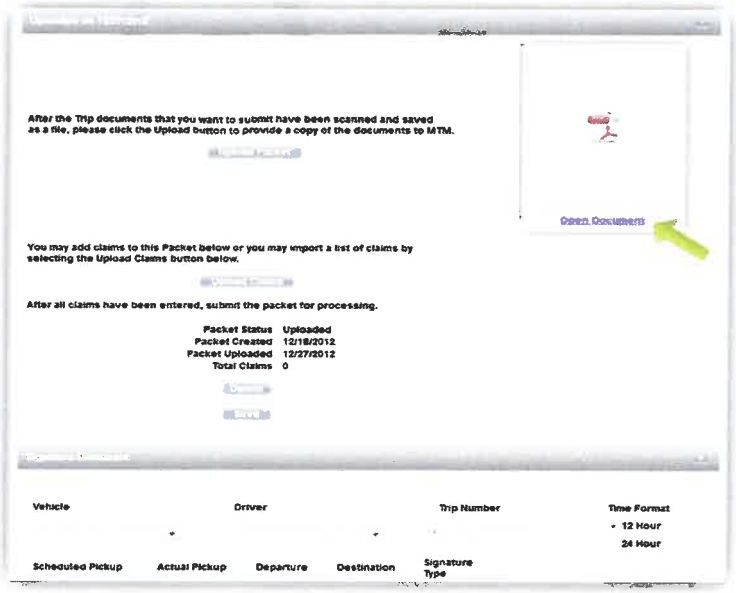
- M = Member Signature
- F = Facility Signature
- R = Representative of the Member Signature
- N = No Signature

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.



Claim Status	Trip Number	Trip Date	Member Name	Allowed Cost	Payment	Appeal Deadline
Denied on 05/26/2010	ABC1234A	05 21 2010	JOHN DOE	30.44	0.00	06/02/2010

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

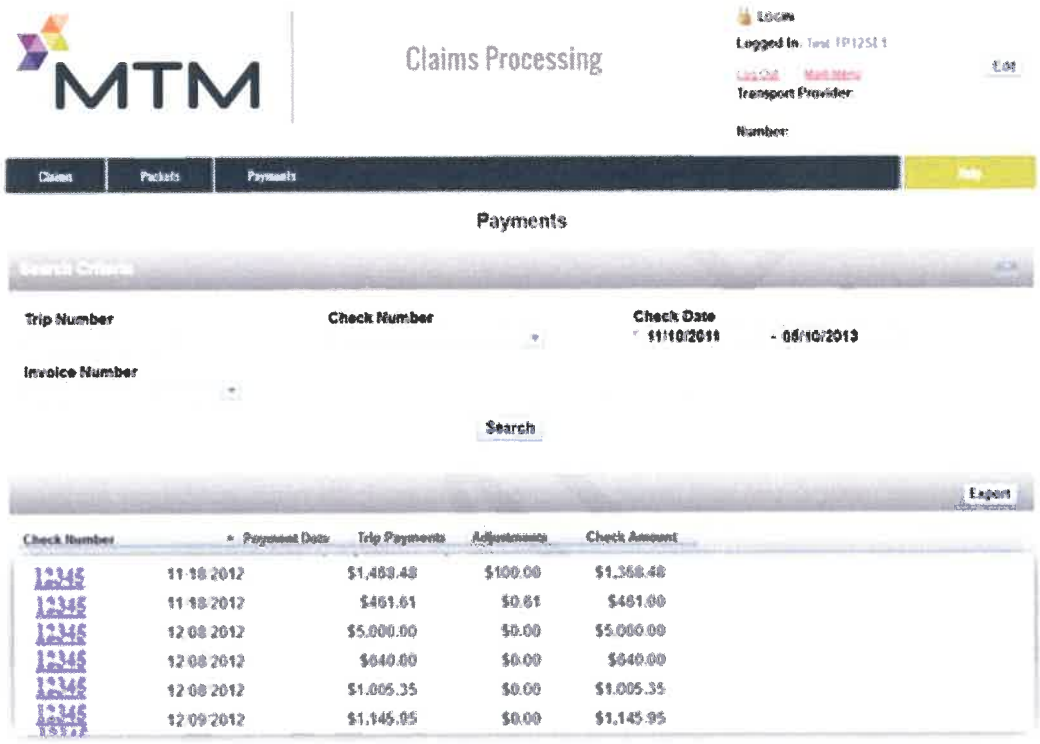
You will have the opportunity to escalate a denied appeal to a supervisor at MTM who will provide additional review. To escalate your denied appeal to a supervisor, select the "Escalate" button located next to the "Appeal" button on the "Trip Detail" screen. Once selected, the system will display a popup 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 .

SCHEDULE A
COMPENSATION

Section I – Rates
Curb to Curb Service – Driver or attendant generally assists passenger to pick-up and drop-off location without assistance to the location entrance.

	Curb to Curb Loaded Business Hour Rates Per One-Way Trip			
Mileage Band	**Ambulatory**	**Wheelchair**	**Stretcher**	**Specialized**
➢ **0.00 – 5.00 Miles**				
➢ **5.01 – 10.00 Miles**				
➢ **10.01 – 20.00 Miles**				
➢ **20.01 – Endless Miles**				

Business Hours are a.m. to p.m. through .

	Curb to Curb Loaded After Hours Rates Per One-Way Trip			
Mileage Band	**Ambulatory**	**Wheelchair**	**Stretcher**	**Specialized**
➢ **0.00 – 5.00 Miles**				
➢ **5.01 – 10.00 Miles**				
➢ **10.01 – 20.00 Miles**				
➢ **20.01 – Endless Miles**				

After Hours are trips taken outside of standard operating hours, excluding specialized services.

	Curb to Curb Loaded Multi-Load Rates			
Flat Fee	**Ambulatory**	**Wheelchair**	**Stretcher**	**Specialized**
➢ **Same Pickup & Dropoff**				
➢ **Same Dropoff**				

Multi-Load Rates are for trips traveling to the same destination, with same appointment date and time (within an hour).

Section II – Additional Services and Fees		**Fee per one-wa Trip (or unit specified)**
Door through Door Service	Driver or attendant generally assists passenger through the entrance of the pick-up and drop-off location	$0.00
Door to Door Service	Driver or attendant generally assists passenger to the entrance of the pick-up and drop-off location	$0.00
Attendant Fee	Fee given when credentialed and approved attendant accompanies authorized rider	$0.00
Additional Passenger Fee	Fee given when multiple passengers are assigned to one trip reservation	$0.00

By executing this Schedule A, Provider agrees to render transportation services as requested by MTM at the rates set forth herein. Provider further agrees not to seek higher rates by requesting from or providing to MTM a rate quote for any trip. This Schedule A may be executed in two counterparts.

MEDICAL TRANSPORTATION MANAGEMENT, INC.

By :_____
Print Name

_____
Signature

_____
Title Date

_____
Effective Date

By : _____
Print Name

_____
Signature

_____
Title Date

MEDICAL TRANSPORTATION SERVICES AGREEMENT
Appendix B

Credentialing information/documentation must include the following:

1. Company Credentials:

    A. Service Agreement
    B. Appendix A (Transportation Providers Handbook)
    C. Appendix B (Credentials)
    D. Appendix C (Medicare Advantage Addendum)
    E. Automobile Liability Insurance
    F. Federal ID (W-9)
    G. Fraud, Waste and Abuse Training
    H. HIPAA Training
    I. General Liability Insurance
    J. Provider Audit
    K. Schedule A (Rate Sheet)
    L. Schedule B (Liquidated Damages)
    M. System for Award Management (SAM) (MTM internal check)
    N. Workers Compensation

2. Driver Credentials:
    A. Background Checks
    B. Driver's License(s)
    C. Driving Records
    D. Fraud, Waste and Abuse Training
    E. HIPAA Training
    F. System for Award Management (SAM) (MTM internal check)

3. Attendant Credentials:
    A. Attendant Identification (valid photo ID)
    B. Background Check
    C. Fraud, Waste and Abuse Training
    D. HIPAA Training
    E. System for Award Management (SAM) (MTM internal check)

4. Vehicle Credentials
    A. Vehicle Inspection
    B. Vehicle Registration

SCHEDULE B

LIQUIDATED DAMAGES

MTM is responsible to its Clients for the safe and prompt performance of its contracts to provide non-emergency medical transportation services, and to meet all Client performance standards and criteria. MTM must insist upon strict performance and compliance by its Transportation Provider of the Medical Transportation Services Agreement ("Agreement") and MTM Transportation Provider Guidelines ("Guidelines"); and the performance standards and criteria established by MTM or required by MTM Clients. Transportation Provider acknowledges and agrees that all such performance standards and criteria, and the events and amounts set forth herein for liquidated damages, may be amended from time to time by MTM in its sole discretion. Because actual damages are difficult or impossible to determine, Transportation Provider agrees that MTM may assess the following liquidated damages against Transportation Provider for failure to strictly perform and comply with the terms and conditions of the Agreement and Guidelines, and MTM performance standards and criteria. Transportation Provider agrees to pay MTM the sums set forth herein as liquidated damages and not as a penalty. Transportation Provider agrees and authorizes MTM to withhold, offset, and deduct liquidated damages from any sums owing by MTM to Transportation Provider for services rendered. The assessment of liquidated damages shall not prohibit MTM from exercising any other right or remedy available to MTM at law or in equity. The failure at any time by MTM to assess liquidated damages shall not constitute a waiver of MTM's right to assess liquidated damages in the future.

		LIQUIDATED DAMAGES
A	Failure to provide operating certification, or other information needed for credentialing or re-credentialing required by the Agreement	$25.00 per day for each day that the documentation or other deliverable is late or in unacceptable form
B	Use of an unauthorized Driver/Attendant	Loss of payment for the trip; up to and including possible termination
C	Failure to acquire and maintain adequate insurance coverage or use of an uninsured vehicle or underinsured vehicle	$25.00 per calendar day or any portion thereof and suspension of future trips
D	Use of an unauthorized vehicle	Loss of payment for the trip; up to and including possible termination
E	Failure to deliver an MTM passenger on time for an appointment; or failure to pick up an MTM passenger for a return trip within 30 minutes of a pre-scheduled pick up time, or within 60 minutes of a "will call" return trip. (This provision will not apply where the delay was beyond the control of the Transportation Provider as determined by MTM.)	$10.00 per occurrence
F	Provider no show	$25.00 per occurrence
G	Falsifying information reported to MTM including but not limited to billing for trips not performed and falsifying pick up/drop off times	Loss of payment for trip and referral to the fraud department
H	Cancellation within 24 hours or "no show" for an MTM scheduled Provider Audit	$50.00 per occurrence
I	Cancellation or reassignment of a trip must be report no more than 24 (twenty-four) hours of trip assignment	$25.00 per occurrence
J	Failure to ensure all passengers, especially children, have disembarked the vehicle at the correct destination	$100.00 for each occurrence
K	Failure to provide MTM's Quality Management Department the requested information within the specified timeline to appropriately resolve a complaint, incident, and/or accident	$25.00 for each occurrence per day
L	Failure to provide all components of pick up/drop off time information for each leg of a trip or information in an unacceptable format	$5.00 per trip with any missing pick up/drop off information
M	Failure to provide an escort when needed; or failure to accommodate persons with known disabilities; or failure to comply with contract performance standards not otherwise itemized on Schedule B	$25.00 per occurrence
N	Substantiated complaints (meaning an expression of dissatisfaction about any matter) exceeding 1.99% of the total trips for the calendar month	$50.00 per month and possible suspension of future trips

MEDICAL TRANSPORTATION SERVICES AGREEMENT
Appendix C

MEDICARE ADVANTAGE PROGRAM AND MEDICAID PROGRAM REQUIREMENTS ADDENDUM

The Centers for Medicare and Medicaid Services ("CMS") and associated laws, rules and regulations regarding the Medicare Advantage ("MA") and Medicaid program require that managed care organizations provide for compliance of contracted network providers and their respective employees and contracted individuals and entities with certain MA and Medicaid program requirements including, without limitation, inclusion of certain provisions in MA and Medicaid provider participation agreements and/or associated documents including agreements between Transportation Provider ("Provider") and its employees, contractors and/or subcontractors providing services related to the Medical Transportation Services Agreement ("Agreement"), as applicable. A list of some of these requirements can be found in the Managed Care Manual, Chapter 11, Section 100.4, as published by CMS and available on the CMS website. As such and in addition to the terms and conditions in the Agreement, Provider agrees to the following terms and conditions as they pertain to services rendered to MA Members enrolled in MA coordinated care plans ("MA Members") and Medicaid Beneficiaries in State programs. Since the agreement between you ("Provider") and Medical Transportation Management, Inc. ("MTM"), referenced herein as the First Tier Entity ("First Tier Entity") relates to services provided to MA Members and Medicaid Beneficiaries, you are required by CMS and contracted health plans to agree to and comply with the following requirements.

For purposes of this Medicare Advantage Program and Medicaid Program Requirements Addendum ("Addendum"), reference to "Provider" means the individual or entity identified as a named party to the Agreement, its employees, contractors and/or subcontractors and those individuals or entities performing administrative services for or on behalf of Provider and/or any of the above referenced individuals or entities performing services related to the Agreement. Provider acknowledges that the requirements contained in this Addendum shall apply equally to the above referenced individuals or entities and that Provider's agreements with such individuals or entities shall contain the applicable MA requirements set forth in this Addendum. In the event of a conflict between any provision in this Addendum and such agreement, this Addendum will control.

In accordance with the provisions of the Agreement, Provider compliance with federal laws and regulations is required in the performance of services. This Addendum sets forth CMS requirements for all Provider services contracts, and is effective as of the date of receipt without the need for signature from Provider. To ensure Provider receipt, acknowledgement, and compliance, First Tier Entity requires your signature on this Addendum. Except as specifically amended hereby, the terms and conditions of the Agreement remain the same. In the event of a conflict between the Agreement and this Addendum, this Addendum will control with respect to MA Members and Medicaid Beneficiaries.

MEDICAL TRANSPORTATION SERVICES AGREEMENT
Appendix C

1. **Compliance with Law.** Provider agrees to comply with all applicable Medicare and Medicaid laws, rules and regulations, reporting requirements, CMS instructions, and applicable requirements of the contract between Health Plan and CMS (the "Medicare Contract" and/or "Medicaid Contract") and with all other applicable state and federal laws and regulations, as may be amended from time to time, including, without limitation: (1) Federal laws and regulations designed to prevent or ameliorate fraud, waste, and abuse, including, but not limited to, applicable provisions of Federal criminal law, the False Claims Act (31 U.S.C. 3729 et. seq.), and the anti-kickback statute (section 1128B(b)) of the Act); and (2) the Health Insurance Portability and Accountability Act of 1996 ("HIPAA") administrative simplification rules at 45 CFR parts 160, 162, and 164. [42 C.F.R. § 422.504(h)]. Provider must not be excluded from participation in contracts funded in whole or in part with federal or state funds.

2. **Medicare Advantage Member and Medicaid Beneficiary Privacy and Confidentiality.** Provider agrees to comply with all state and federal laws, rules and regulations, Medicare and Medicaid program requirements, and/or requirements in the Medicare Contract and/or Medicaid Contract regarding privacy, security, confidentiality, accuracy and/or disclosure of records (including, but not limited to, medical records), personally identifiable information and/or protected health information and enrollment information including, without limitation: (1) HIPAA and the rules and regulations promulgated thereunder, (2) 42 C.F.R. § 422.504(a)(13), and (3) 42 C.F.R. § 422.118; (iv) 42 C.F.R. § 422.516 and 42 C.F.R. § 422.310 regarding certain reporting obligations to CMS. Provider also agrees to release such information only in accordance with applicable State and/or Federal law or pursuant to court orders or subpoenas.

3. **Audits; Access to and Maintenance of Records.** Provider shall permit inspection, evaluation and audit directly by First Tier Entity, Health Plans, the Department of Health and Human Services (DHHS), the Comptroller General, the Office of the Inspector General, the General Accounting Office, CMS and/or their designees, applicable State agencies, and as the Secretary of the DHHS may deem necessary to enforce the Medicare Contract and Medicaid Contract, physical facilities and equipment and any pertinent information including books, contracts (including any agreements between Provider and its employees, contractors and/or subcontractors providing services related to the Agreement), documents, papers, medical records, patient care documentation and other records and information involving or relating to the provision of services under the Agreement, and any additional relevant information that CMS may require (collectively, "Books and Records"). All Books and Records shall be maintained in an accurate and timely manner and shall be made available for such inspection, evaluation or audit for a time period of not less than ten (10) years, or such longer period of time as may be required by law, from the end of the calendar year in which expiration or termination of this Agreement occurs or from completion of any audit or investigation, whichever is greater, unless CMS, an authorized federal agency, or such agency's designee, determines there is a special need to retain records for a longer period of time, which may include but not be limited to: (i) up to an additional six (6) years from the date of final resolution of a

dispute, allegation of fraud or similar fault; or (ii) completion of any audit should that date be later than the time frame(s) indicated above; (iii) if CMS determines that there is a reasonable possibility of fraud or similar fault, in which case CMS may inspect, evaluate, and audit Books and Records at any time; or (iv) such greater period of time as provided for by law. Provider shall cooperate and assist with and provide such Books and Records to Health Plan and/or CMS or its designee for purposes of the above inspections, evaluations, and/or audits, as requested by CMS or its designee and shall also ensure accuracy and timely access for MA Members to their medical, health and enrollment information and records. Provider agrees and shall require its employees, contractors and/or subcontractors and those individuals or entities performing administrative services for or on behalf of Provider and/or any of the above referenced individuals or entities: (i) to provide Health Plan and/or CMS with timely access to records, information and data necessary for: (1) Health Plan(s) to meets its obligations under its Medicare Contract(s) and/or Medicaid Contract(s); and/or (2) CMS to administer and evaluate the MA or Medicaid program; and (ii) to submit all reports and clinical information required by the Health Plan(s) under the Medicare Contract and/or Medicaid Contract. [42 C.F.R. § 422.504(e)(4), (h), (i)(2), and (i)(4)(v).]

4. **Prompt Payment of Claims.** Health Plan and/or First Tier Entity and/or Provider, as applicable, agree to process and pay clean claims for Covered Services within thirty (30) calendar days of receipt of such claims in accordance with the Agreement, and that all other claims must be paid or denied within sixty (60) days of receipt of such claims. [42 C.F.R. § 422.520(b).]

5. **Hold Harmless of MA Members and Medicaid Beneficiaries.** Provider hereby agrees: (i) that in no event, including but not limited to, non-payment by Health Plan or First Tier Entity, Health Plan or First Tier Entity's determination that services were not Medically Necessary, Health Plan or First Tier Entity insolvency, or breach of the Agreement, shall Provider bill, charge, collect a deposit from, seek compensation, remuneration or reimbursement from, or have any recourse against an MA Member or Medicaid Beneficiary for amounts that are the legal obligation of Health Plan or First Tier Entity; and (ii) that MA Members and Medicaid Beneficiaries shall be held harmless from and shall not be liable for payment of any such amounts. Provider further agrees that this provision (a) shall be construed for the benefit of MA Members; (b) shall survive the termination of this Agreement regardless of the cause giving rise to termination, and (b) supersedes any oral or written contrary agreement now existing or hereafter entered into between Provider and MA Members or Medicaid Beneficiaries, or persons acting on behalf of an MA Member or Medicaid Beneficiary. [42 C.F.R. § 422.504(g)(1)(i) and (i)(3)(i).]

6. **Accountability**. First Tier Entity and Provider hereby acknowledge and agree that Health Plans shall oversee the provision of services by Provider and First Tier Entity and shall be accountable under the Medicare Contract and/or Medicaid Contract for services provided to MA Members and/or Medicaid Beneficiaries under the Agreement regardless of the provisions of the Agreement or any delegation of

administrative activities or functions to Provider under the Agreement. [42 C.F.R. § 422.504(i)(1); (i)(4)(iii); and (i)(3)(ii).]

7. **Delegated Activities; Downstream Compliance**. Provider acknowledges and agrees that to the extent First Tier Entity, in its sole discretion, elects to delegate any administrative activities or functions to Provider, Provider understands and agrees that: (i) Provider may not delegate, transfer or assign any of Provider's obligations under the Agreement and/or any separate delegation agreement without First Tier Entity's prior written consent; and (ii) Provider must demonstrate, to First Tier Entity's satisfaction, Provider's ability to perform the activities to be delegated and the parties will set out in writing: (1) the specific activities or functions to be delegated and performed by Provider; (2) any reporting responsibilities and obligations pursuant to First Tier Entity or Health Plan's policies and procedures and/or the requirements of the Medicare Contract and/or Medicaid Contract; (3) monitoring and oversight activities by First Tier Entity or Health Plan including without limitation review and approval by First Tier Entity or Health Plan of Provider's credentialing process, as applicable, and audit of such process on an ongoing basis; and (4) corrective action measures, up to and including termination or revocation of the delegated activities or functions and reporting responsibilities if CMS or First Tier Entity or Health Plan determines that such activities have not been performed satisfactorily. [42 C.F.R. § 422.504(i)(3)(iii); 422.504(i)(4)(i)-(v).] Provider shall require all of its downstream, related entities and transferees that provide any services benefiting Health Plan's MA or Medicaid enrollees to agree in writing to all of the terms provided herein.

8. **Benefit Continuation.** Provider agrees to provide for continuation of health care benefits for MA Members and Medicaid Beneficiaries (i) for the duration of the period for which CMS has made payments to Health Plan for Medicare and/or Medicaid services; and (ii) for MA Members or Medicaid Beneficiaries who are hospitalized on the date Health Plan's contract with CMS terminates, or, in the event of an insolvency, through discharge. (42 CFR 422.504 (g)(2)(i), 422.504 (g)(2)(ii) and 422.504 (g)(3).

9. **Compliance with First Tier Entity and Health Plan Policies and Procedures.** Provider shall comply with all policies and procedures of First Tier Entity and Health Plans including, without limitation, written standards for the following: (a) timeliness of access to care and member services; (b) policies and procedures that allow for individual necessity determinations (e.g., coverage rules, practice guidelines, payment policies); (c) Health Plan's compliance program which encourages effective communication between Provider and Health Plan's Compliance Officer and participation by Provider in education and training programs regarding the prevention, correction and detection of fraud, waste and abuse and other initiatives identified by CMS. The aforementioned policies and procedures are identified in First Tier Entity and Health Plan Provider Manuals which are incorporated herein by reference and may be amended from time to time by First Tier Entity or Health Plan.

[42 C.F.R. § 422.112; 422.504(i)(4)(v); 42 C.F.R. § 422.202(b); 42 C.F.R. § 422.504(a)(5); 42 C.F.R. § 422.503(b)(4)(vi)(C) & (D) & (G)(3).]

10. **Federal False Claims Act; Whistleblower Protection** (31 U.S.C 3729 et. seq.). In the event Provider knowingly presents a false claim for payment, Provider shall be subject to a civil penalty of not less than $5,000 and not more than $10,000 per claim, plus 3 times the amount of damages sustained by the Government; and be subject to further criminal penalties for making false claims. A person who reports fraudulent claims (ie "whistleblower") is protected and may receive 15%-25% of the amount of fraudulent claims reported.

This Medicare Advantage Program and Medicaid Program Requirements Addendum ("Addendum") to the Medical Transportation Services Agreement by and between Medical Transportation Management, Inc. ("MTM") and the Transportation Provider incorporates regulations and guidelines established by the Centers for Medicare and Medicaid Services ("CMS") for Medicare Advantage Plans and Medicaid Programs, and this Addendum is required to be included in all Transportation Provider services contracts between MTM and Transportation Providers that provide transportation services to Medicare Advantage Plan Members and Medicaid Beneficiaries. The Medicare Advantage Program and Medicaid Program Requirements Addendum is incorporated into the Medical Transportation Services Agreement by reference herein.

JOB TITLE:	Project Manager (Large Division)
CLASSIFICATION:	Exempt (Salaried)
ORGANIZATION:	MTM
LAST UPDATED:	02/17/2020

Position Summary

The **Project Manager** works in collaboration with operations, MTM support departments, and Transportation Providers to ensure the most appropriate and cost-effective delivery of transportation services. The **Project Manager** also acts as the internal liaison between MTM departments and the Client to ensure MTM is fully compliant with contract requirements.

Essential Functions

- Provide leadership and management of direct and non-direct reports
- Ensure business outcomes and contract goals are defined and met
- Gain knowledge of and understand all aspects of the Client and the contract
- Maintain, understand and effectively communicate Client expectations
- Educate the Client on MTM procedures
- Establish a working relationship with the Client and act as a liaison to ensure their expectations are met and any requests for information are responded to in a timely manner to the satisfaction of the Client and MTM
- Track and maintain department budget in order to meet established financial goal
- Conduct quarterly Town Hall meetings with all levels of staff
- Monitor Client Satisfaction beyond statistical data
- Be available as Client's key contact for any issues relating to the program
- Maintain a strong working relationship with key Client personnel
- Work with the Client to follow through on service issues, troubleshooting problems and concerns, complaints and education
- Regularly hold and document satisfaction meetings with the Client
- Identify and manage stakeholders' expectations during all phases of the contract
- Ensure regular interaction with internal departments
- Continuously plan for growth and issue resolution
- Keep abreast of changes to NET program rules, regulations, and policies
- Ensure regular interaction with transportation providers, facilities, and internal departments to ensure safe and quality transportation services are being delivered
- Ensure ongoing collaboration with internal and external partners to ensure effective processes are in place and in line with corporate processes and goals
- Provide development and career guidance to local staff
- Work across all departments to ensure the cost of transportation service delivery is within the budget
- Conduct and process disciplinary actions and terminations as needed

Knowledge, Skills, and Competencies

- Strong leadership, mentoring & coaching skills
- Strong conflict management skills
- Strong persuasion and negotiation skills

- Strong decision making skills involving complex data
- Strong and effective communication skills
- Strong business and financial acumen
- Strong analytical and strategic planning skills
- Ability to build and manage a strong team
- Ability understand and communicate Company vision
- Ability to establish and maintain operational structure
- Ability to build and maintain good relationships with community agencies and other critical stakeholders involved in healthcare access issues
- Ability to maintain a high level of confidentiality
- Excellent interpersonal skills and the ability to work with a variety of people and job positions
- Excellent organizational skills with the ability to manage multiple concurrent projects
- Excellent problem solving skills with the ability to anticipate and resolve problems
- Knowledge of managed care, quality improvement, contracting
- High cognitive skills
- Proficient in Microsoft Office Suite

Required Education and Experience

- High School Diploma or G.E.D.
- Bachelor's Degree, preferred
- At least 8 years of experience managing large, profitable operations teams in a multimillion contract ($40 million plus) environment, 10 years preferred
- Certified Project Management Professional or Associate Certification desired (PMI) preferred
- Experience with contract implementation
- Experience with Lean processes; Six Sigma Certification preferred
- Experience establishing and managing all aspects of performance management
- Experience managing complex contracts with SLA's and government compliance
- Experience managing a large team of both direct and indirect reports
- Experience working with Medicaid and/or State programs preferred
- Experience managing employees at all levels of the organization
- 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 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

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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE:	Assistant Project Manager
CLASSIFICATION:	Exempt (Salaried)
ORGANIZATION:	MTM
LAST UPDATED:	03/20/2020

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 Division of Medicaid when necessary. The ultimate 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.

Essential Functions

- Maintain required staffing levels through timely recruitment and training of qualified candidates
- Provide employee development, through motivation, constructive feedback, coaching, training, and applying mentorship techniques
- Provide answers/guidance to all team members and Assist Workforce Management in resolving any issues
- Responsible for maintaining the scheduling and time and attendance of direct reports, including approval/denial of time off requests
- 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 departmental 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
- Conduct and process disciplinary actions and terminations as needed
- Actively seek opportunities for departmental process improvement initiatives
- Assist Regional VP, with compiling department metrics
- Ensure work and required reports are completed and submitted in accurate and timely fashion
- Provide Regional VP, Southern Operations with correspondence, assistance and feedback for departmental strategic planning sessions and for the development of new/revised procedures
- 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
- Ensure all team members follow MTM's documented policies
- Define and document all processes, work flows, and training manual materials
- Ensure information is protected by conforming to MTM's HIPAA standards
- Keep abreast of changes to NET program rules, regulations and policies
- Collaborate directly with other departments to establish the departmental business rules that will provide the foundation of the program's data quality, processing and improvement plan
- Ensure ongoing collaboration with internal and external partners to ensure effective processes are in place and in line with corporate goals

- Meet regularly with transportation providers, facilities and internal departments to ensure safe and quality transportation services are being delivered
- Work with the Client, NET 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 to education on MTM services and ensure customer satisfaction
- Address all issues in a timely manner to the satisfaction of the Client and MTM.

Knowledge, Skills, and Competencies

- 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 use various methods in problem solving; ability to anticipate and resolve problems
- Proficient with Microsoft Word, Microsoft Excel, Microsoft Access, Microsoft PowerPoint, and Microsoft Outlook
- Self-starter with the initiative to identify and act upon opportunities without direction
- Possess excellent communication skills
- Flexibility in all areas. Easily adaptable to ever changing environment and requirements
- Flexibility in work schedules
- Deal with others in a manner which shows sensitivity, tact, and professionalism

Required Education and Experience

- Bachelor's degree in Business Administration (or equivalent experience) in a related field required
- Project Management certification a plus
- Previous supervisory/management experience required
- Minimum of five years' experience managing a medium-sized operation required
- Previous experience working with Medicaid and/or State programs preferred
- Prior experience in the transportation industry a plus

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 communicate with others and comprehend 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 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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE:	Provider Relations Manager
CLASSIFICATION:	Exempt (Salaried)
ORGANIZATION:	MTM
LAST UPDATED:	03/20/2020

Position Summary

The **Provider Relations Manager** is the main driver for all operational and financial improvements for the provider network at the assigned regional level. The primary function of the **Provider Relations Manager** is to provide oversight for network recruitment, implementation, network management, field monitoring, logistics, and financial analysis of all modes of transportation within the network.

Essential Functions

- Primary responsibility and focus at the assigned regional level for network costs, including but not limited to reviewing and containing average costs per trip, average costs per mile, and other costs related metrics to meet budgeted transportation expenses over managed territories
- Primary responsibility to driving cost containment initiatives at the assigned regional level through innovative recommendations
- Main departmental representative to internal departments and working on process projects
- Direct provider network representatives in retention of and recruitment to the existing network to ensure that networks are comprehensive in geographic and mode coverage
- Direct provider network representatives field monitoring and issuing of corrective action plans for transportation providers' subpar performance
- Provide oversight of provider network staff to ensure all NET Providers in the network operations are educated on NET Provider operating procedures outlined in the NET Provider Handbook and MTM policies
- Direction of provider network staff to ensure that providers remain compliant with all requirements, credentials and policies
- Participate in planning, revisions and implementation of MTM Provider Guidelines, Services Agreements and Amendments to Services Agreements
- Responsible for staff performance management
- Provide interpretation and assistance in compliance with all MTM policies and reporting procedures
- Attend assigned regional and network provider conventions and seminars
- Participate in planning and execution of assigned Regional Provider meetings
- Participate as an active member of MTM department management meetings
- Conduct employee interviews and hire staff as needed
- Regular attendance is required
- Other duties as assigned

Knowledge, Skills, and Competencies

- Moderate to advanced knowledge of Microsoft applications, including Word and Excel required, PowerPoint preferred

- Experience with routing and dispatch applications is preferred
- Ability to acquire and maintain an in-depth knowledge of MTM departments
- Demonstrated ability to manage multiple priorities in a fast-paced environment required
- Ability to handle confidential information in a professional manner required
- Ability to make sound business judgments required
- Excellent interpersonal skills and ability to work with and manage a variety of people required
- Ability to acquire and maintain an in-depth knowledge of contracting and procedures and processes required
- Ability to acquire and maintain an in-depth knowledge of MTM operations, systems, Provider Guidelines and other required policies and procedures required
- Excellent communication skills, writing and verbal required
- Excellent public speaking and presentation skills required
- Excellent negotiation and problem solving skills required
- Strong leadership and analytical skills required

Required Education and Experience

- College degree or four years of related work experience required
- 1+ years of previous experience in management required
- 3+ years of previous experience in transportation, logistics or fleet management is required (5+ years is preferred)
- Previous experience reading and interpreting Profit & Loss Statements is required
- Knowledge of contracting and negotiations required
- 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 communicate with others and comprehend 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 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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE:	Call Center Manager
CLASSIFICATION:	Exempt (Salaried)
ORGANIZATION:	MTM
LAST UPDATED:	03/20/2020

Position Summary

The **Call Center Manager** is responsible for overseeing the daily operations of a high volume Contact Center (CC) providing expertise and customer service support to staff. The **Call Center Manager** will ensure that production, quality, and contract standards are met through monitoring service levels, consumer satisfaction, client satisfaction, and compliance of protocols and procedures.

Essential Functions

- Provide leadership and management of direct and non-direct reports
- Meet/exceed call center performance expectations and goals
- Meets call center financial objectives by estimating requirements, preparing an annual budget and analyzing variances
- Work with the Contact Center to ensure Customer Care Representatives are setting the most appropriate and lowest cost mode of transportation, leveraging public transit and gas mileage reimbursement to the fullest extent possible
- Ensure ongoing collaboration with internal and external partners to ensure effective processes are in place and in line with corporate processes and goals
- Analyze statistical customer service center data and work with Leadership to determine areas of opportunity to prevent Corrective Action Plans
- Oversee team staffing levels and recruit as needed
- Oversee the completion of various tasks assigned to Call Center staff that support the Contact Center
- Host regular meetings with staff to discuss performance results, opportunities, create action plans, and promote teamwork
- Drive accountability on process improvement needed to reduce complaints and maximize operational efficiencies
- Provide support on special projects, as needed

Knowledge, Skills, and Competencies

- Strong leadership, mentoring and coaching skills
- Maintain a strong knowledge of products and services
- Efficiently executes tasks to achieve desired results
- Strong analytical and strategic planning skills
- Strong and effective communication skills
- Ability to motivate and supervise people toward high productivity
- Ability to acquire and maintain knowledge of MTM protocols, Transportation Provider Network system, and personnel policies

- Proficient computer skills including Microsoft Outlook, Word, and Excel
- High degree of accuracy, confidentiality, and the ability to work in a fast paced environment
- Ability to multi-task and utilize customer service and systems
- Ability to maintain high level of confidentiality

Required Education and Experience

- High school diploma or G.E.D. equivalent
- College degree in a related field preferred
- 3+ years of previous leadership or supervisory experience required, or equivalent related experience
- 3+ years of previous experience managing a call center/contact center
- Experience in coaching, mentoring and fostering a positive work environment
- Experience with recruiting, hiring, and discipline management
- Paratransit experience a plus

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 communicate with others and comprehend 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 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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE:	Call Center Supervisor
CLASSIFICATION:	Exempt (Salaried)
ORGANIZATION:	MTM
LAST UPDATED:	03/20/2020

Position Summary

The **Call Center Supervisor** is responsible for managing and coaching our contact center staff. This includes day-to-day activities related to the operation of the contact center such as assessing performance, providing feedback and giving excellent customer service to internal and external customers. The **Call Center Supervisor** leads and motivates through open communication to ensure the overall success of their staff and team.

Essential Functions

- Provide leadership and management of direct and non-direct reports
- Ensure ongoing collaboration with internal and external partners to ensure effective processes are in place and in line with corporate processes and goals
- Meet/exceed contact center performance expectations and goals
- Consistently be attentive to real time service levels within the contact center; taking action when needed
- Analyze statistical contact center data and work with Workforce Management to determine areas of opportunity to prevent Corrective Action Plans
- Ensure oversight on contact center projects that have a direct impact on the business KPI's and goals
- Oversee team staffing levels and partner with People & Culture to help support recruitment efforts
- Host regular meetings with staff to discuss performance results, opportunities, create action plans, and promote teamwork
- Provide support on special projects as needed

Knowledge, Skills, and Competencies

- Strong leadership, mentoring and coaching skills
- Tech savvy with the ability to learn how to troubleshoot technical issues while navigating multiple systems
- Strong analytical & strategic planning skills
- Maintain a strong knowledge of products and services
- Strong and effective communication skills
- Strong organizational skills
- Ability to motivate and supervise people toward high productivity
- Strong presentation skills; can speak across various forums and communicate to all levels of employees
- Ability to acquire and maintain knowledge of MTM protocols, Transportation Provider Network system, and personnel policies
- Proficient computer skills including Microsoft Outlook, Word, and Excel
- High degree of accuracy, confidentiality, and the ability to work in a fast paced environment
- Ability to multi-task and utilize Contact Center systems
- Ability to maintain high level of confidentiality

Required Education and Experience

- High school diploma or G.E.D. equivalent
- College degree in a related field, preferred
- 1+ years of previous leadership or supervisory experience required, or equivalent related experience
- 2+ years of previous experience overseeing a team primarily made up of work at home or remote agents, preferred
- 1+ years of previous Contact Center leadership, preferred
- Experience in coaching, mentoring and fostering a positive work environment

Working Conditions

- This job operates in a professional office environment
- This position may have the opportunity to work remotely from home in which you will be required to provide specific equipment and Internet/Phone services
- May be subject to adverse weather conditions during times of travel

Physical Requirements

- Will require operating a computer for extended periods
- Must be able to communicate with others and comprehend instructions
- May require light lifting and carrying
- Routinely uses standard office equipment
- 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

ACKNOWLEDGMENT:

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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE:	Outreach and Communications Manager
CLASSIFICATION:	Exempt (Salaried)
ORGANIZATION:	MTM
LAST UPDATED:	03/20/2020

Position Summary

The **Outreach and Communications Manager** will oversee all training aspects of the non-emergency transportation program. This position plays a critical role in educating all key stakeholders. The position will report directly to the Program Director.

Essential Functions

- Design and/or prepare training/instructional materials, teaching aids and devices based on client and MTM protocols
- Monitor and evaluate operations, programs, processes and/or practices for quality and effectiveness; makes recommendations for improvement
- Conduct training needs assessments and recommend training programs
- Deliver presentations, stand up training, or instruction to staff and management
- Provide training to staff to improve performance
- Customize and update Transportation Provider Manual based on MTM and Client Protocols
- Assist Providers in complying with MTM Provider Guidelines
- Provide interpretation and assistance in compliance with all MTM policies and reporting procedures
- 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 MTM Provider Guidelines
- Participate in planning and execution of Regional Provider meetings
- Gain, and maintain, in-depth knowledge of MTM's Transportation Guidelines and Quality Improvement Program
- Create and Customize Recipient educational materials
- Hold periodic recipient educational meetings throughout the service area
- Solid interpersonal and team-building skills to effectively communicate with internal and external customers.
- Proactive and creative techniques in solving client problems.
- Create resource materials for the medical community

Knowledge, Skills, and Competencies

- Proficient with Microsoft Word, Microsoft Excel, Microsoft Access, Microsoft PowerPoint, and Microsoft Outlook
- Possess excellent communication skills
- Excellent time management and organizational skills
- Flexibility in all areas, especially work schedules, to meet training needs of a 24/7 work environment; must be available to work various shifts including weekends, holidays and on-call
- Local travel required, approximately 30%, some overnight travel may be required
- Deal with people in a manner which shows sensitivity, tact, and professionalism

Required Education and Experience

- High school diploma and/or G.E.D. required
- Bachelor degree preferred
- Previous industry knowledge, including health care, managed care and transportation required
- Experience designing and implementing training programs, at least 2 years of 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 communicate with others and comprehend 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 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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE:	Business/Data Analyst I
CLASSIFICATION:	Exempt (Salaried)
ORGANIZATION:	MTM
LAST UPDATED:	1/22/2020

Position Summary

The **Business/Data Analyst I** will serve as a liaison to assigned business units and technical experts. The **Business/Data Analyst I** will work closely with business units to analyze processes, business needs, and to provide recommended solutions. This role will solicit, define and manage requirements for internally and externally developed projects and implementations in a team oriented environment.

Essential Functions

- Coordination of software development of maintenance or enhancement requests
- Support users of assigned applications by resolving assigned helpdesk tickets, conducting training and providing general guidance
- Participate in requirements gathering sessions, stakeholder interviews, group sessions, and user observations. May lead these sessions for small efforts
- Act as a liaison between the business customer and the technology providers both internally and externally
- Strongly focuses on user experience to satisfy overall vision of project or implementation
- Responsible for a few small to medium applications or projects
- Responsible for assisting product owner on projects
- Communicates relative feedback, level of effort, and return on investment to business users for project prioritization

Knowledge, Skills, and Competencies

- Knowledge of software development methodologies
- Accurately articulates technical specifications in a manner the normal business user can understand
- Ability to manage multiple tasks and projects, and forge strong interpersonal relationships within the department, with other departments, and with external audiences
- Ability to solve problems by utilizing training, knowledge, tools, and analytical skills
- Ability to assimilate new and existing technologies
- Exemplary communication skills
- Ability to be effective in a fast paced, dynamic environment with minimal supervision
- Excellent planning, documentation, organizational, analytical, and problem solving abilities
- Ability to translate complex information into a logical, concise presentation
- Strong attention to detail

Required Education and Experience

- High School Graduate or G.E.D
- Bachelor's degree in technical or business disciplines with outlined experience, however, willing to accept equivalent field experience in lieu of degree
- 1+ years of relevant technical or business work experience
- Experience applying technology to solve problems
- Experience in gathering and authoring development requirements, including but not limited to user stories
- Previous experience collaborating with Business Users, Programmers, and Quality Assurance Testers in a corporate environment, preferred
- 1+ year(s) of SQL 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 communicate with others and comprehend 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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE:	Customer Care Representative (CCR)
CLASSIFICATION:	Non-Exempt (Hourly)
ORGANIZATION:	MTM
LAST UPDATED:	03/20/2020

Position Summary

The **Customer Care Representative (CCR)** is the frontline representative and image of Medical Transportation Management (MTM). The **Customer Care Representative** will handle a variety of tasks which will increase in complexity as the **Customer Care Representative's** skills progress, but will consist primarily of handling inbound calls from Members, Clients and Facilities.

Essential Functions

- Handle inbound calls from Members, Clients and Facilities to verify eligibility and coordinate non-emergent transportation and/or paratransit services utilizing transportation management systems in order to meet contract service levels
- Provide top-quality customer service experience to a diverse customer population
- Schedule trips in the most cost effective manner
- Meet job specific key performance indicators and goals
- Respond to all inquiries within a timely and professional manner
- Recognize, handle and refer situations of an emergent nature
- Respond and document customer complaints
- Provide support on special projects as needed
- Some contact center locations may require face to face contact with members to answer general questions about services provided, selling bus passes, or receiving mileage reimbursement logs. As skills progress, may be selected to perform in a team lead role to support Supervisor and team when needed

Knowledge, Skills, and Competencies

- Acquire and maintain in-depth knowledge of, and adhere to, established Client Protocols, Departmental Policies and Procedures and MTM's Transportation Provider Network
- Adhere to all established MTM and Employee Handbook guidelines
- Knowledge of Microsoft Outlook, Word and Excel
- Strong and effective communication skills
- Ability to maintain a high level of confidentiality
- Ability to multi-task accurately
- Demonstrate effective problem solving skills
- Maintain positive & professional attitude

Required Education and Experience

- High School Diploma or GED
- College Degree, a plus
- Typing speed of 30 WPM or greater
- One year customer service experience required
- Six month experience working in a customer service contact center preferred

Working Conditions

- This job operates in a professional office environment
- May be required to work weekends and/or holidays, as needed

Physical Requirements

- Will require operating a computer for extended periods
- Must be able to communicate with others and comprehend instructions
- May require light lifting and carrying
- Routinely uses standard office equipment
- Must be able to move around an office environment

ACKNOWLEDGMENT:

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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE:	Vendor Account Manager
CLASSIFICATION:	Exempt (Salaried)
ORGANIZATION:	MTM
LAST UPDATED:	03/20/2020

Position Summary

The **Vendor Account Manager** is a main liaison between MTM and the Transportation Providers (Providers). The **Vendor Account Manager** 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.

Essential Functions

- 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

- 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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE:	Care Manager
CLASSIFICATION:	Non-Exempt (hourly)
ORGANIZATION:	MTM
LAST UPDATED:	03/20/2020

Position Summary

The **Care Manager** is responsible for independently designing and implementing Care Management plans for their assigned client base.

Essential Functions

- 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
- 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, and Competencies

- Excellent organizational and interpersonal skills
- Exemplary 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
- Minimum of three months experience in customer service or call center operations preferred
- Experience in healthcare, care management or a related field preferred
- Ability to maintain high level of confidentiality
- Regular attendance

Required Education and Experience

- Bachelor's degree in related field required
- 2+ years managerial or other qualifying experience
- Advanced experience with Excel and Word and familiarity with other Microsoft applications including Access
- Ability to type 30wpm

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 communicate with others and comprehend 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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE:	Escalation Supervisor
CLASSIFICATION:	Non-Exempt (Hourly)
ORGANIZATION:	MTM
LAST UPDATED:	03/20/2020

Position Summary

The **Escalation Supervisor** is a resource for urgent and/or escalated member issues. They will have the training, resources and autonomy to make decisions that are best for the member and the Company. In addition they will provide real-time assistance to the Customer Care Representatives (CCRs) as well as document questions to ensure Training issues are identified. The **Escalation Supervisor** will propose resolutions that result in an excellent member experience as well as agent development and work flow efficiencies utilizing short and long term problem solving skills.

Essential Functions

- Respond to first level requests for a Supervisor and resolve escalated issues
- Coach CCRs through difficult interactions to provide excellent customer service
- Help guide CCRs on where to locate necessary information to properly handle interactions
- Document and track escalations and resolutions
- Understand all departments within the organization to help resolve and provide support for both internal and external stakeholders
- Process escalated trips in a timely manner to prevent Member/Client complaints or member missed appointments
- Report issues, unusual trip circumstances and the efficiency of vendor operations to Contact Center (CC) Leadership for prompt resolution
- Demonstrate superior customer service experience and sincere personal commitment to promptness, reliability and quality of work
- Demonstrate flexibility in areas such as job duties and schedule in order to aid the CC in better serving its members and help MTM achieve its business and operational goals
- Adhere to all established MTM and Contact Center guidelines
- Other duties as assigned

Knowledge, Skills, and Competencies

- Ability to be a role model for CCRs in proper customer service etiquette and adherence to CC procedures
- Ability to handle situations of an emergent nature
- Possess strong leadership and team building skills
- Exceptional communication skills; ability to communicate effectively
- Ability to identify with customer needs and circumstances
- Be familiar with all programs/protocols and resource guides
- Ability to multi task and work in a fast paced environment
- Ability to handle confidential and sensitive issues

Required Education and Experience

- High school diploma or GED
- 12 months CCR experience in MTM's Contact Center
- Successfully complete courses and assessments for MTM's "Operational Help Desk" Badge within 12 months of hire date
- Badge certifications must be completed annually to remain in this position

Working Conditions

- May be required to work weekends and/or holidays, as needed
- This job operates in a professional office environment

Physical Requirements

- Will require operating a computer for extended periods
- Must be able to communicate with others and comprehend instructions
- May require light lifting and carrying
- Routinely uses standard office equipment
- 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

ACKNOWLEDGMENT:
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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE:	Short Notice Trip Specialist
CLASSIFICATION:	Non-Exempt (Hourly)
ORGANIZATION:	MTM
LAST UPDATED:	03/20/2020

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.

Essential Functions

- 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
- 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, and Competencies

- 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 required

Required Education and Experience

- 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 communicate with others and comprehend 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 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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE:	Claims Processor
CLASSIFICATION:	Non-Exempt (Hourly)
ORGANIZATION:	MTM
LAST UPDATED:	09/30/2019

Position Summary

The **Claims Processor** will make timely and accurate decisions to initiate payments to recipients and Providers. In addition, the **Claims Processor** will also enter Gas Log, Driver, Provider and Meals/Lodging data before approving trips for payment.

Essential Functions

- 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
- Drive high client satisfaction through accurate and timely claims processing
- Approve or deny trip signatures
- Comply with established departmental metrics
- Report Possible Fraud, Waste and Abuse to Department Leadership
- Provide Support by Acting as Backup to Other Claims Processes

Knowledge, Skills, and Competencies

- Strong organizational skills
- Ability to tactfully question and obtain required information
- Ability to make solid judgment calls
- Ability to handle claims appropriately and professionally
- Exemplary verbal and written communication
- Ability to maintain high level of confidentiality
- Knowledgeable about Multiple Claims Processes and Applications
- Ability to keep information protected by conforming to MTM's HIPAA standards

Required Education and Experience

- High school diploma or G.E.D. equivalent
- Previous experience dealing with claims preferred
- Data entry 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 communicate with others and comprehend 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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE:	Appointment Verification Specialist
CLASSIFICATION:	Non-Exempt (Hourly)
ORGANIZATION:	MTM
LAST UPDATED:	03/20/2020

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.

Essential Functions

- 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
- Work closely with Network Team and Quality Management Department
- Process cancelled trips and adjustments into database

Knowledge, Skills, and Competencies

- 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 communication 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

Required Education and Experience

- High school diploma or G.E.D. equivalent
- Knowledge of Microsoft applications, including Word, Excel, and Outlook
- Ability to type 45 wpm

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 communicate with others and comprehend 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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE:	Telephone & Data Networks Analyst
CLASSIFICATION:	Exempt (Salaried)
ORGANIZATION:	MTM
LAST UPDATED:	03/20/2020

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

Essential Functions

- 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
- Serve on MTM committees as assigned
- Perform other duties as assigned

Knowledge, Skills, and Competencies

- 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

Required Education and Experience

- 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 communicate with others and comprehend 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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE:	Complaint Coordinator
CLASSIFICATION:	Non-Exempt (Hourly)
ORGANIZATION:	MTM
LAST UPDATED:	09/05/2019

Position Summary

The **Complaint Coordinator** 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.

Essential Functions

- Work with department leadership and stakeholders to drive improvement in daily process and procedures
- Use the quality monitoring data management system to 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 both 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
- Record results daily in the auditing spreadsheet
- Provide timely feedback to Supervisor on a continual basis
- Maintain a friendly and positive attitude
- 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
- Other duties as assigned

Knowledge, Skills, and Competencies

- Knowledge of the AS400, Microsoft Word, Microsoft Excel, and Microsoft Outlook
- Strong communication skills
- 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

Required Education and Experience

- High school diploma or G.E.D. equivalent
- A minimum of one year of Customer Service experience
- A minimum of one year MTM Customer Service experience 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 communicate with others and comprehend 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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE:	Administrative Assistant
CLASSIFICATION:	Non-Exempt (Hourly)
ORGANIZATION:	MTM
LAST UPDATED:	03/20/2020

Position Summary

The **Administrative Assistant** handles all incoming calls to the front desk and provides general administrative support to the office.

Essential Functions

- 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
- 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, and Competencies

- 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

Required Education and Experience

- Associates degree or equivalent in a related field preferred
- High school diploma or G.E.D. 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 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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE: Training Coordinator

CLASSIFICATION: Non-Exempt (Salaried)

ORGANIZATION: MTM

LAST UPDATED: 03/20/2020

Position Summary

The **Training Coordinator** is responsible for the training process for all MTM contact center new hires, using established MTM protocols and procedures. The **Training Coordinator** will also be responsible training on protocol changes and quality improvement training in the contact center.

Essential Functions

- Provide hands-on training to CCRs, as needed, to perform specific skills
- Monitor staff professionalism, performance and response through regular call audits
- Randomly perform the required monthly call audits on each representative and provide timely feedback
- Develop training and resource material for contact center employees
- Provide employee development in the nesting area, through constructive feedback, coaching, training/developing, and applying mentorship techniques
- Provide constructive feedback to employees to foster positive communications with callers
- Report performance issues to contact center management for review and follow-up where necessary
- Conduct training/role playing exercises to reinforce proper behavior/performance in the contact center
- Cross-train to assist Training Specialist in and out of the class room and serve as the backup as needed
- Provide training on protocol changes and assist contact center management change implementation
- Ensure back-up call centers also receive training on your centers' protocol changes
- Continuously educate employees on new processes and procedures
- Coordinate with Workforce Management to ensure training is available to all contact center employees
- Work with Quality and Compliance to identify trends for improvement in the contact center and conduct training in response to these needs
- Measure success of training through methodologies such as quality scores and reduction in errors
- Maintain a strong knowledge of services/products that MTM offers their clients
- Understand each department within the organization to resolve/care for customer service escalations
- Work closely with the training team, contact center leadership, and other departments to create training materials and deliver high quality training programs
- Work closely with all teams to communicate and implement updates and changes in a timely manner
- Work closely with Training Specialists to coordinate delivery and cross-training of positions
- Works with People and Culture to ensure an understanding of current and future training needs
- Demonstrate sincere personal commitment to promptness, reliability, and quality work
- Demonstrate flexibility to transition from project to project with little to no supervision
- Demonstrate strong leadership skills in communicating complex processes into easy-to-understand concepts
- Proactively identify new solutions to drive efficiencies/productivity of contact center employees
- Adhere to all MTM established contact center guidelines and personnel policies
- 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/Contact Center objectives
- May be required to travel, both local and overnight, up to 50%
- Provide assistance and guidance to other staff as needed

Knowledge, Skills, and Competencies

- Knowledge of personal computer/keyboard
- 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 CCR and contact center team members in professionalism, proper phone etiquette, and adherence to procedures
- 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
- Prior experience as a CCR in a contact center
- Training, mentoring, or coaching experience preferred
- Knowledge of MTM protocols preferred
- Ability to maintain high level of confidentiality
- Regular attendance is required

Required Education and Experience

- High school diploma or G.E.D. equivalent
- 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

ACKNOWLEDGMENT:

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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE:	Dispatcher
CLASSIFICATION:	Non-Exempt (Hourly)
ORGANIZATION:	MTM
LAST UPDATED:	03/20/2020

Position Summary

The **Dispatcher** is responsible for all dispatch tasks and functions. This includes a variety of trip and delivery types and methods, with various technology incorporated. The **Dispatcher** will assure all trips and deliveries are dispatched timely and within quality performance guidelines. The **Dispatcher** will be proficient with all tools, portals and processes of dispatching, including participation in various pilots and testing of new dispatch processes.

Essential Functions

- Ensure all routing is completed timely and efficiently, with high quality routes
- Ensure all trips are set with the appropriate transportation provider in a timely manner
- Ensure all trips are completed within the expected appointment time
- Ensure appropriate rates are used in the process to keep transportation costs at a reasonable level
- Month over month reduce the average cost per mile
- Use technology to effectively monitor all trips and delivery, and take necessary action in proactively meeting timelines
- Work with the Dispatch Supervisor and Department Manager to innovate and implement more efficient processes, streamlining the work flow for both the member and the Dispatch Department
- Meet all production and quality expectations of the position
- Ensure all queues, tools and processes are worked timely and successfully to meet expected performance requirements
- Ensure all status codes in which Dispatch is accountable for, are worked timely and within guidelines set
- Support the enterprise / regions / divisions with dispatch tasks as needed
- Be proficient in the use of all routing tools and processes
- Partner with other departments in pilots and testing of improved dispatch methods / types

Knowledge, Skills, and Competencies

- Knowledge of Microsoft Outlook, Word and Excel
- Basic mathematic skills
- Exemplary communication skills
- Ability to articulate problem solving skills and customer satisfaction
- Positive and professional attitude when dealing with internal and external personnel
- Ability to tactfully identify diverse customer needs and respond appropriately by questioning and obtaining necessary information
- Excellent organizational and multi-tasking skills
- Team Player
- Willingness to learn
- Ability to maintain high level of confidentiality

Required Education and Experience

- High School Diploma or GED equivalent
- Typing speed of 30 words per minute or greater
- 6+ months of customer service experience
- Previous dispatching experience, preferred
- Previous Call Center experience, preferred
- Previous experience with routing software, AS400, Salesforce and/or CHAT function, preferred

Working Conditions

- This job operates in a professional office environment
- Locations hours of operation are 24 hours a day, 7 days a week. May be required to work nights, weekends and/or Holidays, as needed

Physical Requirements

- Will require operating a computer for extended periods
- Must be able to communicate with others and comprehend instructions
- May require light lifting and carrying
- Routinely uses standard office equipment
- Must be able to move around an office environment

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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

JOB TITLE:	Care Management Coordinator
CLASSIFICATION:	Non-Exempt (Hourly)
ORGANIZATION:	MTM
LAST UPDATED:	09/05/2019

Position Summary

The **Care Management Coordinator** is responsible for independently designing and implementing Care Management plans for their assigned client base.

Essential Functions

- 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
- 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, and Competencies

- 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

Required Education and Experience

- 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 communicate with others and comprehend 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: MTM is an equal opportunity employer.
If you are in need of accommodations, please contact People & Culture 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

Steven L. Burton, MSW, LCSW

StevenLeeBurton@gmail.com | (304) 553-3259

Experience

Program Development

Ascension Recovery Services; Morgantown, WV – September 2018-Present

- Successfully launch of facilities in West Virginia, California, Colorado, and Indiana
- Develop business plans for hospitals and individuals interested in beginning SUD services
- Research state behavioral health licensing code
- Develop outreach plans and marketing strategies
- Participate in grant writing work groups
- Develop policies and procedures to CARF/Joint Commission standards
- Recruit program staff including executive level management, clinical, and medical positions
- Participate on community task groups
- Develop and present community related presentations and forums
- Develop communication plans

Executive Director

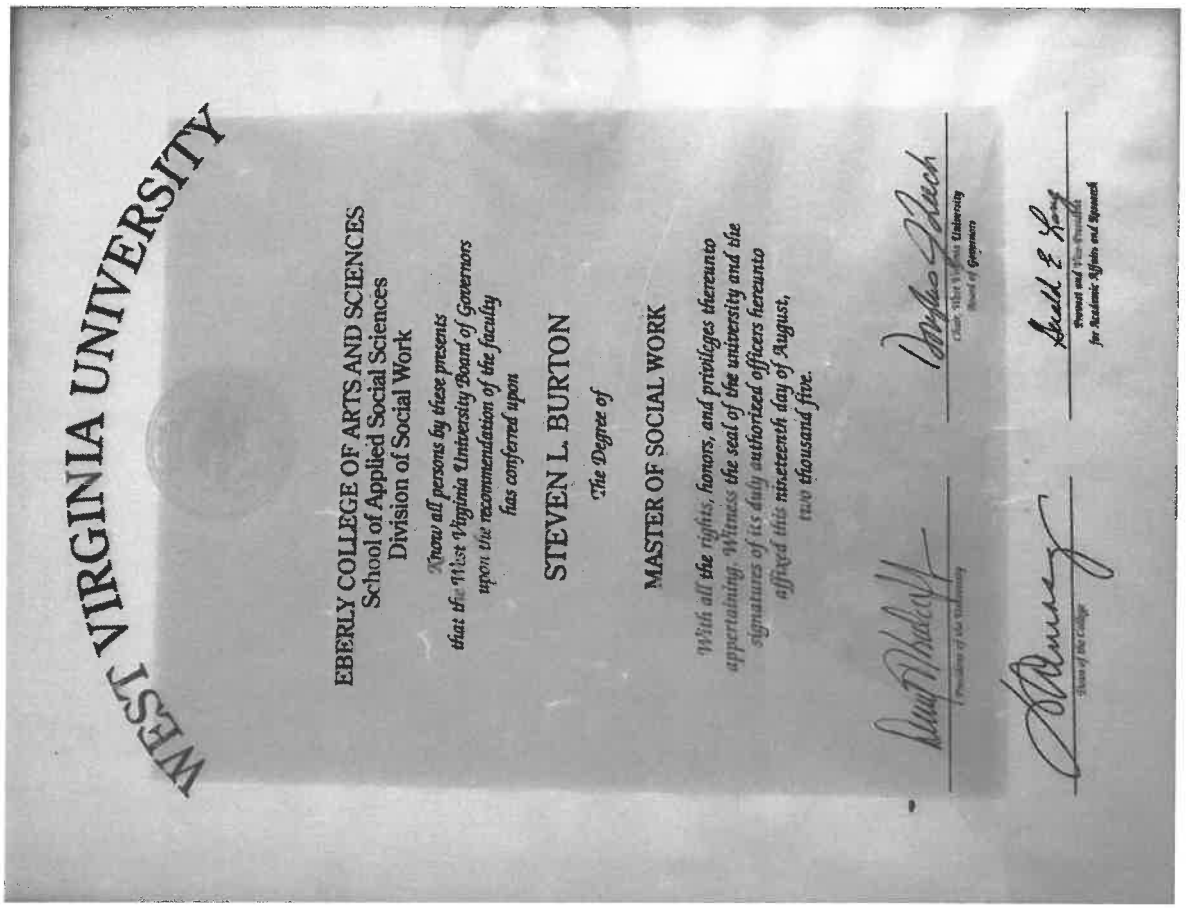
Kanawha Communities That Care; Charleston, WV – October 2017-August 2018

- Provided substance abuse, tobacco, and alcohol prevention programming to residents of Kanawha County
- Provided over-site of agency budget
- Supervision of agency staff
- Developed regional prevention partnerships
- Advisory board member of the West Virginia State University Collegiate Recovery Program
- Established on-going partnership with the University of Charleston School of Pharmacy Generation RX Program

Chief Executive Officer

First Choice Health Systems, Inc. Charleston, WV June 2007 – May 2017

- Provided over-site of The Problem Gamblers Help Network of West Virginia, with an annual budget of $1.5 million.
- Developed program which is nationally recognized for problem gambling treatment
- Developed statewide network of behavioral health clinicians
- Provided community education events around problem gambling
- Provided numerous media interviews and continuing education events around problem gambling
- Selected to speak at the National Conference on Problem Gambling from 2011-2017



WEST VIRGINIA UNIVERSITY

EBERLY COLLEGE OF ARTS AND SCIENCES
School of Applied Social Sciences
Division of Social Work

Know all persons by these presents
that the West Virginia University Board of Governors
upon the recommendation of the faculty
has conferred upon

STEVEN L. BURTON

The Degree of

MASTER OF SOCIAL WORK

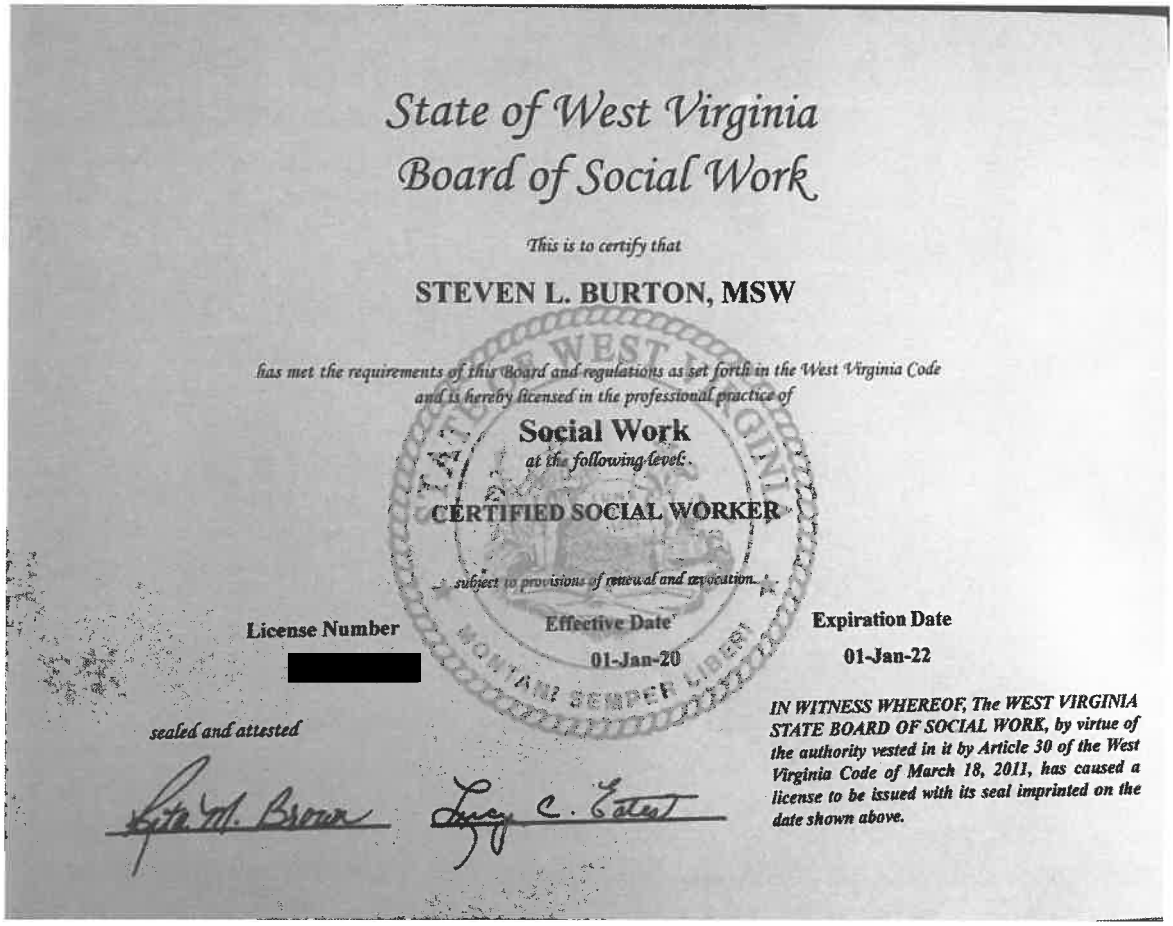
With all the rights, honors, and privileges thereunto appertaining. Witness the seal of the university and the signatures of its duly authorized officers hereunto affixed this nineteenth day of August, two thousand five.

President of the University

Chair, West Virginia University Board of Governors

Dean of the College

Provost and Vice President for Academic Affairs and Sponsored



State of West Virginia
Board of Social Work

This is to certify that

STEVEN L. BURTON, MSW

has met the requirements of this Board and regulations as set forth in the West Virginia Code and is hereby licensed in the professional practice of

Social Work
at the following level:

CERTIFIED SOCIAL WORKER

subject to provisions of renewal and revocation.

License Number [redacted]

Effective Date
01-Jan-20

Expiration Date
01-Jan-22

sealed and attested

IN WITNESS WHEREOF, The WEST VIRGINIA STATE BOARD OF SOCIAL WORK, by virtue of the authority vested in it by Article 30 of the West Virginia Code of March 18, 2011, has caused a license to be issued with its seal imprinted on the date shown above.

Steven Hall, MBA

[redacted]

Education

Master of Business Administration (MBA), *West Virginia University, Morgantown WV 2008*
Regents Bachelor of Arts (RBA), *Marshall University, Huntington WV 2005*
Advanced Respiratory Therapist, California College for Health Sciences, *National City, CA 2001*

Professional Experience

WV Health Right, Inc., *November 2017 – 2019*
Director of Development and Opioid Response
As Director of Development I coordinated a team of fundraising professionals to engage a donor base of more than 500 community members to offer support through various fundraising gala's and functions throughout the fiscal year. WV Health Right operates on a $4.5 million annual budget and this position is responsible for maintaining at least 30% of the incoming revenue through fundraising events, grant writing, and donor management. Under my direction, the team has raised more than $1.5 million dollars in state, federal and foundation grant opportunities alone within the past year.
As Opioid Response Director, I coordinated a team of healthcare professionals that provide various components to address substance use disorder. The team has expanded the Harm Reduction program to seven counties throughout the region, instituted a vigorous medically assisted treatment recovery plan, created the Consortium of Rapid Addiction Intervention and Treatment. This innovative approach is designed to meet the patient where they are in their phase of recovery by providing immediate access to the care they may need. The program has experienced a 1 in 3 success rate for full recovery and has moved to offering a new HOPE program that focuses on mother/baby and family access to recovery and support.

Southern WV Community and Technical College, Logan WV, *2014-2017*
Division Head Healthcare and Business Programs

- Provide leadership and vision, along with administrative support and oversight, for the present and future direction of the division as aligned with the College's strategic goals and mission.
- Coordinate the development and modification of program curricula within the division, monitors currency and revision of goals and objectives for all division programs and discipline-area courses, maintains common goals and objectives for multiple section classes taught within the division, ensures standardized syllabus preparation, and promotes consistent course outcomes.
- Provide leadership for faculty in developing and implementing an effective plan for assessing course, program-specific, and general education goals, along with assessing student academic achievement.
- Function as faculty liaison with administration by holding regular division faculty meetings and by attending regular meetings with the Vice President for Academic Affairs and Student Services along with other appropriate College committees, councils, and task forces.
- Promote and facilitate faculty participation in student recruitment, advising, and retention activities, coordinating with the appropriate Student Service Directors, the Vice President for Academic Affairs and Student Services, and the Directors of Campus Operations.
- Coordinates the development of Division budget recommendations to the Vice President for Academic Affairs and Student Services. Monitors budget allocations that are made to the division.

Director of Respiratory Care, Associate Professor
Southern WV Community and Technical College, Williamson WV, *2007-2014*

- Serve as the primary source of budget projections and budget oversight for the program. This position requires continuous monitoring of needs and the anticipation of future needs to maintain the ability to serve the students while meeting the standards of accreditation.
- Administered the entire process of initial needs assessment, program self-study, program review, and final consideration of accreditation upon successful site-visit by the Committee on Accreditation of Respiratory Care (COARC).
- Development, implementation, and reassessment/revision of the program curriculum based on the cognitive, psychomotor, and affective learning domains.
- Coordinate Program Reviews for evaluation of outcomes and workforce needs to be presented to the Board of Governors for approval every 3-5 years or as deemed necessary by the Board.
- Maintain active classroom management and pedagogy of the desired curriculum.
- Negotiate and maintain clinical affiliation agreements and contracts with clinical staff to meet the competency needs of the students.
- Provide supervision of clerical staff, adjunct, and full-time faculty.
- Serve on various governance committees including the Teaching Learning Committee, Academic Vice President Search Committee and Emergency Planning.
- Monitor the current economic ability to maintain the program level and ability to sustain the market needs.
- Present classroom topics including Pharmacology, Mechanical Ventilation, Respiratory Assessment, Cardiopulmonary Pathology, and Neonatal-Pediatric Emergencies.

LEAD Community Organization, Inc., Logan WV, *2011 to 2014*
Executive Director

- Coordinate grant applications and provide oversight of continued funding sources and requirements of each source.
- Provide supervision to all staff, volunteers, and partner representatives.
- Direct program staff to ensure that the mission is continuously served, and all programs maintain desired outcomes as deemed appropriate by the Board of Directors.
- Revise current structures to meet the needs of the changing communities.
- Develop and maintain current and new policies and procedures pursuant to the organizations ability to serve and the staff's ability to provide.
- Recruit and maintain volunteers to meet the needs of the organization and communities served throughout the entire service area.
- Maintain financial documents, budget management, and all organizational documents related to the routine operations and oversight.
- Facilitate the annual financial and organizational audit process throughout the entire organization with the appropriate outside firm.
- Negotiate salary and benefit package with current and incoming staff to meet the needs of the organization while recruiting the best candidates for the positions.
- Facilitate, monitor, and seek new partnerships and collaborations for continuous expansion and growth of the organization as deemed appropriate by the Board of Directors.
- Foster positive relations among the community, business, government, and foundations throughout the service area and state.

Marshall University

The Marshall University Board of Governors
upon the recommendation of the faculty of

Marshall University

has conferred upon

Steven Hall

the degree of

Regents Bachelor of Arts

In Testimony Whereof, the signatures of the duly authorized officers of the Board of Governors and the Faculty of the University and the seal of the University have been affixed.

Given at Huntington, West Virginia, this seventh day of May, 2005.

Marshall University Board of Governors

A. Michael Perry
Chairman

President of the University

Provost and Senior Vice President for Academic Affairs

Dean

The National Board for Respiratory Care

Whereas, Steven J. Hall, RRT

has satisfactorily completed an examination for Neonatal/Pediatric Respiratory Care Practitioners to demonstrate professional competence in this defined area of respiratory care;

Now, Therefore, The National Board for Respiratory Care hereby formally recognizes this individual's achievement and competence in the specialty of

Neonatal/Pediatric Respiratory Care

and is hereby authorized to use the designation CRT-NPS or RRT-NPS and is entitled to all the rights and privileges of membership denoted by this credential.

In Witness Whereof, we have hereunto set our hands and seal this 4th day of April, 2002

Kerry B. Hope

This credential will expire on the 20th day of April, 2018

and will no longer be recognized as valid by the NBRC if the individual listed above does not complete the Continuing Competency Program requirements.

WEST VIRGINIA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

Know all persons by these presents
that the West Virginia University Board of Governors
upon the recommendation of the faculty
has conferred upon

STEVEN JOSEPH HALL

The Degree of

MASTER OF BUSINESS ADMINISTRATION

With all the rights, honors, and privileges thereunto appertaining. Witness the seal of the university and the signatures of its duly authorized officers hereunto affixed this twenty ninth day of December, two thousand eight.

C. Peter Magrath
President of the University

Carolyn Long
Chair, West Virginia University Board of Governors

Dean of the College

Provost and Vice President for Academic Affairs and Research

Keith A. Newsome

[redacted]

Qualifications

- More than 17 years experience with a Class A commercial drivers license
- Certified trainer for Smith System Driver Training Program
- Certified in Road Net/Xata/ Fleet Manager, Omni-Tracs & ADP payroll
- Eleven years' experience in the highly secure systems of document management
- More than 30 years account management and customer service experience
- More than 20 years supervisory and management experience

Employment History

Operations Supervisor 2013 –2019
Penske Logistics, Flat Rock MI / Ravenswood, West Virginia

- First supervisor on Novelis /Alcoa team during startup. I was instrumental in fleet sizing and equipment implementation while working directly with senior leadership to ensure a successful startup.
- Daily responsibilities included planning and executing daily activities for 25 employees including, new startup process, and driver regulations including HOS and DOT training.
- Was lead startup of the logistics services at the Constellium location in Ravenswood, West Virginia.

Customer Service Coordinator 2007-2013
Penske Truck Leasing, Warren MI

- Daily responsibilities included, customer service, planning and executing daily activities of the maintenance shop to ensure and maintain a high level of excellent performance.
- Responsible for the consistent preventive maintenance of all vehicles at multiple facilities within the district.
- Duties also included working directly with all vendors to oversee and maintain appropriate available stock in the parts room ensuring all vehicles were safely maintained and operational.

Transportation Coordinator *11/1990 – 2007*
Iron Mountain Inc., Canton MI

- Daily responsibilities included, routing, dispatch, customer service and accident investigation team. Primary manager of a team of 10-12 employees, and indirectly managed a team of 75 employees.
- Primary instructor for the Smith System Safe Driver Program.
- Responsible for maintaining and coordinating fleet preventive maintenance directly with all vendors.

Education

Certificate of Microsoft Internet Technology and Web Design
Terra Tech 1989-1990

United States Army 1984-1988
Honorable Discharge

Honors and Activities

Five (5) time Employee of the Month with Iron Mountain
Two (2) time Employee of the quarter with Iron Mountain
Four (4) year Member of the Mind Tools Leadership Training

Stephanie Young [redacted] [redacted]

Education

WV State University, Regents Bachelor of Arts
2012-2016

Winfield High School, Elementary Education
1999-2003

Experience

Administrative Technology Assistant, January 2017-Present
Concord University R&D Corporation

- Assist the WV DHHR Division of Training with designing and implementing online curricula and training modules. Using best practice in adult learning, training methods, and curriculum design.
- Assist the WV DHHR Division of Training in developing curricula and training modules related to the Child and Family Services Federal Review and the West Virginia Program Improvement Plan.
- Collect, analyze and report on relevant data, including but not limited to quarterly reports from the Accredited WV Social Work Programs, training evaluation data, and other data necessary to assist the Bureau for Children and Families in meeting its staffing and service provision needs.
- Manage online learning courses, software, websites, and calendars, and manage BCF online learning help desk.

Regional Technical Assistance Specialist, May 2014- December 2016
West Virginia Birth to Three (BTT)

- Coordinate online professional development for 850+ enrolled professionals. Including; management of a monthly training calendar (15-20 training sessions), facilitate, design and review BlackBoard courses, and provide weekly informational tips for providers on the BTTwebsite .
- Advanced coordination and complex technical assistance of a major statewide social services/health related program through WVDHHR - Office of Maternal, Child and Health.
- Facilitate problem resolution for compliance with federal, state, and local regulations, laws, policies and procedures governing the Birth to Three program.
- Disseminate information on program policy and guidance to regional administrative units (RAUs), and enrolled professionals who provide direct early intervention services for eligible children and families.
- Represent BTT system on strategic state level interagency workgroups and assisting with local/community agency working relationship agreements.
- Identify counties/areas of unmet needs and recruiting needs for professionals (i.e. child development specialists, occupational therapists, nurses, social workers, physical therapists, speech & language pathologists.) Coordinate with Universities and County School Systems.

Early Childhood Care Teacher, November 2012- May 2014
Sacred Heart Early Learning Center

- Provide care following the Continuity of Care guidelines set forth by the center.
- Devise and implement weekly lesson plans based on the following 6 domains: Approaches to Learning, Social/Emotional Development, Creative Expressions, Motor Development, Language and Literacy and Cognitive Development.
- Create a portfolio for each child primarily assigned to, using ongoing nonobjective observations. Complete in-depth assessments on child progress to be shared in parent teacher conferences three times per school year.

Accounts Payable Manager, August 2011-November 2012
Stonerise Health Care

- Manage accurate A/P data entry for three Assisted Living facilities.
- Maintain vendor relations and pay all bills for each facility.
- Enter and pay all bills for 15 Real Estate Company's.
- Handle year end 1099 and 1096 reporting.
- Assist with spreadsheet updates and cost reports.
- Handle each company meeting and event preparations.

Program Coordinator, May 2009 – January 2011
WVU Extension – Family Nutrition Program

- Coordinate the distribution of the Family Nutrition Curricula, which includes managing electronic master copies, tracking updates and coordinating revisions to ensure the Curricula stays up to date.
- Work with county offices, Nutrition Outreach Instructors and members of the Family Nutrition Administrative Team to manage the inventory for 51 instructors statewide.
- Assist the extension specialists in publication efforts by conducting searches for researched-based reliable materials. Responsible for designing a quarterly newsletter to be published on the website.
- Oversee development of New Employee Training and semi-annual staff in-services by drafting agendas, contacting presenters, facilitating sessions, overseeing data collection and evaluation.
- Participate in Professional Development opportunities on the local, state and national level by attending workshops, seminars and conferences.

Program Director, February 2007 – April 2009
Tyler Mountain YMCA

- Responsible for hiring, training and scheduling staff for all Youth Programs. Staff numbers varying throughout the year from twelve to twenty-five.
- Administrative duties including budgeting, payroll, inventory tracking, etc.
- Keep participant (up to 70 participants) and staff (up to 25) files up to date and in compliance with the WV State Licensing Regulations.
- Coordinate fundraising projects and special events.

West Virginia State University

Know all persons by these presents

that the West Virginia State University Board of Governors upon the recommendation of the faculty has conferred upon

Stephanie Michelle Young

the degree of

Regents Bachelor of Arts

With all the rights, honors, and privileges thereunto appertaining. Witness the seal of the University and the signatures of its duly authorized officers hereunto affixed this 14th day of May, Two thousand sixteen.

President

Chair, WVSU Board of Governors

Provost and Vice President for Academic Affairs

Registrar

Shane Oskins

Senior Manager, Contact Center

Experience

MTM, Inc., Madison, WI, 2013 to Present

Senior Manager, Contact Center, 2017 to Present

- Provides corporate oversight and support to assigned contact centers through monitoring and communicating overall performance metrics
- Ensures metrics are being met and/or initiatives are being taken to meet or exceed metrics
- Monitors service levels and trip scheduling to ensure client and contract expectations for the contact centers are met
- Oversees contact center policies and procedures to ensure consistency of execution
- Serves as Subject Matter Expert and decision maker for new contract implementations and processes that impact the contact center
- Creates project plans, collaborates with business owners on milestones and project timelines, and outlines communication plans; establishes KIPs and creates dashboards to monitor results
- Works closely with various corporate departments that support contact centers to ensure tasks and projects are completed
- Creates and maintains successful relationships with internal and external customers to drive results and effectively communicate to clients and stakeholders regarding performance and SLA adherence

Manager, Customer Service Center, 2014 to 2017

- Ensured production and quality expectations were met through monitoring service levels, consumer and client satisfaction, and compliance of protocols and procedures
- Managed, developed and provided continuous coaching to a team of supervisors, support staff, and CSRs to meet/exceed call center performance expectations and goals
- Managed the supervision, hiring, training, and guidance of staff
- Developed regular incentives for call center employees to foster teamwork, morale, and drive performance results
- Participated in cross functional projects and assignments within MTM to develop processes/procedures that would drive efficiency, reduce cost, and create client satisfaction

MTM

Shane Oskins

Senior Manager, Contact Center

Experience *(continued)*

Supervisor, Customer Service Center, *2013 to 2014*

- Developed, mentored, and supervised staff of up to 3 coaches and 45 agents
- Managed call center escalation department and dedicated facility line
- Recruited, screened, interviewed, and hired CSR candidates, escalation team, and coaches/team leads
- Documented and delivered performance improvement plans, policy violations, employee reviews, and terminations

The Connection., Madison, WI, 2010 to 2013

Program Supervisor

- Maintained close communication with clients by developing effective relationships while exceeding expectations
- Reached and maintained quality goal of 95% within 1 month of launch, which led to client training another call type and ceased training/hiring internally
- Ramped up from 30 employees to 120 within a 2 month period
- Reduced AHT from 8 minutes to 5 and a half minutes in 1 month
- Reduced error rate from 2% to .33% within 2 months
- Worked with training department and quality analysts to identify trends of existing agents; incorporated these trends into the training to ensure a smoother transition to the floor and to meet/exceed client targets quicker
- Managed team of up to 8 supervisors and 120 agents
- Developed supervisors to deliver effective coaching that not only builds a stronger relationship, but also generates results
- Created spreadsheets that easily distinguished performance by team in order to establish a friendly and competitive work environment
- Established weekly team meetings and weekly 1-1 mentoring sessions with leadership in order to enhance the team.
- Conducted internal calibrations to ensure little to no variance with quality monitors
- Issued write ups for attendance, not adhering to schedule, and violating company policies
- Completed Performance Improvement Plans and Action Plans for agents that failed to meet client metrics

MTM



Brian Borkenhagen

Reporting Manager

Experience

MTM, Inc., Madison, WI, 2014 to Present

Reporting Manager

- Generates and maintains customized, time sensitive reports for the Wisconsin Department for Health Services (DHS)
- Creates and customizes SQL queries to provide accurate, clean data from large databases
- Normalizes disparate client naming conventions to accurately report industry metrics
- Writes reports in SQL, SSRS, and tableau for the State's internal audit review
- Collaborates on numerous internal projects to help reduce internal costs and maximize efficiencies
- Responsible for developing and deploying automated dashboards, reports, and visualizations to enable metrics-driven decisions

Symbility Solutions (formerly MSB), Wauwatosa, WI, 2008 to 2014

Data Analyst

- Produced data for over 100 client-facing reports per year to allow for quantitative and qualitative analysis
- Collaborated on numerous internal projections to improve the firms SaaS (front end analytics reporting) for clients
- Served as subject matter expert on Cycle Time metrics to better identify training needs for clients
- Dedicated specialist on Microsoft Excel related topics, including training in the tool and providing guidance for staff
- Created SQL queries to provide accurate and clean data from several large databases and developed stored procedures within SQL to streamline existing processes

Brian Borkenhagen

Reporting Manager

Experience *(continued)*

GB Mortgage, Brown Deer, WI, 2003 to 2008

System Administrator/Business Analyst, 2005 to 2008

- Served as liaison to software vendors
- Articulated business requirements and worked with both front-end users/developers to create numerous customization of existing and new software programs
- Played instrumental role in the implementation of new lending software platform
- Responsible for integration of new and existing underwriting logic

Wholesale Subordination Underwriting/Lending Associate, 2003 to 2005

- Created first subordination request and incentive tracking system that GB Mortgage had ever utilized
- Evaluated requests for subordinations, partial releases, and other title-related legal documents
- Assisted customer with person and auto loans
- Underwrote retail home equity loans and lines of credit

Education

University of Wisconsin, Madison, WI

Bachelor of Science, Economics

MTM



Kimberly Clark

Regional Vice President of Mid-Atlantic Operations

Experience

MTM, Inc., Washington, DC, 2012 to Present

Regional Vice President of Mid-Atlantic Operations, 2013 to Present

- Works with Operations and Business Development in the Mid-Atlantic Region, MTM support departments, and clients to ensure the most appropriate and cost-effective delivery of transportation, ADA functional assessment, and quality assurance services
- Assists with the organization and implementation of start-up operations and provides oversight of direct reports for the WMATA Quality Assurance Program; MARTA, WMATA, and Raleigh ADA Functional Assessment Programs; and NEMT statewide programs in DC, West Virginia, and Florida to ensure business outcomes and contract goals are defined and met
- Serves as internal liaison between MTM departments, General Managers, and clients to ensure compliance with contract requirements

Program Director, 2012 to 2013

- Maintained ultimate oversight over MTM's District of Columbia transportation provider network including training, coaching, team building, and employee relations
- Promoted ongoing collaboration with internal and external partners to ensure effective processes are in place
- Continually developed systems to improve efficiency and accuracy of program operations and ensure ongoing contractual and institutional compliance

Forsythe Transportation, Arlington, VA, 2010 to 2012

General Manager

- Monitored the daily operations of a fixed-route bus fleet, including employee development, work force scheduling and performance, and disciplinary actions, as well as setting staff goals and objectives
- Maintained oversight of financial, monthly, daily, and NTD federal reporting, cost control and DOT regulatory affairs, as well as the maintenance program, preventive maintenance schedule, and review of the maintenance Dossier software program
- Oversaw training for safety and customer management
- Improved service and efficiency by determining a need for changes in service, such as additional vehicles, route changes and revision of schedules
- Reduced the previously high accident rate and had zero worker's compensation claims

MTM

Kimberly Clark

Regional Vice President of Mid-Atlantic Operations

Experience *(continued)*

First Transit, Philadelphia, PA, 2009 to 2010

General Manager

- Managed an inner-city paratransit location with 230 operators and over 170 vehicles
- Oversaw the vehicle maintenance program, preventative maintenance schedule, and the safety and training program
- Developed action plans to ensure the location met its financial, safety, and operational expectations, and managed and maintained the budget and financial reviews

MV Transportation Company, Capitol Heights, MD, 2005 to 2009

General Manager

- Managed, trained, and mentored a staff of 35, as well as more than 250 vehicle operators
- Oversaw the vehicle maintenance plan to ensure fleet availability met the service requirements
- Additional roles included review of key operational metrics, management of financial statements, implementation of company policies, periodic departmental audits, and oversight of the safety and training programs

E & H Transportation Company, Fairmont Heights, MD, 1990 to 2005

General Manager

- Led, trained, and mentored a staff of 35, and managed payroll and human resources for all employees
- Oversaw a fleet of 25 paratransit vehicles, managed accounts payable and receivable, and maintained client contracts

Education

Morris Brown College, Atlanta, GA

Bachelor of Arts, Business Management

Additional Information

- COMTO – Conference of Minority Transportation Officials, Member since 2007
- Member of Accessibility Transportation Committee since 2016
- Awarded the 2011 APTA Gold Bus Safety Award
- 2016 Stevie Awards Silver Winner Customer Service

MTM



Alaina Maciá

President and Chief Executive Officer (CEO)

Experience

Alaina is a visionary leader in the healthcare and transit industries, and she is passionate about reducing barriers to community and healthcare services through efficient transportation program design. Alaina leverages MTM's privately held status to focus on long-term planning and results. She is aligned with client goals and serves as an executive liaison for all contractual and operational matters. Alaina is focused on delivering an enhanced rider experience by hiring the right people, ensuring reliable and efficient processes, and delivering accessible and efficient technology. She ensures MTM meets contract deliverables by reviewing company-wide key performance indicators that drive the desired contract outcomes and requirements. Alaina is keenly aware that good structure and process delivers reliable and efficient services to all stakeholders, and she promotes this key tenet throughout MTM.

MTM, Inc., St. Louis, MO, 2003 to Present

President and CEO

- Oversees all MTM operational, technological, and support departments
- Drives MTM to continually improve and generate significant savings, generally between 10-25% over previous costs
- Recruits high quality, industry-leading executives to work at MTM, bringing successful practices with them
- Leads efforts to analyze and streamline current operational processes to enhance efficiency and scalability of operations
- Identifies technology strategy to enhance user experience through mobile ready applications and portals, driving more than 5% of interactions to the web, mobile application, or IVR application
- Oversaw MTM's growth from a $30 million company to an organization generating nearly $500 million in revenue annually, over 20% compounded annual growth rate
- Restructured organization personnel and physical locations to create higher efficiency and increase productivity, reducing the administrative cost of handling transportation services by over 50%
- Administered the implementation of numerous large government contracts, including programs in Rhode Island, Idaho, West Virginia, Wisconsin, Missouri, Kansas, Minnesota, New York, South Carolina, Texas, Nevada, Mississippi, and the District of Columbia

MTM

Alaina Maciá

President and Chief Executive Officer (CEO)

Education

Olin School of Business, Washington University, St. Louis, MO

Master of Business Administration

- Emphasis in corporate strategy and finance
- Member of Delta Gamma Sigma (top 20% of class)

School of Engineering and Applied Science, Washington University, St. Louis, MO

Bachelor of Science in Biological Engineering, emphasis in Environmental Engineering

- Missouri Bright Flight and Academic Scholarship to Washington University

Additional Information

- Member of the Washington Institute for Public Health National Council
- Member of the YPO, a network of the world's most influential and innovative business leaders
- Sits on the St. Louis Regional Business Council, Co-Chairs the Workforce Development Committee
- St. Louis Business Journal Technology Executives of the Year List, 2018
- Mass Transit Magazine 40 Under 40 Award, 2014
- Ernst & Young Entrepreneur of the Year Award, 2014
- St. Louis Business Journal 40 Most Influential Business Women List, 2012
- St. Louis Business Journal 40 Under 40 Award, 2011
- St. Louis Business Journal 30 Under 30 Award, 2004

MTM



Tim Kessler

Chief Operating Officer

Experience

Tim is a driven leader with more than two decades of management experience. He helps firms use technology as a competitive advantage and focus on operational excellence.

MTM, Inc., St. Louis, MO, 2019 to Present

Chief Operating Officer

- Formulates and implements business strategies, plans, and tactics to provide efficient, effective, and compliant operations
- Promotes employee productivity and excellent customer service to respond to the needs of members, providers, and regulatory agencies/staff
- Uses and analyzes data and actionable metrics to meet the operational needs of the company and the clients we serve

Ascension, St. Louis, MO, 2017 to 2019

VP of Product

- Managed technology product development for the nation's largest non-profit healthcare system
- Led enterprise technology culture, process, and tool transformation through servant leadership, agile development methodology, cloud and automation technologies

Express Scripts, St. Louis, MO, 2009 to 2017

VP Software Engineer, 2015 to 2017

- Managed the golobal software engineering team for 85 million member experience, including all digital, operational, data and analytics, corporate systems, and subsidiaries
- Led culture, talent, and changes transform digital transformation

VP Patient & Corporate Systems, 2014 to 2015

- Oversaw web, mobile, email, paper communications, contact centers, and clinical programs
- Led all corporate systems, including ERP, financial, billing, HR, procurement, and reporting

VP General Manager UBC Commercial Services, 2013 to 2014

- P&L owner for a rapidly growing pharma services business focused on offering clinical services
- Ran multiple automated dispensing pharmacies and call centers across the country

MTM

Tim Kessler

Chief Operating Officer

Experience *(continued)*

VP Pharmacy Systems, 2012 to 2013

- Led integration strategy and execution for a business combination of the two largest specialty pharmacies and the two largest mail order pharmacies (Integration of Medco & Express Scripts)

Senior Director, Specialty Pharmacy and Pharma IT, 2010 to 2012

- Managed technology strategy and delivery of the leading mail order and specialty pharmacies.

CIO, Express Scripts Emerging Market Division, 2009 to 2010

- IT division leader supporting a portfolio of six market leading subsidiaries representing diverse healthcare offerings and $2 billion in annual revenue

Citigroup / Citi Real Estate Lending, St. Louis, MO, 2001 to 2009

CIO, Citi Residential Lending, 2008 to 2009
Deputy CIO/SVP Citi Real Estate Lending, 2006 to 2008
Interim CIO, 2005 to 2006
CTO, SVP, Client Service Executive / PMO Director, 2005 to 2006
CTO, SVP, Architecture & Web Development, 2004 to 2005
SVP, Chief Architect, Architecture & Strategy, 2002 to 2004
VP Principal Architect, Enterprise Architecture, 2001 to 2002

Education

Saint Louis University, St. Louis, MO

Bachelor of Science in Business Administration, Management Information Systems

MTM



Michele Lucas

Chief Marketing Officer

Experience

MTM, Inc., St. Louis, MO, 2010 to Present

Chief Marketing Officer, 2015 to Present

- Oversees MTM's corporate marketing and Request for Proposal (RFP) response teams as well as business development, account management, research, and product development efforts
- Focuses on MTM's overall account management strategy to ensure ongoing client satisfaction and retention
- Plays an integral role in the implementation of several NEMT programs, including those in Idaho, Nevada, West Virginia, Texas, Mississippi, and Wisconsin, overseeing mailings to over 1,000,000 consumers and reviewing all policies, procedures, and documents prior to use in the contracts
- Implements innovative sales strategies that have significantly impacted revenue growth

Vice President of Marketing, 2010 to 2015

- Oversaw production for all printed materials, including RFP responses and marketing materials, as well as the creation of comprehensive, appropriate corporate marketing materials, including MTM's website, brochures, case studies, conference booth materials, etc.
- Led overall project management of the proposal process including qualifications, coordinating various proposal teams, and assisting in the development of strategic messages
- Reviewed all RFP responses for clarity, competitive advantage, compliance, and corporate standards

Insituform Technologies, Inc., Chesterfield, MO, 1996 to 2010

Product Manager, 2003 to 2010

- Responsible for strategy, pricing, promotion, and business plans for all Insituform sewer products worldwide
- Developed and implemented pricing models for dry tube sales, product roadmaps, and a business plan for UV technology for introduction in Europe market
- Coordinated efforts between operations, engineering, safety, quality, and manufacturing to lead product development process for two line extensions
- Supervised one direct report responsible for lead generation for the North American Rehabilitation business unit

MTM

Michele Lucas

Chief Marketing Officer

Experience *(continued)*

Marketing Communications Manager, 1996 to 2003

- Led all internal and external communication for Insituform Technologies, including a revamp of company marketing literature and communication messaging and content
- Launched the initial company website (and two subsequent redesigns), nine international sites, and sites for two subsidiaries
- Produced winning RFPs for multi-million dollar projects, while also supervising logistics, staffing, booth graphics, messaging, press relations, and customer events (select) for over 100 trade shows per year
- Supervised a staff of four communications specialists and coordinated strategic planning initiatives in 2000 and 2004

Amana Refrigeration, Inc., 1987 to 1995

Territory Marketing Manager, St. Louis, MO, 1992 to 1995

- Revamped the dealer network by recruiting key retail dealers to carry Amana line
- Doubled sales volume in three years to over $3 million
- Named to Presidents Club 1993 and 1994 (top 5% of sales force)

Marketing Manager, Chicago, IL, 1992 to 1995

- Developed successful marketing promotions and supporting materials, which contributed to 20% annual sales growth
- Trained and supervised two sales representatives

Sales Representative, Dallas, TX, 1988 to 1989

- Motivated the retail sales force to sell the Amana product line by establishing a rapport and implementing sell-through techniques

Sales and Marketing Assistant, Amana, IA, 1987 to 1988

- Wrote copy for consumer brochures, press releases, and radio
- Analyzed sales records and produced summary reports for upper management

Education

Washington University, St. Louis, MO

Master of Business Administration

Iowa State University, Ames, IA

Bachelor of Business Administration; Minor in Marketing Journalism

MTM



Rick Holbrook

Chief Technology Officer

Experience

Rick has nearly 35 years of experience leading organizations in the healthcare industry. He has founded numerous inventions and software solutions and has helped companies improve their technology platform to deliver excellent user experiences through configurable and scalable technology.

MTM, Inc., St. Louis, MO, 2019 to Present

Chief Technology Officer

- Collaborates with key stakeholders to define technology strategies and implement actions to achieve business goals
- Improves and grows MTM's key routing, scheduling, and dispatching (RSD) technology platform, Reveal
- Defines long-term, corporate-wide information technology (IT) strategies for systems development, hardware and software acquisition, and data management
- Maintains annual operating and capital budget for IT department
- Promotes MTM's cultural values by fostering an atmosphere of open communication and personal accountability

ViiMed, Inc., Washington D.C., 2016 to 2019

Chief Executive Officer / Board of Directors

- Developed business strategy to promote sales and win contracts with marquee clients
- Optimized corporate methods for consulting, implementations, and support services to be client-led, repeatable, easy, and time and cost effective
- Led sales to build third sales channel with 170+ "feet on the street" covering 23 states in nine months, resulting in nearly $2 million year one bookings after three years of zero sales growth
- Positioned ViiMed within the U.S. Federal marketplace as the unique solution for the Defense Health Administration's Virtual Care/Telehealth 2019 RFP
- Transformed ViiMed's existing enterprise-wide, cloud-based platform into a healthcare centric, state-of-the-art architecture that provides high performance in large scale, end-user capabilities and data warehousing

MTM

Rick Holbrook

Chief Technology Officer

Experience *(continued)*

GetWellNetwork, Inc., San Diego, CA, 2006 to 2016

Executive Vice President of Operations/Chief Technology Officer

- Built company's automated/integrated platform that engaged patients throughout
- the full continuum (pre-admission, inpatient, post discharge) and reduced re-admissions for a large health system (18+% to 6.9%) in the first 12 months of use
- Obtained the industry's first MU-1 certification for Interactive Patient Engagement Systems at Skylight Healthcare
- Created industry's first integrated video conferencing system via the hospital's bedside televisions for patient communication with family, friends, and providers
- Built industry's first Level Four interactive registry at the company to engage patients throughout the full care continuum to obtain patient report outcomes for performance measurements and reporting to state/national registries (TKA / THA)
- At Skylight Healthcare, built first hospital automated interactive bedside meal ordering system via the in-room televisions to provide patients clinically correct meals
- Managed 24x7 call centers supporting over a 100 US-based client sites

RHG Consulting, Kansas City, MO, 2005 to 2006

Founder / Owner

- Engagements included interim CTO/COO/CIO roles building provider and consumer solutions, establishing 24x7 call center support models, designing complex system integration, provider portals, nursing vital monitoring workstations, insurance fee schedules, and genomics results viewer
- Assignments required assessment, design, and build of a new solution architecture with teams ranging from four to twelve associates that often used offshore development

Cerner Corporation, Kansas City, MO, 1986 to 2005

Senior Vice President / Managing Director

- Oversaw 300+ associate organization focused on developing core application architecture infrastructure for 60 different application solutions
- Established an organization of 100+ local associates in a 15,000-square-foot facility in Bangalore, India, in seven months
- Created a SOA architectural platform to allow clients and third party organizations to build their solutions on top of the Cerner Millennium platform. Grew this new business to annual sales of $10 million. Clients included PatientKeeper, Mediserve, Wellogic, Transolutions, Abbott, and more than 50 client sites
- Experience building start-up sales teams and running business unit sales operations to create revenue that exceeded projections 90% of the time over a six-year period

MTM

Rick Holbrook

Chief Technology Officer

Education

University of Arkansas, Little Rock, Arkansas

Bachelor of Science in Computer Science

Bachelor of Science in Psychology; focus in Psychological Profiling

Bachelor of Arts in Business Management

MTM



Jill Heneghan

Chief Financial Officer

Experience

MTM, Inc., St. Louis, MO, 2014 to Present

Chief Financial Officer, 2018 to Present

- Manages overall financial risks and opportunities of MTM and its affiliates
- Oversees the compilation and preparation of financial statements in accordance with generally accepted accounting principles (GAAP)
- Establishes and executes financial and tax strategy and develops strategies for internal growth while effectively managing revenue and identifying operating efficiencies
- Works closely with CEO, Board of Directors, Executive Leadership team, and external advisors to create plans and opportunities for the maximum benefit of the organization

Vice President of Accounting, 2015 to 2018

- Responsible for all general accounting functions including fixed assets, accounts payable, and payroll
- Performed month-end financial reviews to ensure all statements were in accordance with GAAP and presented results to the CEO and Executive team

Controller, 2014 to 2015

- Maintained an adequate system of accounting records and a comprehensive set of controls and budgets designed to mitigate tasks
- Ensured bank accounts and general ledger accounts were reconciled timely and maintained the general ledger chart of accounts
- Reviewed and approved final audit results and acted upon any management recommendations presented

Charter Communications, St. Louis, MO, 2005 to 2014

Director of Finance – Capital Reporting, FP&A, 2012 to 2014

- Responsible for the financial reporting and accounting treatment of $2 billion of capital expenditures
- Prepared a variety of financial analyses used by the Board of Directors, CFO, and CEO and frequently supported operations with budget and forecast information
- Created a monthly management reporting package used by the Executive team and led monthly capital expenditures and operating metric reviews with the CFO and CAO
- Standardized, automated, and revised budget and forecast models related to workforce management and other capital expenditures

MTM

Jill Heneghan

Chief Financial Officer

Experience *(continued)*

Director of Corporate Finance, 2010 to 2012

- Led all financial aspects of mergers and acquisitions from the initial evaluation through business integration and presented recommendations regarding strategic acquisitions and divestitures to the Board of Directors, CEO, and CFO
- Assisted counsels on drafting and negotiation of purchase agreements
- Modeled and analyzed debt financing transactions, including their effects on leverage ratios, cost of debt, financial covenants, maturity profile, and liquidity
- Signed and closed two divestitures and three acquisitions in 15 months, exceeded value expectations for divestiture completed, and developed a financial model that fully captured all synergies/dis-synergies associated with acquisition transactions, including execution and integration costs
- Refinanced $4.5 billion of high-yield debt, including an associated waterfall tender

Director of Capital Accounting, 2007 to 2010

- Restructured the Fixed Asset department to align with company goals, including revising capitalization accounting policies and various SOX polices; managing, designing, and completing 15 capital studies to support capitalization assumptions; and assuming responsibility for monthly close procedures, including the review of journal entries, depreciation, and capital reporting
- Served as a key stakeholder in the JDE upgrade and as the project team lead for fresh start accounting resulting from Chapter 11 filing
- Reduced external audit hours and fees in the Capital department by improving documentation and implementing additional procedures to ensure the reliance on management's work was maximized

Senior Financial Analyst, 2005 to 2007

- Assisted in the compilation and completion of the 10-K, 10-Q's, and other filings with the SEC
- Responsible for the accounting and development of estimates for five self-insured health plans

KPMG, LLP, St. Louis, MO, 2003 to 2005

Audit Associate

- Reviewed and evaluated management's process documentation in accordance with Sarbanes-Oxley 404 Compliance, identified control gaps, and performed and documented control testing and process walkthroughs
- Researched accounting pronouncements and presented results to KPMG partners

MTM

Jill Heneghan

Chief Financial Officer

Education

University of Missouri, Columbia, MO

Masters of Accountancy; Bachelor of Science in Accountancy

- Magna Cum Laude

Washington University, Olin Business School, St. Louis, MO

Women's Leadership Forum Certificate Program

Additional Information

Certified Public Accountant, 2004

MTM



Kerri Mileski

Chief Human Resource Officer

Experience

MTM, Inc., St. Louis, MO, 2012 to Present

Chief Human Resource Officer, 2018 to Present

- Develops and executes human resource strategy in support of MTM's overall business plan and strategic direction, specifically in the areas of succession planning, talent management, change management, organizational and performance management, training and development, benefits, wellness, and compensation
- Provides strategic and operational leadership by articulating human resource needs and plans to the Executive Management team, Advisory Board, and Board of Directors
- Shapes how MTM embraces employees to achieve business results through a dynamic talent allocation strategy, hiring and promoting for a more inclusive workplace, and developing a strong company culture to improve those results
- Developed procedures for monitoring and enhancing employee engagement and culture to leverage as a core recruiting and employee retention tool
- Implemented an end to end quarterly analytical feedback practice to make informed people decisions and improve business results
- Created and launched Future Leaders Program to develop a bench of employees trained and prepared to assume leadership positions throughout the organization

Vice President of People and Culture, 2015 to 2018

- Reorganized and branded all human resource and training functions as People & Culture to further enhance our focus on our employee development activities
- Implemented Workday as new HRIS system to improve visibility into MTM's workforce, engage employees with performance tracking, and improve user experience
- Established staffing strategies and implemented plans and programs to identify talent, both inside and outside the company, for positions of responsibility
- Designed progressive and proactive compensation and benefits programs to provide motivation, incentives, and rewards for effective performance
- Launched multiple programs aligned with our culture: Diversity & Inclusion, LearnIt employee development program, Internship program, Mentoring program, and Monthly Manager Meetings
- Used value stream mapping to optimize HR functions and improve efficiency of hiring process of contact center agents
- Reduced no-show rate by 50% and reduced 90-day attrition by 37%
- Developed and launched award-winning training programs to support five critical areas: Leadership, Logistics, Contact Center, Systems & Technology, and Facilities

MTM

Kerri Mileski

Chief Human Resource Officer

Experience *(continued)*

Vice President of Administration, 2013 to 2015

- Responsible for oversight and direction of Human Resources, Quality Management, and Corporate Training and Development functions of the organization
- Continually assessed competitiveness of all programs and practices against the relevant comparable companies, industries, and markets
- Implemented a Compliance Hotline as a reporting mechanism to facilitate and track reporting of unethical/improper conduct and provide a confidential way for employees, providers, members, and clients to present issues and concerns to the organization
- Replaced traditional health benefits offerings with a wellness model to focus on preventive and ongoing health improvements to bring a renewed focus and energy to health initiatives (MTM's annual total cost per covered employee reduced to 40% below benchmark industry average)

Manager, Corporate Training, 2012 to 2013

- Developed corporate training programs and policies to ensure staff maintained a thorough knowledge and understanding of company policies/operating procedures
- Implemented company-wide Learning Management System to supplement compliance, leadership, technology, and competency training for development
- Designed and implemented first company-wide contact center training program with dedicated internal training delivery partners

Career Education Corporation, St. Louis, MO, 2009 to 2012

Director of Education, Missouri College, 2011 to 2012

- Ensured academic programs produced the expected learning outcomes by coordinating and executing policy implementation, updates, and maintenance; and developing and delivering training modules and in-service sessions
- Aided in setting ongoing goals and initiatives for staff development, including ensuring all timelines and deliverables were met through coaching and support

Director of Career Services, Le Cordon Bleu, 2009 to 2011

- Developed and launched career placement program to provide training and resources for resume creation, job search best practices, interview and presentation skills, and professionalism
- Created and implemented a Career Services curriculum for multiple campus departments
- Achieved 98% or greater graduate placement rate throughout tenure

MTM

Kerri Mileski

Chief Human Resource Officer

Education

American Intercontinental University, Hoffman Estates, IL

Master of Education

University of Missouri, Columbia, MO

Bachelor of Science, Food Science, and Human Nutrition

Washington University, St. Louis, MO

Women's Leadership Certificate
Advanced Management Certificate

Additional Information

- Presidents Council St. Louis, Leadership Council Member
- Missouri Interscholastic Cycling League, Board Member/Program Development Chair
- Author, On the Rise, Volume 2, St. Louis Business Journal Top 150 Leaders
- SHRM-SCP Certification, 2017
- Healthiest Employer, 2015
- Learning Elite Award Silver & Gold Recipient #51,#37, #14, 2017-2018
- Training Top 125 Award Recipient #91, #82, #44, #33, 2016-2019
- Stevie Awards Customer Service Training Team of the Year Gold & Silver, 2016-2018
- Stevie Awards Best New Training Program Gold, 2017
- Stevie Awards Sales Training Program, 2019
- Women in the Workplace Honoree, 2018
- Top Innovators for Diversity & Inclusion, 2017
- St. Louis Post Dispatch Top Workplaces, 2018
- American Heart Association Fit-Friendly Worksite Gold Achievement, 2014

MTM



Benjamin Woodruff

Chief Sales Officer (CSO)

Experience

Benjamin is a true leader in sales with a proven track record in strategic growth. He brings extensive experience in business development and client retention leadership. Benjamin also brings his discipline and leadership skills developed through his time spent at West Point and serving in the U.S. Army.

MTM, Inc., St. Louis, MO, 2019 to Present

Chief Sales Officer (CSO)

- Provides executive-level leadership to MTM's Business Development team, while creating compelling sales strategies and forming key partnerships with government agencies and managed care organizations (MCOs)
- Inspires innovation in MTM's products and service offerings through comprehensive knowledge of customer needs, as well as industry and product-service offering gaps
- Responsible for establishing and maintaining a trackable sales process and proven sales methodologies that lead team members from prospecting through close
- Trains and develops sales leaders in best national account management practices
- Partners closely with sales leaders to expand into new geographical territories, close sales, and finalize contract terms

Pace Industries, 2008 to 2019

Vice President of Business Development and Automotive Sales

- Responsible for overall strategic growth of a $600M industrial manufacturing company, with a network of 21 manufacturing facilities located within the U.S. and Mexico
- Developed and executed Pace's automotive strategy in support of domestic and international automotive OEMs and tiered levels to support long term growth goals
- Managed synergy and implementation of a $133M acquisition; responsible for overall revenue growth and customer retention of newly acquired Division
- Led sales team of 24 members, with both Pace employees and external sales representatives, to achieve year over year revenue goals and growth initiatives
- Drove company to over $400M in closed new business over three years, exceeding company goals by combined 51%
- Executive Sponsor/Lead on major automotive accounts – Borg Warner, Magna, AAM, ZF and GKN
- Nominated and selected for 40 under 40 in Northwest Arkansas in 2016

MTM

Benjamin Woodruff

Chief Sales Officer (CSO)

Experience *(continued)*

Director of Business Development

- Managed and trained over 40 direct and indirect Business Development Managers, Regional Sales Managers, Account Managers, and Sales Representatives to achieve Pace's year over year revenue goals and growth initiatives
- Led Pace's booked revenue growth of over $88 Million in FY2013 and $116 Million FY2014, exceeding historical average by 46% and 94% respectively
- Initiated and assisted in development of CRM software now used company-wide
- Implemented and trained standardized company-wide selling methods and approach
- Established and executed a 30 day orientation training program for new sales hires

Corporate Business Development Manager

- Responsible for developing strategic customer base throughout multiple industry segments, increasing company-wide revenue growth and market share, while adding diversity throughout products manufactured
- Created and directed new business platform for Pace, increasing revenue by 23.4%
- Led Pace to $84.1M of annualized new business growth
- Assisted Marketing department in search engine optimization, increasing organic opportunities by over 200%

Regional Sales Manager

- Led, developed, and managed all sales and marketing functions of Flagship Division
- Responsible for annual top-line growth from $64M to $106M (65.6% increase) and bottom line growth of over 170% EBITDA
- Established strategic relationships with current and potential C-Level customers to promote new business growth, customer satisfaction, and retention
- Developed, negotiated, and implemented over $55.5M in cumulative, new annual sales (totaling over $270M under contract)
- Responsible for leading eight departments toward Division-specific goals
- Established annual forecasts and monthly reforecast and created and implemented growth strategy for each Division

Cintas Corporation, St. Louis, MO, 2004 to 2008

St. Louis Sales Market Manager

- Trained, mentored and coached six member sales team on new business sales fundamentals, selling strategies, and business ethics
- Developed top three performing sales reps in market of ten; two reps on pace for top 15% President's Club (top 97)
- Led sales team to over 297% new business growth over prior year, and 24.7% over annualized projections FY08'; ranked top four out of over 25 in annualized projections of sales managers in first year of sales management

MTM

Benjamin Woodruff

Chief Sales Officer (CSO)

Experience *(continued)*

Sales Professional

- Central Group Sales Professional of the Year, FY 2007; set Central Group record of install, $17,125 of weekly revenue, in second year of sales and finished top five out of 775 (top 0.6%) of sales representatives in country
- Diamond Club Winner (Top 5% of company, FY 2007); President's Club Winner (Top 15% of company, FY 2006); Garnered 10 of 10 Achiever's Club, given to top company producers per quarter

Service Training Coordinator (STC)

- Directed team of nine Service Sales Representatives to have the highest location team customer satisfaction rating of 73% of location
- Managed team's material cost to 12.5% from 14%, exceeding Cintas' goal of 13.5%, by developing strategies to continually reduce expenditures

U.S. Army

Battery Executive Officer, Fort Sill, OK

- Rated by Battalion Commander (with over 19 years of service) as "finest all-around Lieutenant in the battalion and ...as one of the finest lieutenants with whom I have ever served with;" rated top Lieutenant of 13
- Selected above peers and rank as second in command of an organization that annually trains more than 1,000 soldiers
- Planned vehicle and howitzer maintenance schedules, monitoring equipment status and maintenance timelines; met requirements for all missions with a 90% readiness rating, exceeding Army standards of 85%

Platoon Leader, Fort Sill, OK

- Rated by Battalion Commander (with over 18 years of service) as top Lieutenant of 13
- Led Platoon to "top ranked platoon" as rated by Battalion Commander in vehicular maintenance, training, and certifications

Graduate Assistant, U.S. Military Academy Preparatory School, Fort Monmouth, NJ

- Rated by the Deputy Commandant (with over 19 years of service) as "clearly among the best junior officers I've ever served with;" rated as top Lieutenant of nine

Education

U.S. Military Academy, West Point, NY, 2002

Bachelor of Science in General Management, Environmental Engineering Minor

- Dean's List, Superintendent's Award, and Army Football Letterman

MTM



Donald Tiemeyer

Executive Vice President, General Counsel

Experience

Donald is a corporate and trial attorney with over 40 years of legal experience and extensive expertise in small business and family business formation, ownership, succession, and transfer matters.

MTM, Inc., St. Louis, MO, 2003 to Present

Executive Vice President, General Counsel

- Oversees execution of all contracts
- Directs MTM's Risk Management Committee and responds to all accidents and injury claims
- Advises Human Resources department on all employee personnel matters
- Advises Board of Directors and Executive team on legal matters, HIPAA privacy, and confidentiality issues
- Responsible for development and review of all contracts with clients, vendors, and providers
- Determines auto liability insurance requirements for MTM's independent transportation provider companies
- Establishes qualitative standards for drivers and transportation provider performance
- Leads all revisions to the Medical Transportation Services Agreement, establishing required qualifications of independent transportation provider companies, drivers, and vehicles which serve our clients' Medicaid and Medicare members
- Coordinates and supervises use of outside counsel for litigation matters and other specialized legal matters

Law Firm of Beck, Tiemeyer, Zerr, Fralicx, & Wuff, PC, St. Charles, MO, 1979 to 2003

General Partner and Principal

- Advised clients and prepared appropriate documents on corporations, limited liability companies, partnerships, limited partnerships, joint ventures, buy/sell agreements, stock redemption agreements, and related business transaction documents
- Responsible for all personnel issues and overall business development and management, tenant leases and law office building ownership and management issues
- Served as Managing General Partner for over ten years
- Represented clients in all types of litigation matters

MTM

Donald Tiemeyer

Executive Vice President, General Counsel

Experience *(continued)*

United States Air Force, 1975 to 1979

Captain – Staff Judge Advocate

- Directly advised the Base Commander at Richards-Gebaur AFB, Kansas City, MO, and the Commanding General of HQ Military Airlift Command, Scott AFB, IL
- Awarded Air Force Commendation Medal with two Oakleaf Clusters for Meritorious Service

Missouri Supreme Court, Jefferson City, MO, 1974 to 1975

Law Clerk

- Sole research attorney to the Hon. Robert Donnelly, Chief Justice, MO Supreme Court
- Responsible for researching applicable statutes and case law, drafting memoranda of law on cases assigned to the Chief Justice

Education

University of Missouri – School of Law, Columbia, MO

Juris Doctorate

St. Louis University, St. Louis, MO

Bachelor of Science in Commerce; Major in Finance

- Graduated Magna Cum Laude

Certifications/Licenses

- Member of Missouri Bar Association
- Licensed to practice law in Missouri state and federal courts
- Member, Beta Gamma Sigma, National Honors Business Fraternity
- Active in community and charitable organizations

MTM



Philip G. Stalboerger

Vice President of Public Affairs

Experience

Philip is a government relations expert with more than 20 years of experience in policy and legislative affairs roles.

MTM, Inc., St. Louis, MO, 2013 to Present

Vice President of Public Affairs

- Manages MTM's government relations around the country and 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
- Works to educate lawmakers on the NEMT process for consumers and keeps them updated on areas of interest for their constituents
- Creates 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

Faegre Baker Daniels, LLC, Minneapolis, MN, 2012 to 2013

Senior Government Relations Advisor

- Represented clients in legislative, regulatory, and business development efforts and opportunities
- Served as an expert in government relations and public affairs representing corporations, trade associations and non-profit organizations before the Minnesota Legislature, Minnesota state agencies, local governments, United State Congress, and federal agencies

Blue Cross and Blue Shield of Minnesota, Eagan, MN, 2008 to 2012

Vice President, Policy, Legislative and Public Affairs

- Directed all state and federal legislative activities and managed their lobbying contracts
- Identified policy changes for the company to accomplish policy and business objectives
- Restructured internal Policy and Legislative teams necessary to assess proactive and reactive policy positions, assuring the policy positions aligned with achieving corporate goals
- Established and cultivated key alliances with organizations, associations, business groups, agents, and others with proven track record for building successful coalitions that promoted policy objectives

MTM

Philip G. Stalboerger

Vice President of Public Affairs

Experience *(continued)*

Blue Cross and Blue Shield of Minnesota, Eagan, MN, 1999 to 2008

Director, Legislative Affairs

- Led efforts to enact legislation that supported corporate objectives, various proactive changes in insurance laws, restructure of the financial regulation of the health insurance industry, and promoted public health initiatives
- Gave frequent presentations on home health care, insurance law, or other legislative matters relating to health care industry and served as industry expert on local television and radio
- Drove the public policy initiative that increased the price of tobacco products (health impact fee) necessary to improve public health and reduce the number of young smokers in Minnesota

Minnesota Department of Commerce, St. Paul, MN, 1999

Legislative Director

- Facilitated the Department's legislative priorities with internal experts and served as contact for legislators, staff, and executive branch on legislative issues
- Spearheaded budget and policy changes important to the Department
- Built positive relationships with both House and Senate leadership and committee chairs under new Administration

Minnesota Senate, St. Paul, MN, 1995 to 1999

Commerce Committee Administrator

- Served as staff to Chair of Committee as expert on legislative process and policy matters related to banking insurance, real estate, liquor, and other regulated industries in Minnesota
- Managed office staff and constituent services staff, created a tracking system for legislation relating to the committee, and worked with other committee staff to coordinate scheduled hearings
- Prioritized committee legislative efforts and often served as facilitator between interests

Minnesota Senate, St. Paul, MN, 1994 to 1995

Legislative Assistant

- Researched policy and constituent matters and managed legislation and political efforts of State Senators and important issues facing their districts and the state of Minnesota

MTM

Philip G. Stalboerger

Vice President of Public Affairs

Education

Hamlin University, St. Paul, Minnesota

Master of Arts, Public Administration

St. John's University, Collegeville, Minnesota

Bachelor of Arts, Government/Political Science

Awards & Community Involvement

Awards

- Minneapolis/St. Paul Business Journal's 40 under 40 in 2009

Community Involvement

360 Communities (Formerly Community Action Council)

- Served as chair in 2010; member of Board of Directors 2004 to 2010

Eugene McCarthy School of Public Policy & Civic Engagement at St. John's University and College of St. Benedict

- Politics and Public Policy Alumni Board Member since 2007

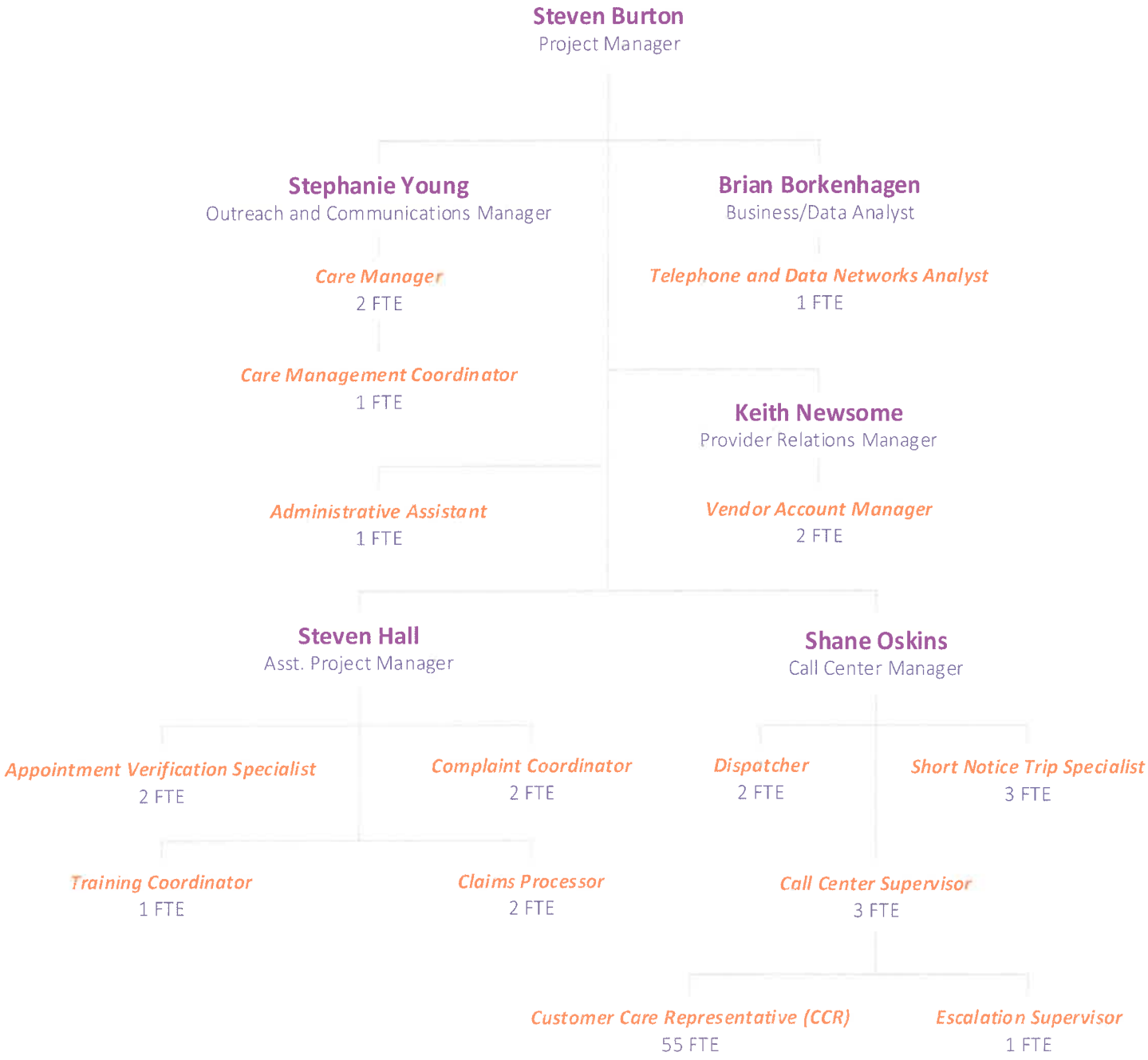
Eugene Foundation

- Member, Board of Directors 2000 to 2004

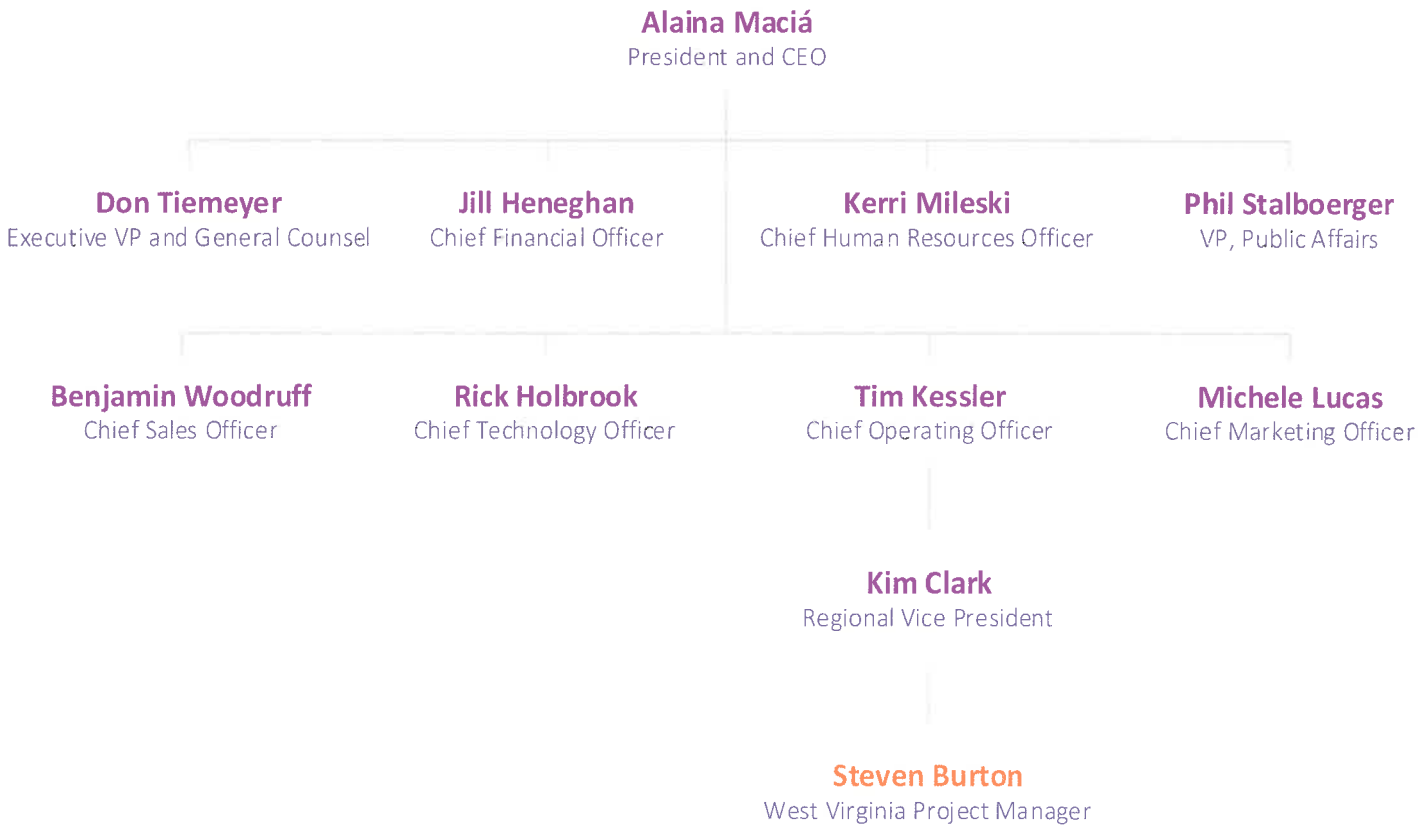
MTM

West Virginia Program Organizational Chart

Note: *Each of these positions will be located in West Virginia*



Corporate Organizational Chart



Sample Operations Manual



[CLIENT]

2019

Table of Contents

PURPOSE 3

USE AND FORMAT 4

MTM CONTACT INFORMATION 5

MTM CONTRACTUAL RESPONSIBILITIES 6

1.0 MEMBER RIGHTS AND RESPONSIBILITIES 7

2.0 HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT (HIPAA) CONFIDENTIALITY 9

3.0 MTM'S CULTURALLY AND LINGUISTICALLY APPROPRIATE SERVICES (CLAS) STANDARDS 10

4.0 LOGISTICS OPERATIONS 11

5.0 CONTACT CENTER 15

6.0 UTILIZATION MANAGEMENT 18

7.0 MARKETING COMMUNICATION 20

8.0 QUALITY AND COMPLIANCE 21

9.0 CLAIMS 26

10.0 INFORMATION TECHNOLOGY 28

11.0 POLICIES AND PROCEDURES 44

- Logistics Operations Policies and Procedures 44
- Contact Center Policies and Procedures 45
- Utilization Management Policies and Procedures 46
- Quality and Compliance Procedures 47
- Claims Policies and Procedures 48
- Information Technology Policies and Procedures 49

12.0 GLOSSARY OF TERMS 50

Purpose

To provide a written tool that informs the [CLIENT] staff, MTM staff, transportation providers, and medical facilities of the operations, expectations, and formal policies and procedures that govern each activity associated with the scheduling and delivery of non-emergency medical transportation (NEMT) services by MTM. All documentation included in this manual is MTM proprietary information and cannot be shared, distributed, etc. without MTM's express consent.

Use and Format

- [CLIENT ABV] shall maintain a copy of this *Operations Manual*, which will be updated by MTM annually and/or as needed.
- This manual will be used as a basic reference guide for new and existing MTM staff, transportation providers, medical facilities, and [CLIENT ABV].
- Transportation providers will receive a supplemental Transportation Provider Handbook with policies and procedures specific to their operations.
- Medical facilities will receive a supplemental Facility Packet outlining the rules and regulations of the transportation program that directly apply to facility activities.
- All staff in MTM's Contact Center (CC) will receive training specific to CC operations.
- Although updates may be made at any time, the entire *Operations Manual* will be reviewed annually. This annual review is the responsibility of MTM's Operations Department.
- [CLIENT ABV] may address any questions regarding this *Operations Manual* with MTM's Program Director.
- [CLIENT ABV] will be given the opportunity to review and approve the *Operations Manual* and any subsequent revisions.
- Subsequent updates will be distributed to [CLIENT ABV] staff, transportation providers, and medical facilities when required.
- All policies included in this manual are generic corporate policies that are used across MTM's book of business. MTM procedures are then created to a corresponding policy if applicable. Procedures can be created to meet specific client needs and can be drafted upon request.

MTM Contact Information

Corporate Office:

Address:	635 Maryville Centre Drive St. Louis, Missouri 63141
Phone Number:	636-561-5686
Toll-Free:	888-561-8747
Fax Number:	636-561-2962
Website:	www.mtm-inc.net

Local Office:

Address:	[ADDRESS]
Phone Number:	XXX-XXX-XXXX
Website:	http://www.mtm-inc.net/[STATE]/
Hours of Operation:	X:XX a.m. to X:XX p.m., Monday through Friday

[CLIENT ABV] Toll-Free Transportation Number (to schedule transportation): XXX-XXX-XXXX

[CLIENT ABV] Where's My Ride Toll-Free Number (if ride is late): XXX-XXX-XXXX

Complaint Toll-Free Number (if stakeholder has complaint): 866-436-0457

MTM Contractual Responsibilities

MTM is responsible for providing the following contractual services, with services commencing [**go live date**]:

1. **Prior Authorization**: Issue prior authorizations in a timely and accurate manner.
2. **Gate Keeping, Certification and Verification of Need, and Cost-Effectiveness:** Verify member eligibility; assess member need for NEMT services; determine the most appropriate and cost-effective transportation method to meet the member's need and level of care during the transport, including any special transport requirements for the medically fragile or physically/intellectually challenged; and provide education for members on the use of NEMT services.
3. **Reservations, Scheduling, and Trip Assignments:** Receive member requests for transportation and assign the trip to the most appropriate transportation provider. MTM may delegate dispatch activities to the transportation providers, but shall be responsible for the proper performance of dispatching activities.
4. **Quality Improvement:** Provide assurance that transportation providers meet health and safety standards for vehicle maintenance, operation, and inspection; driver qualifications and training; member problem and complaint resolution; and the delivery of courteous, safe, and timely transportation services.
5. **Administrative Oversight and Reporting**: Manage the day-to-day operations necessary for the delivery of NEMT services, the maintenance of appropriate records and systems to report to the member, and response to the terms of the contract.
6. **Broker Records**: Maintain detailed records evidencing administrative costs and expenses incurred pursuant to the contract, the provision of services under the contract, and complaints, for the purpose of audit and evaluation by [CLIENT ABV] and other federal or state personnel.
7. **Broker/Transportation Provider Records**: Establish, maintain, and provide upon request the records and related information for all transportation providers with which MTM has entered into a service agreement.
8. **Orientation for Transportation Providers**: Provide an orientation program for all transportation providers with which MTM has entered into a service agreement.

1.0 Member Rights and Responsibilities

Member Rights:

- Transportation for a covered non-emergency medical service allowing the member to arrive at the destination on time.
- The appropriate notification of any denial of a covered service and the right to a Fair Hearing.
- Courteous trip reservations with respect to privacy, confidentiality, and cultural diversity.
- Non-discrimination relating to race, color, national origin, sex, age, or handicap.
- Instructions on how to use NEMT services offered by MTM and/or its subcontracted transportation providers/coordinators.
- Education on the complaint and appeals process.
- Education on how to report verbal or physical abuse, or sexual harassment of any kind.
- Free oral interpretation services for members with limited-English proficiency (LEP).
- Written informational material concerning NEMT services, available in English and other languages as required by [CLIENT ABV]. Communications must be written at approximately a sixth grade reading level and must be reviewed and approved by [CLIENT ABV] prior to distribution.
- Information in alternate formats for individuals with special needs (i.e. visually or hearing impaired).
- Safe, reliable transportation services in clean, undamaged, and appropriately equipped vehicles operated by trained, professional, and courteous drivers.

Member Responsibilities:

- When members call to schedule transportation to medical appointments, they must provide their:
    - Medicaid ID number
    - Contact number
    - Date, time, place, and type of appointment(s)
    - Pick-up address
    - Date of birth
    - Health care provider's name
    - Medical facility name, address, and telephone number to verify appointment(s)
- Members must schedule transportation services for routine medical appointments with [##] business days' notice.
- Urgent trips, follow-up appointments, and hospital discharges can be set up with less than the required amount of advance notice.

    - If the member calls for urgent/same day trips, MTM is responsible for verifying the urgency of the appointment. MTM may call the medical provider to confirm urgency and will schedule transportation according to [CLIENT ABV]'s protocols and guidelines.
- Members who live within [#/#] mile of a fixed bus route and whose appointment is within [#/#] mile of a bus stop are required to ride the bus. A member is excluded from public transit if they meet the [CLIENT ABV]-approved exclusions. Members will not be required to ride the bus if:
    - They are unable to ride a bus or get to a bus stop due to a physical or mental health condition. MTM will verify with the member's healthcare provider if the member is medically unable to ride a bus.
    - There are inclement weather conditions.
    - The fixed bus route transportation schedule is not compatible with the member's appointment time.
- Members will be assigned to the mode of transportation that is most appropriate to their needs in the following order:
    - Public transportation, including fixed route, Amtrak, and buses
    - Private Auto (Gas mileage reimbursement)
    - Basic vehicle (ambulatory)
    - Enhanced vehicle (paralift)
    - Stretcher/Ambulance
- Members may use transportation services for approved services only.
- Members should attempt to use the closest appropriate medical facility unless a healthcare provider has referred the member outside of the immediate community.
- Return trips will only be provided from the point of drop-off where the member obtained authorized healthcare.
- The transportation provider must pick up members within one hour from the time the member calls for the return ride or "will call" trip.
- Members must await pick-up in an area designated as a pre-arranged "look-out" position. This is not necessarily outside but rather an area that allows easy and speedy access to the vehicle. The transportation provider will not be required to wait more than 10 minutes after the scheduled pick up time. The transportation provider's approved methods for notifying the driver's arrival include, at minimum, honking, knocking on the door, inquiring at the reception desk, and calling dispatch to place a call to the member.
- Except for services provided by providers in approved bordering counties, all non-emergency out-of-state services require prior authorization from [CLIENT ABV].
- MTM is required to provide NEMT services to out-of-state, non-approved counties if prior authorization has been granted by the [CLIENT ABV].

2.0 Health Insurance Portability and Accountability Act (HIPAA) Confidentiality

MTM manages contracts with states, counties, health plans, and other healthcare providers as defined by HIPAA to provide NEMT, central intake and dispatch services, and utilization review reports and services for members. In connection with the provision of such services, MTM receives or obtains Personal Health Information (PHI) regarding the member. As a result, we are a Business Associate of each client with whom we contract.

MTM requires our subcontracted transportation providers and other subcontracted entities to comply with the requirements of HIPAA applicable to Business Associates.

MTM requires our workforce to adhere to the restrictions and conditions regarding PHI. MTM will not disclose PHI to any member of our workforce unless the individual is advised of his/her obligations under HIPAA and the consequences of a violation of these obligations, including disciplinary action should PHI be disclosed in violation of this Section.

3.0 MTM's Culturally and Linguistically Appropriate Services (CLAS) Standards

To ensure [CLIENT ABV] and its members receive equitable and effective treatment in a culturally and linguistically appropriate manner, MTM has adopted national CLAS standards issued by the U.S. Department of Health and Human Services Office of Minority Health in 2001. These standards are designed to address the needs of racially, ethnically, and linguistically diverse populations that experience unequal access to healthcare services.

In an effort to provide the most adequate and fair treatment to [CLIENT ABV], members, and staff, MTM has adopted three types of standards of varying stringency:

- **CLAS Mandate**: Standards that are current Federal requirements for all members of Federal funds (Standards 4-7). These standards are based on Title VI of the Civil Right Act of 1964.
- **CLAS Guidelines**: Activities recommended for adoption as mandated by Federal, state, and national accrediting agencies (Standards 1–3 and 8–13).
- **CLAS Recommendations**: Services suggested for voluntary adoption (Standard 14).

4.0 Logistics Operations

Overview

MTM's Logistics Operations Department is responsible for recruiting and negotiating contracts with transportation providers; monitoring provider performance to ensure compliance with MTM's Service Agreement; performing on-site observations and vehicle inspections; and completing general transportation provider relations. Logistics Operations staff also ensure all transportation providers adhere to federal, state, and local government, laws, rules, and regulations and [CLIENT ABV] policies.

MTM has developed a network of qualified, licensed transportation providers across the contracted area to ensure comprehensive services. This network includes independent transportation providers, volunteers, taxi cabs and sedans, paralift vehicles, stretcher/ambulance and public transit services.

Logistics Operations Responsibilities

Logistics Operations staff monitors transportation provider performance to ensure the provider complies with MTM's Service Agreement requirements. In doing so, Logistics Operations staff responsibilities include, but not be limited to:

- Recruiting and building a network of transportation providers
- Credentialing the network
- Contracting and training transportation providers
- Monitoring the transportation network

Recruiting Process

MTM begins recruiting and contracting efforts with existing transportation providers in the [STATE] service area. Using capable transportation providers from an existing network facilitates a smooth transition. If the transportation provider is credentialed under MTM guidelines and knows the history of the program, the geographic area, and the existing members, then the implementation runs very smoothly and satisfaction of the members remains very high. We then turn to other existing local resources for addition to the network. Our staff made one-on-one contact with numerous transportation providers across the [STATE] service area to our Request for Proposal (RFP) submission to introduce ourselves and begin obtaining Letters of Intent. MTM will work with the transportation provider community to address issues or concerns about rates.

We are diligent and creative in all aspects of our transportation provider pool development. We also determine strategies to maximize the use of the area's public transit systems and coordinate with other transportation resources, such as volunteer programs and faith-based organizations.

Credentialing Process

Logistics Operations staff work with each transportation provider to ensure they enter all information properly and that we receive all the required documentation, enabling them to pass MTM's stringent credentialing process. Logistics Operations staff also work with transportation providers to make sure they understand all aspects of the MTM Service Agreement. Transportation providers upload credentialing information into MTM's online provider web portal.

Credentialing information includes, but is not limited to:

- Business contact information
- Any and all licenses required by [CLIENT ABV] and the state of [STATE]
- Standard operating hours and holidays
- List of current drivers, including copies of licenses
- Driver and escort background checks
- Initial hire and random drug screening for drivers and escorts
- Copies of certificates of insurance
- Detailed vehicle information
- Other additional information required by [CLIENT ABV]

As part of the credentialing process, the Provider Management Representative visits the transportation provider's operation. The Provider Management Representative conducts an on-site inspection of the provider's facilities and vehicles to ensure transportation providers entering our network have safe and qualified vehicles. The Provider Management Representative also works closely with the transportation provider to make certain that s/he understands all contract requirements such as documentation, registration, insurance requirements, driver conduct, and training. The Provider Management Representative will 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 Provider Management Representative will conduct scheduled and random site visits to verify contract compliance and conduct re-training of contract requirements as needed.

MTM will offer a paper-based process for any providers who might not have or use a computer.

Contracting and Training NEMT Providers

After we receive all required documentation, MTM's Credentialing Department conducts a detailed review of the transportation provider for inclusion into the network. Following a review of the transportation provider's file, the credentialing department will either approve or deny the provider's inclusion to the network.

MTM provides orientation and ongoing education to transportation providers to ensure high quality, timely service is provided.

Monitoring the Network

As well as continually monitoring the transportation network to maintain sufficient capacity to meet the needs of all members, Logistics Operations staff conducts routine monitoring, including annual monitoring at the transportation provider's base location. MTM also reserves the right to conduct special on-site reviews to address complaints and provide supplemental education. Education is provided via written letters, phone conversations, emails, and faxes from Logistics Operations staff, as well as notifications and information provided on MTM's credentialing website. We employ several monitoring activities to determine if performance thresholds are being met. These activities include:

- **Semi-annual scheduled and random on-site visits.** In addition to the initial credentialing site visit, the Provider Management Representative performs regularly scheduled and unscheduled on-site visits to ensure the transportation provider remains compliant with all contract requirements, including MTM's Transportation Provider Service Agreement, and applicable state, Federal, and municipal laws and regulations.
- **Initial and semi-annual vehicle inspections.** To ensure all vehicles within a provider's fleet meet our safety standards, our local staff will inspect each vehicle prior to the start the contract. Through these inspections, MTM will validate that the vehicle is safe and mechanically roadworthy, and determine that it meets or exceeds all [CLIENT ABV], MTM, state, Federal, and manufacturer standards. If the vehicle is unsafe or unsatisfactory to the requirements, the vehicle will not be allowed to transport members. MTM will keep records of all vehicle inspections at our local office, where [CLIENT ABV] will have access as needed. Upon passing our inspection, each vehicle will be issued an MTM inspection sticker, an example of which is shown above.



During their on-street observations, we will check to ensure each vehicle transporting [STATE] members appropriately displays this sticker in the rear window. If we discover that a provider is using a non-MTM approved vehicle to transport members, we will immediately take corrective action. Certification stickers on each vehicle will be updated each year following the vehicle's semi-annual inspection to ensure all vehicles remain compliant with our enforced standards.

- **Field monitoring.** MTM's locally based Provider Management Representative conducts on-street observations of drivers to ensure MTM requirements are adhered to, including the maintenance of vehicles, driver adherence to traffic laws, proper mobility device securement, neat appearance, display of proper identification, customer service to the member, use of seatbelts, etc. The Provider Management Representative conducts the on-street observations, fills out the required MTM form, and presents the outcomes to the transportation provider with corrective actions if necessary. If the Provider Management Representative witnesses any egregious behavior, they take immediate necessary actions which may include vehicle removal, driver suspension, or termination.
- **Performance Report cards.** We keep transportation providers informed of their performance level by generating report cards that come to the provider via their MTM transportation provider web portal. These report cards allow transportation providers to benchmark their performance against the average for the [STATE] transportation provider network. Data points reported include on-time performance, no-shows, complaints, and trip turn-backs
- **Comprehensive complaints processing.** If a member or their medical provider wishes to express dissatisfaction with the service they receive from MTM or a transportation provider, he/she may express their concern verbally or in writing. MTM's complaints process encompasses receipt, research, communication, and education to achieve satisfactory resolution.
- **Corrective action plans.** In the event an inspection or a complaint investigation reveals a deficiency, MTM's Quality and Compliance and Logistics Operations departments coordinate educational calls to the transportation provider. Logistics Operations also places the provider on a Corrective Action Plan (CAP). Logistics staff will follow up with the provider in 30, 60, and 90 days intervals to make sure the provider achieves compliance with all guidelines. If the non-compliance issue is severe enough, MTM will suspend the driver, the company, or as a last resort, permanently remove the transportation provider from the network.
- **Imposing liquidated damages.** MTM uses liquidated damages to ensure compliance with contract requirements on a routine, predictive basis. MTM clearly educates transportation providers on expectations and gives the opportunity to appeal any adverse decisions.

5.0 Contact Center

Overview

MTM's professional and courteous Contact Center (CC) provides prompt and efficient eligibility verification in accordance with client specifications. This includes taking requests for transportation services from members or their representatives, medical providers, and facilities.

During the intake process, Contact Center Representatives (CCRs) gather pertinent member information including the member's ID number, pick-up address, destination address, appointment date and time, and special needs, then enters this information into MTM's NET Management System.

CCR Responsibilities

The CCR's main functions include:

- Answering calls promptly and professionally while respecting the caller's right to privacy, confidentiality, and sensitivity to cultural diversity.
- Educating members on the program they belong to, including explaining member responsibilities for scheduling transportation and coordinating pick-up and delivery.
- Gathering and entering required information into MTM's NEMT Management System to verify eligibility and adequately analyze the member's transportation needs for trip assignment. Trips should be assigned to the least costly transportation provider that adequately meets the member's needs.
- Escalating trip requests for higher modes of service than believed necessary to the appropriate department.
- If a request is denied, denying the request, entering the reason(s) for the denial in the system, and notifying the member the same day.
- If a complaint call is received, following the procedures for documenting and resolving member complaints.
- Escalating special requests to the appropriate department.
- Following MTM and [CLIENT ABV] protocols, policies and procedures.

Hours of Operations

[STATE] CC hours of operation for scheduling urgent, non-urgent trips and logging complaints are Monday through Friday from X:XX a.m. to X:XX p.m [TIME ZONE]. The MTM observed holidays are listed below. After-hours call center services will be available 24/7/365 through our corporate and Virginia CC's for urgent and hospital discharge trips, as well as filing complaints.

Observed Holidays

MTM's [STATE] CC will be closed on the following holidays (our corporate and Virginia CC's operate 24/7/365):

- New Year's Day *(January 1)*
- Memorial Day (Last Monday in May)
- Independence Day *(July 4)*
- Labor Day (First Monday in September)
- Thanksgiving Day (Fourth Thursday in November)
- Christmas Day *(December 25)*

CC Phone Lines

A toll-free telephone number has been installed so members can schedule transportation. They will never be charged for calls to this toll-free number. ***The toll-free number is 1-XXX-XXX-XXXX.***

A separate queue (the Where's My Ride Line) has been established for member and medical provider inquiries about the status of a trip or the whereabouts of a transportation provider. ***This toll-free number is 1-XXX-XXX-XXXX.***

Customer Satisfaction Survey

According to contract requirements, a statistically valid random sample of members will be contacted via telephone for a follow up customer satisfaction survey. The survey will include evaluation of the service provided, including satisfaction with the call intake process, driver and vehicle assessment, and timeliness of the service received. The population surveyed will include a subset of limited English proficiency members. Findings of the survey will be reported to [CLIENT ABV] per contract.

Customer Service Audits and Evaluations

To ensure professional call intake activities, MTM performs continuous call monitoring for each CCR. This allows MTM to constantly improve the level of service provided to members and provides an opportunity to coach and mentor CCRs on identified challenges regarding quality control and training purposes. MTM leverages voice analytics and a custom automated scorecard to analyze calls, at minimum, 80% of recorded calls for each CCR per month. CCRs are expected to achieve an evaluation score of 95%. Auditing scores and evaluations will be submitted to DHCFP on a monthly basis by the 15th day of the following month. CCRs become eligible for evaluations on the date that they begin taking client calls.

CCR Training

MTM's CC staff, including CCRs, receive thorough training on MTM's policies and requirements to ensure appropriate and timely service. CCRs will give first-time callers an orientation on the program, member responsibilities, and the importance of adhering to guidelines.

6.0 Utilization Management

Overview

MTM is dedicated to increasing healthcare access by providing quality transportation services to the medically needy. Out of this knowledge came the formation of MTM's effective Utilization Management process. The Utilization Management process offers high touch management for recurring trips and members that are frequent utilizers of transportation. Utilization Management also focuses on members with the most costly trip requests. MTM's Utilization Management process provides a team of dedicated Escalation Supervisors who will collaborate as needed with medical facilities and case managers.

MTM was the first in the industry to use a Utilization Management approach that provides a person-centric focus and enhanced coordination of services. MTM's Utilization Management perspective is to implement responsible solutions and reduce wasteful spending by providing extra attention to those situations that require more intense review, special care beyond a standard request, and interaction with healthcare professionals

MTM's Utilization Management approach works to appropriately address "special" transportation needs by:

- Working with healthcare personnel including physicians, nurses, case managers, and social workers to coordinate and verify recurring trips for treatments such as dialysis, day treatment, mental health, and children's programs, while keeping in mind each member's special needs and the ways of controlling transportation costs.
- Coordinating of all requests that require prior authorization or Level of Need (LON) documentation.
- Arranging ancillary services such as meals and lodging.
- Collaborating with travel training staff for the on-site functional assessment process.

Community Outreach

MTM works directly with the local community to provide outreach and education to medical facilities and advocacy groups regarding the NEMT program. Proper education is often the key to increasing satisfaction and reducing complaints. MTM will meet with local stakeholders before start-up and then as needed or requested to ensure service satisfaction among these groups.

Member Outreach

Throughout the life of this contract, our Marketing Department will develop and print brochures, informational packets, instructional materials, and other written items for dissemination to NEMT members, long-term care facilities, local human service agencies, transportation providers and medical providers in [STATE]. The education plan shall emphasize the availability of NEMT services, eligibility for these services, standing orders, medical documentation of need and how to request and use NEMT services. All materials will be culturally sensitive, easy-to-read, and at a sixth-grade level as verified by the Flesch-Kincaid ease of readability index.

Prior to distribution, we will submit all written material to [CLIENT ABV] for review before mailing. MTM will also send notices to affected parties of any rules and/or regulation changes as soon as possible and within 30 days of the effective date. Member notices 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 obtain approval, days' notice, and an explanation of urgency
- The hours of operation
- The toll-free number for Where's My Ride Line

User-Friendly Stakeholder Website

[STATE]-area NEMT stakeholders can access a user-friendly website that will include initial and ongoing notices to members and medical providers regarding the availability of transportation assistance and instructions on how to access it, including a prominent notice that such assistance is available free of charge. The site address is http://www.mtm-inc.net/[STATE]/ and includes:

- Member Education
- Glossary of Terms
- Responsibilities and Conduct
- Resources for members
- Important Links
- Gas Mileage Reimbursement Trip Log
- Transportation Request Form
- Parental Consent Form- English
- Level of Need (LON) Form

The website also features a Frequently Asked Questions (FAQ) page for quick reference. The site feeds from our corporate website, www.mtm-inc.net.

7.0 Marketing Communication

Overview

MTM's Marketing Department ensures effective communication among stakeholder populations by developing member educational materials, website content, newsletters, and community outreach materials. This includes ensuring all documents are culturally sensitive, easy-to-read as verified by the Flesch-Kincaid ease of readability index, and meet the needs of all populations, including those with visual impairments and foreign language needs. The Marketing Department provides consistent communication to notify stakeholders of program changes and updates to service parameters.

8.0 Quality and Compliance

Overview

The Quality and Compliance Department includes several components that monitor and improve MTM service delivery. MTM strives to provide individualized focus for every relevant area of quality improvement and management. This department documents, investigates, and resolves complaints and risk issues, manages fraud and abuse, and performs audits including those pertaining to transportation providers and call intake. MTM follows the Utilization Review Accreditation Committee (URAC) for monitoring of all facets of our operations.

Quality and Compliance Program

MTM's Quality and Compliance Program monitors reported issues for evaluation and detects any trending key areas. Quality improvement activities focus on customer satisfaction, procedure improvement, and continuous monitoring of services provided by MTM and its contracted transportation providers. Quality indicators are continuously monitored for compliance to performance standards. Trends that fall outside of MTM's expected performance threshold are evaluated, and Performance Improvement Plans (PIPs) are implemented when necessary. Quality and Compliance also develops new initiatives, policies, and procedures to improve the outcome of the service(s). Accessibility, safety of transportation services, and customer satisfaction are the expected outcomes of Quality and Compliance's efforts.

Supporting the program is MTM's Quality and Compliance Committee (QCC). The QCC is the team of executives and senior managers tasked with evaluating service trends, developing PIPs, recommending policy changes, creating policies and procedures, and recommending sanctions.

Complaints and Appeals Processes

To ensure all stakeholders have a path of recourse, MTM has an equitable, fair process for complaints and appeals. MTM will meet all requirements of the complaint and appeals process, including State Fair Hearings. [CLIENT ABV] stakeholders have a Resolution Specialist dedicated solely to this contract. This individual handles all complaints, monitors for any trends, and builds relationships with program stakeholders. All NEMT stakeholders may file formal complaints verbally or in writing about any covered service received under this program. MTM maintains accurate records of complaints and understands [CLIENT ABV] may publicly disclose a summary of the complaint and disposition.

MTM offers reasonable assistance to stakeholders to file a complaint or reconsideration. These stakeholders include:

- Members
- Medical providers
- Community agencies
- Transportation providers
- Social workers
- [CLIENT ABV]
- Advocates
- Case managers

We will provide the complaint, appeal, and State Fair Hearing process and dispositions verbally and in written form upon request or as required by contract. MTM's policies identify the individuals with oversight of the State Fair Hearing process; these individuals have the authority to require corrective action. Please see a list of Quality and Compliance policies and procedures at the end of this section.

Member Complaint, Reconsideration, and State Fair Hearing Processes

MTM trains and monitors transportation providers and our staff on acceptable conduct. In the event that a member perceives the service they received does not meet their expectation, members can use an equitable complaints, reconsideration, and State Fair Hearing process.

If a member or their medical provider wishes to express dissatisfaction with the service they receive from MTM or a transportation provider, he/she may express their concern verbally through the We Care Line, through the online complaint web page, or in writing by mailing their complaint to MTM. MTM's complaints process encompasses receipt, research, communication, and education to achieve satisfactory resolution. The QCC reviews these processes annually to ensure MTM remains current with emerging trends and/or changes in Medicaid/Medicare.

In the event that a member is not satisfied with the results of the complaint resolution, s/he will have the opportunity to express their concern as an escalated complaint to MTM in writing by mail, or verbally by calling the We Care Line to request escalation.

Transportation Provider Complaints and Appeals

MTM has established procedures for the transportation provider complaint and appeal process that guarantee the right for a review of any action taken by MTM. Transportation providers will be trained on the procedures of complaint and appeals process. MTM has an equitable complaints and reconsideration process for transportation providers for all claims-related issues or any other area of dissatisfaction.

Transportation Provider Inquiries

Transportation providers have access to a dedicated Logistics Operations team. This team is dedicated to the [STATE] service area and to the local transportation providers to ensure program satisfaction. A Provider Management Representative meets with the transportation provider at least annually but is also available for on-site meetings as requested. The transportation providers have access to various means of assistance by using MTM's provider support contacts.

Transportation Provider Complaints

Transportation providers may file a complaint within one year of the incident or as stated in the client contract. Once resolution has been completed, the complainant is made aware of the resolution and their ongoing appeal rights if they deem the resolution unsatisfactory.

Transportation Provider Appeals

In the event that a transportation provider is not satisfied with the results of the complaint resolution, if the client contract allows, the transportation provider will have the opportunity to express their concern as an appeal. An appeal can be a written request for further review of a complaint for which the complainant remains unsatisfied after completion of the complaint process. The transportation provider must submit their appeal within 15 days of the complaint resolution. MTM will acknowledge the receipt of the appeal in writing within 10 business days of receiving the appeal. MTM will make every attempt to resolve the issue to the satisfaction of the provider within 30 days of filing.

Recordkeeping and Reporting

[CLIENT ABV] will receive monthly summary reports of complaints, appeals, and State Fair Hearings. This monthly report will include the number of complaints received, how complaints were received (by phone, written communication, or through approved electronic transmission), dates received, date of resolution, and a description of the resolution.

MTM documents and tracks complaints in the NET Management System in accordance with [CLIENT ABV] requirements. The system records all information pertaining to complaints including member name, date(s), and any corrective action required. It also records all supporting trip information including detailed notes entered by CCRs.

Fraud, Waste, and Abuse Provisions

MTM is fully dedicated to reducing fraud, waste, and abuse of the NEMT benefit. We take all accusations and suspicions of fraud, waste, and abuse seriously, and conduct thorough investigations of each occurrence. By reducing fraud and abuse of the system, MTM can effectively lower overall transportation costs for [CLIENT ABV]. Our automated systems and 100% trip reconciliation process help us proactively identify suspected cases of fraud. One of the main ways we reduce fraud, waste, and abuse of NEMT is through comprehensive, informative training.

MTM trains our CCRs and other staff to report suspicious behavior and information to our Compliance Team, which then investigates the issue thoroughly. Should MTM suspect that a member has misrepresented a medical condition to justify the need for NEMT services, the trip is flagged and a fraud alert initiated. A member of the Compliance Team conducts an investigation by calling the medical provider to verify the medical necessity for NEMT. If, through the findings of the investigation, MTM determines that the medical condition was actually falsified, all subsequent trips will require authorization and verification by the medical provider.

MTM also trains our network of transportation providers on MTM's fraud, waste, and abuse prevention policies. They are informed that fraud, waste, and abuse will not be tolerated under any circumstance and that their activities will be monitored on an ongoing basis. Transportation providers are given guidelines on trip and billing requirements to help us reduce the likelihood of transportation providers committing fraud or submitting errors with trip and billing documentation.

Any case of suspected fraud on the part of a member, transportation provider, or medical provider will immediately be brought to the attention of [CLIENT ABV]. Outside of the aforementioned training; MTM has established several prevention and identification methodologies to combat member, transportation provider, and even medical facility fraud. These methodologies include, but are not limited to, attendance verification and fraud, waste, and abuse reports.

Fraud and Abuse Detection and Prevention Supported by MTM's System

Since MTM custom built our NET Management System for administering transportation programs, we designed it to identify potential fraud early and raise a fraud alert. The system confirms the member's eligibility and then only allows scheduling to covered services and with

approved modes. The system also has an automated reconciliation process that matches the electronic claims files sent by the provider with trips scheduled within the system. This generates exception reports for review by the Claims Auditor. In the event that MTM identifies a member as demonstrating suspicious activity, the member is placed on our fraud watch list. The next time s/he calls to schedule a trip, the system will alert the CCR to verify that a scheduled appointment exists prior to arranging transportation, and to review other member information for potential fraud.

Identifying Frequent Flyers and High Cost Users

As a portion of fraud, waste, and abuse often comes from frequent flyers and high cost users of NEMT services, our system will develop a weekly frequent flyer report. A [CLIENT ABV]-dedicated Compliance Coordinator will work with the Program Director to review this report to identify members with a frequent trip pattern to verify trip completion and eligibility, and to determine whether the trip was to a covered service. The Compliance Coordinator will perform the same review to identify members who have a pattern of taking multiple high cost trips to ensure the service was actually performed. In addition, our Quality and Compliance Department will watch for trends of fraud alerts and missed appointments as early identifiers of potential abusers.

Protecting Against Fraud and Abuse

To ensure payment only for services rendered, we will conduct signature review for 100% of trips during reconciliation. As a measure to protect against fraud, waste, and abuse, we require signatures from the member for all completed one-way trips. By reconciling 100% of completed trips and performing validation checks on five percent of all NEMT services requests per month, MTM can quickly catch instances of potential fraud and abuse.

Preventing Fraud and Abuse of Transportation Provider Billing

MTM's NET Management System calculates trip mileage for each trip during scheduling to ensure MTM pays the appropriate amount per trip. The system also prevents the occurrence of double billing, billing for a round trip instead of one-way, billing for non-covered services, and billing for individuals who are not covered members. Our system can also check transportation requests against filed medical claims to ensure a medical claim was filed for the same day transportation resources were used.

9.0 Claims

Overview

We have developed a user-friendly claims process supported by automated systems, tested with a focus group of transportation providers, and proven successful in real-life claims submission. The following narrative describes the claims process, which is accessible by every transportation provider across our book of business.

1. **Online Trip Information Entry:** Using the secure online portal, the transportation provider will electronically upload pick-up and drop-off information, vehicle identification number, and driver's license number. The online tool allows the provider to make corrections at his/her convenience. The status of each claim and all associated data will be available online, searchable, and accessible on a trip-by-trip basis. The weekly rosters identifying assigned trips also will be available online. For transportation providers with routing and scheduling software, MTM supports batch file processing of the required information to eliminate data entry, resulting in a higher level of efficiency for all parties.
    a. **Non-Online Transportation Claims Processing:** Transportation providers that cannot upload their claims online due to lack of internet access or other limitations will be given the option of sending their trip logs and other documentation into the main office via certified mail, email, or fax.
2. **Validation of Signatures and Information:** Our Trip Reconciliation staff will review all documentation for completeness and compliance.
    a. Claim Approved: Upon the receipt of a clean claim and following successful review of all supporting documentation, the trip claim moves to step three of this process.
    b. Claim Denied: Reasons for denial may include lack of supporting documentation, discrepancy between information in our system vs. provider claim, or usage of a non-credentialed driver/vehicle.
        i. Transportation Provider Notified: The online tool keeps the provider informed of the status of each claim throughout the claims process.
        ii. Transportation Provider Appeals: If the provider does not agree with the automatic adjudication, then s/he may request an appeal online. We strive to resolve all disputes within two weeks. Because most of the information is supplied directly by the transportation provider, appeals should be limited in nature and quantity. Our claims staff will address the appeal and work with the provider to resolve the issue.

The transportation provider must follow a structured online process identifying the grounds for the appeal and supply supporting evidence, if applicable. If the transportation provider does not make an appeal by the appeal deadline, the trip will close out and no appeals will be allowed after that date.

1. Appeal Review Approved: The Claims Department will review supplementary information. Following evaluation, this department will annotate the trip as approved and the trip claim will move to step three. This will occur within two weeks of receiving additional information. As needed, we will request additional information.
2. Appeal Review Rejected: The review does not justify making payment for a trip. Our online tool will update the provider on the status of the trip claim.

3. **Payment Authorized:** Upon the successful completion of the above process, the transportation provider will receive payment for approved trips via check or an Automated Clearing House (ACH) transaction. In accordance with [CLIENT ABV] specifications, we will pay network providers, members, and volunteers according to client contract specifications.

10.0 Information Technology

Overview

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

Our more than 20 years of experience managing NEMT services informed our system's programming, and continues to dictate changes made to the software. The configurable system automates the call intake and scheduling processes, provides secure information exchange of member eligibility files, and virtually eliminates the possibility of authorizing services to a non-covered service or medical provider. Our system is customized to meet [CLIENT ABV]'s requirements, and we work with local stakeholders to continually update it based on the evolving needs of the program. Specifically, the NET Management System accommodates the services and functions outlined in the below table.

NET Management System Capabilities	
Function	**Description**
Provides Web Portals	[CLIENT ABV], local transportation providers, medical providers, and members have access to independent web portals that provide a complete range of services and data based on the user's access rights
Accommodates Call Intake Processes	Facilitates call intake, including automatically loading member information when the CCR enters the 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 the expiration date

NET Management System Capabilities	
Function	**Description**
Manages NET Requests	Provides a complete management solution for trip scheduling, including applying eligibility rules, determining the most appropriate and cost-effective mode of transportation, and ensuring the trip is to a covered service with an approved provider
Selects a NET Provider	Determines the most appropriate transportation provider using an algorithm based upon the trip details and cost, as well as the provider's availability, quality ranking, and location
Reimburses Members	Verifies that the member meets [CLIENT ABV]'s criteria for mileage reimbursement and determines the amount that should be applied to their debit card
Detects Fraud and Abuse	Applies proprietary data mining algorithms designed to detect fraud and abuse by comparing data supplied by transportation providers 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 [CLIENT ABV]'s approved format, delivers them via SFTP, and provides online reporting tools enabling [CLIENT ABV] to request ad hoc data on an on-demand basis
Develops Encounter Files	Captures, stores, and creates [CLIENT ABV]-compliant encounter files; electronically transmits the files in accordance with [CLIENT ABV] regulations; and ensures the encounters reflect actual services within
Facilitates Member Communication	Creates letters for members for denied services or educational purposes
Stores Member and Trip Information	Serves as a repository for information linked to specific members and trips, including special needs, approved modes of transportation, and other special instructions
Interfaces with [CLIENT ABV]	Exchanges information and data files with [CLIENT ABV] in secure electronic format
Receives and Stores Member Extract Files	Interfaces with [CLIENT ABV] to receive weekly eligibility files via secure, encrypted data connection, submits eligibility verification requests to [CLIENT ABV]'s Medicaid Management Information System (MMIS), allows MTM representatives to manually enter

NET Management System Capabilities	
Function	**Description**
	eligibility data as needed, and reconciles manually entered data against member extract files
Captures NEMT Data	Captures and retains data, including complaints and issues, to develop required reporting packages, ad hoc data, and other files requested by [CLIENT ABV]
Pays NEMT Providers	Reconciles trip data, authorizes reimbursement, and develops an appropriate check
Supports provider self-service	Transportation providers have access to MTM's mobile app allowing drivers to access trip data, and claim electronically via the app.

MTM's software is designed to be portable and scalable. Portability means that each application is platform independent and, unlike other systems, is not constrained to the technology that was in place when it was originally developed. Accordingly, MTM can take advantage of emerging technology with minimal impact to the existing system, benefiting from the opportunities, cost savings, and efficiencies that are continually presented to the industry. Scalability means that additional capacity may be added as required with minimal, if any, impact to infrastructure.

The combination of portability and scalability provides unlimited potential to increase volume and add new functionality and technology while maintaining system response times. This, combined with web-based access, means that an infinite number of users may access the system simultaneously with no degradation in performance. Thus, [CLIENT ABV] will always be in a position to deliver innovative services to NEMT members without the restrictions and constraints associated with systems that are not web-based, platform independent, and scalable.

[CLIENT ABV] Data Requirements

As required by [CLIENT ABV], MTM will upload the Member Extract File into our NEMT Management System each week. The NEMT Management System has the capability to also accept manually entered eligibility data and will reconcile the manually entered data against the Member Extract File to ensure data integrity. [CLIENT ABV] will have access granted to MTM's NET Management System for auditing purposes.

System Security

MTM takes member and program confidentiality seriously, and abides by [CLIENT ABV]'s policies regarding data security and integrity. We facilitate security through highly intuitive physical and logical security layers. Our system is hosted in a secure environment and was architected in accordance with a layered security model. Online access to the services and data provisioned by our system is provided via secure web portals. Within the secure environment of our NEMT Management System, MTM supports both package encryption and transmission encryption to perform electronic data exchange on a preset schedule. MTM supports any designated secure protocol, including but not limited to PGP encryption, SFTP, and FTPS.

Confidentiality of PHI is achieved by adherence to the privacy and security requirements of HIPAA. Security is achieved by ensuring that electronic data transfers are via SFTP or HTTP over SSL with128-bit encryption. Further, to ensure access to data is limited to the information required to perform the task at hand, only those individuals authenticated as authorized users are allowed access. Within each application, access to information is further limited via rule-based security. Industry-standard security practices are applied to ensure logon credentials are secure.

Data is protected on several levels. Data is electronically secured using the industry standard layered security model illustrated and described below.

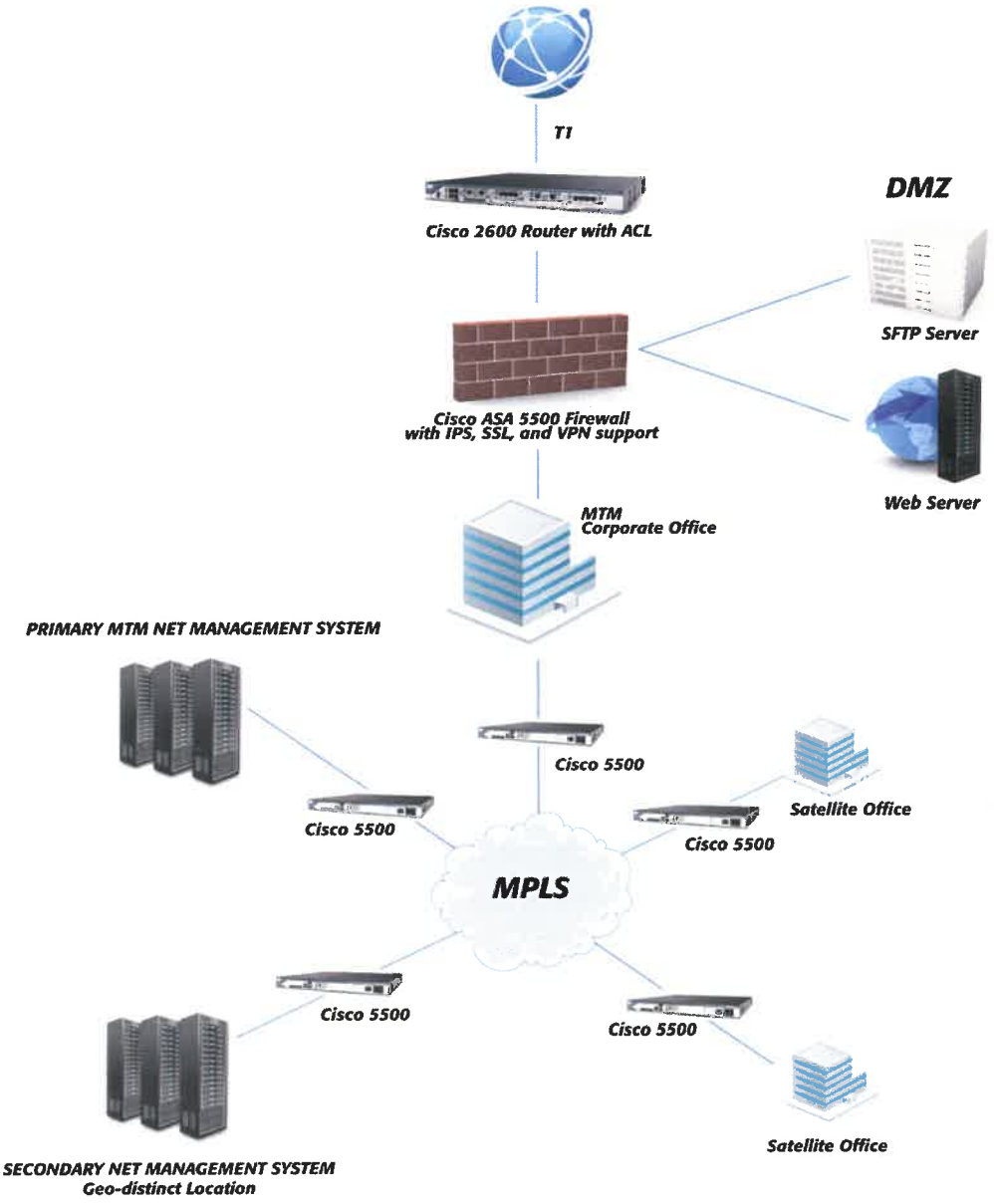


Figure 1: Security Layers. MTM provides a secure environment for data using industry best practices.

A Cisco 2600 router switches the Internet T1 connection to Ethernet and provides a front line of defense through Access Control Lists (ACLs) managing and directing network traffic based upon predefined network protocols and destinations. A Cisco ASA 5500 Adaptive Security Appliance provides a demilitarized zone (DMZ) and a world-class firewall securing the private MTM network from the threats inherent in the Internet. The SFTP and web servers are located within the DMZ providing further protection from hostile Internet threats. Within each layer Sophos Endpoint Security and Data Protection provide anti-virus, anti-malware, anti-spyware firewall, Network Admission Control (NAC), and Data Loss Protection (DLP).

A digital camera system monitors the interior and exterior of the premises used to house the NEMT Management System. Keyless entry is used to secure entry into the general office. Non-employees are required to show ID, sign in, and document their reason for entry. Non-employees are escorted the entire time they are in the office. The premises are also protected by a remotely monitored security alarm system. Within the premises, the NEMT Management System is located in a secure computer room accessible only by proximity cards and pass codes. Remote access to all computers and equipment in the computer room is controlled by login and a secure password. All work areas are located in secure areas not accessible to the public, and work-related documents are returned to locked storage at the end of use. All employees are required to attend security training and sign confidentiality statements. Internal users are fully trained in HIPAA use and disclosure regulations, and external users are required to sign a Business Associate agreement confirming compliance with HIPAA use and disclosure regulations.

Secure Web Portals for Online Features

Unique to the industry, four independent web portals deliver access to a complete range of NEMT services and data. Each portal provides an intuitive interface independently designed to meet the specific needs of the four major stakeholders: [CLIENT ABV], local NET providers, local medical providers, and members. MTM ensures that our web portal system conforms to all of [CLIENT ABV]'s security requirements.

[CLIENT ABV] Portal

The [CLIENT ABV] portal provides the online ability to:

- Schedule, review, and change transportation arrangements.
- View NET provider data.
- Have read-only access into MTM's system.

[CLIENT ABV] can schedule, review and research NET arrangements for all current members and those previously submitted to MTM on the member file. Scheduling and changes are subject to eligibility on the date of transport and the requirement to use the most appropriate, cost effective mode consistent with the member's needs. An intuitive interface guides staff through these processes, explaining situations that may result in transportation being denied, or authorized transportation differing from that requested.. **Figure 2** illustrates how the system will present detailed NET arrangements to [CLIENT ABV].

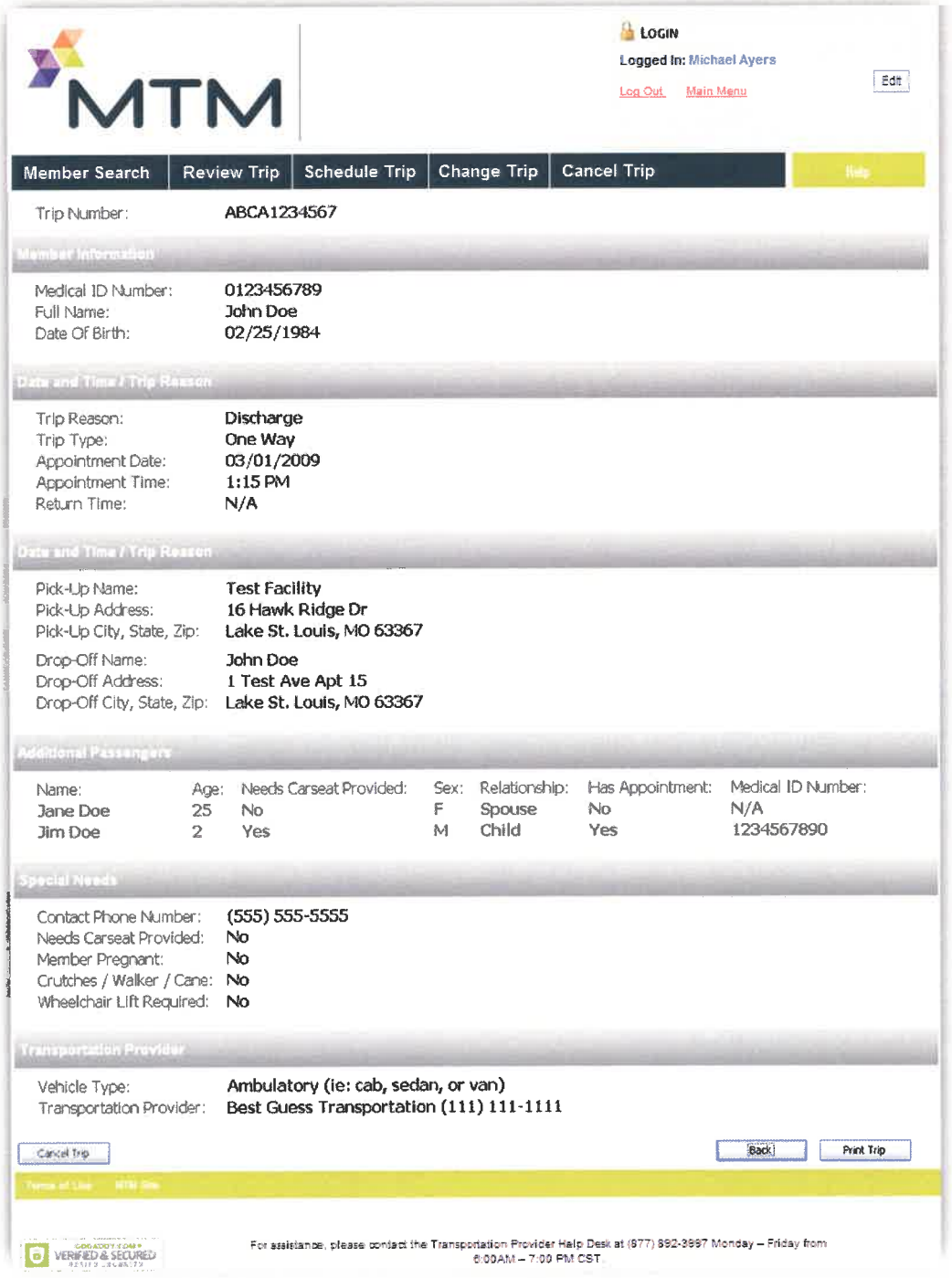


Figure 2: [CLIENT ABV] Web Portal Screenshot. The sample screenshot above is what [CLIENT ABV] sees when reviewing a specific trip.

Access to online reports is in addition to delivery via SFTP. Standard and customized reports may be viewed and/or downloaded in Microsoft Excel format.

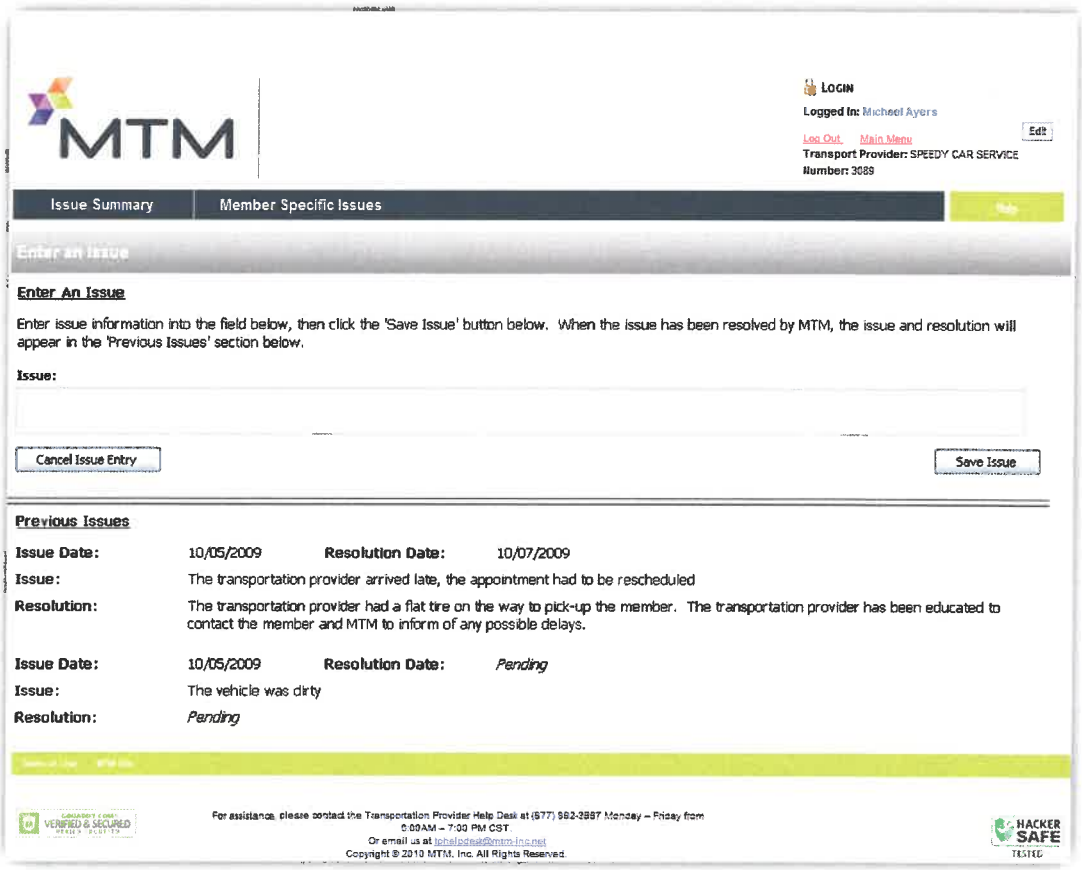


Figure 4: Manual Complaint Entry Screen. Complaints and resolutions can be entered and tracked online.

[CLIENT ABV] staff have read-only access to NET provider data. This includes the ability to view business, driver, and vehicle credentials; pick-up and drop-off information; and claims data. Figure 5 illustrates how driver credentialing information is presented to [CLIENT ABV] staff.

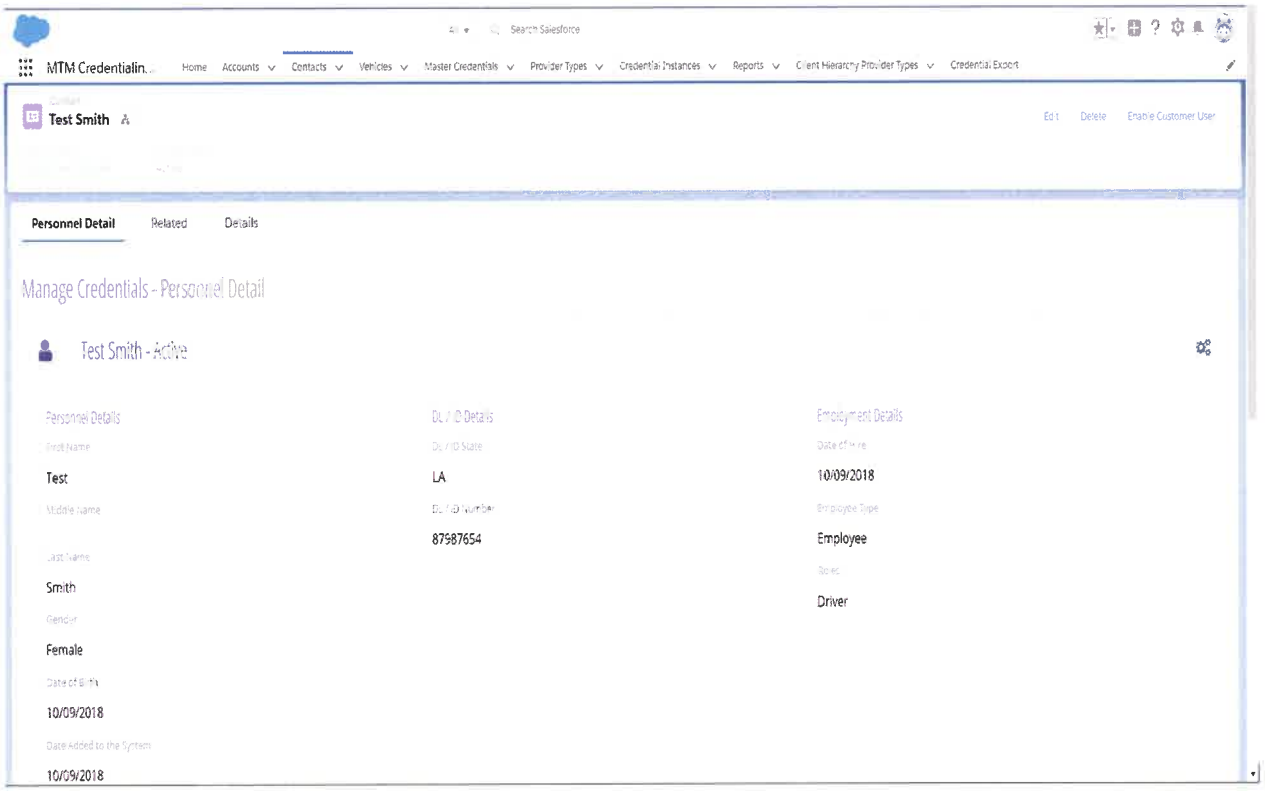


Figure 5: Driver Credential Detail Screen. [CLIENT ABV] can view driver and transportation provider credentials in a read-only format to monitor compliance.

In summary, the [CLIENT ABV] portal provides full transparency of our NEMT operations, facilitating independent remote access for auditing and monitoring purposes.

Transportation Provider Portal

The transportation provider portal gives providers the online ability to:

- 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.
- Manage credentials.
- Update service parameters and business information.
- Submit claims and enter pick-up and drop-off information, vehicle/driver details.

Transportation providers can download assigned trips in Microsoft Excel format. This format is supported by the import feature of all commercially available demand response scheduling and dispatch systems, including, but not limited to, products developed by RouteMatch, Trapeze, and StrataGen. It can also be used to manually manage trip information. In the event that a transportation provider uses a proprietary system, it is likely that this format will be acceptable as is. If not, it can easily be converted into the format of choice.

Standard and customized reports may be viewed and/or downloaded in Microsoft Excel format, and may be customized by date range, vehicle type, and other criteria. In accordance with HIPAA regulations, the data available to transportation providers will be restricted to that required to perform the services assigned to that transportation provider. Transportation providers also claim trips online. Pick-up and drop-off times, vehicle identification numbers, and driver license data may be automatically uploaded in Microsoft Excel format, and/or manually entered via screens custom designed for efficient and accurate data entry. In both cases, immediate feedback on the validity of the information is provided.

Additionally, credentialing information is submitted, reviewed, and stored electronically. All interaction between the transportation provider and MTM is online and/or via e-mail. Transportation providers start the process by entering credentialing data online and uploading digital images of the associated documentation. The portal supports industry standard file and image formats including, but not limited to, Microsoft Word, Microsoft Excel, Adobe PDF, JPEG, and GIF formats. Immediately after a credential is submitted, MTM staff is notified by e-mail of the need to review the credential. As soon as the credential has completed the review process, the results are available online to providers. If a credential is not approved, detailed information and instruction on the next steps are provided online to assist the transportation provider in completing the process. When all credentials are in order, the driver or vehicle is approved for use.

Transportation providers receive advance notice of any credential that is set to expire. The portal provides multiple notices of increasing severity, and if a credential is allowed to expire, the driver, vehicle, or company will be automatically removed as an approved entity. Each time the transportation provider accesses the online system they are notified of all outstanding actions with due dates for completion. Detailed information on all credentials, drivers, attendants, and vehicles is available in formats that allow the transportation provider to easily search and sort information. **Figure 6** illustrates how transportation providers are presented with detailed information for their company.

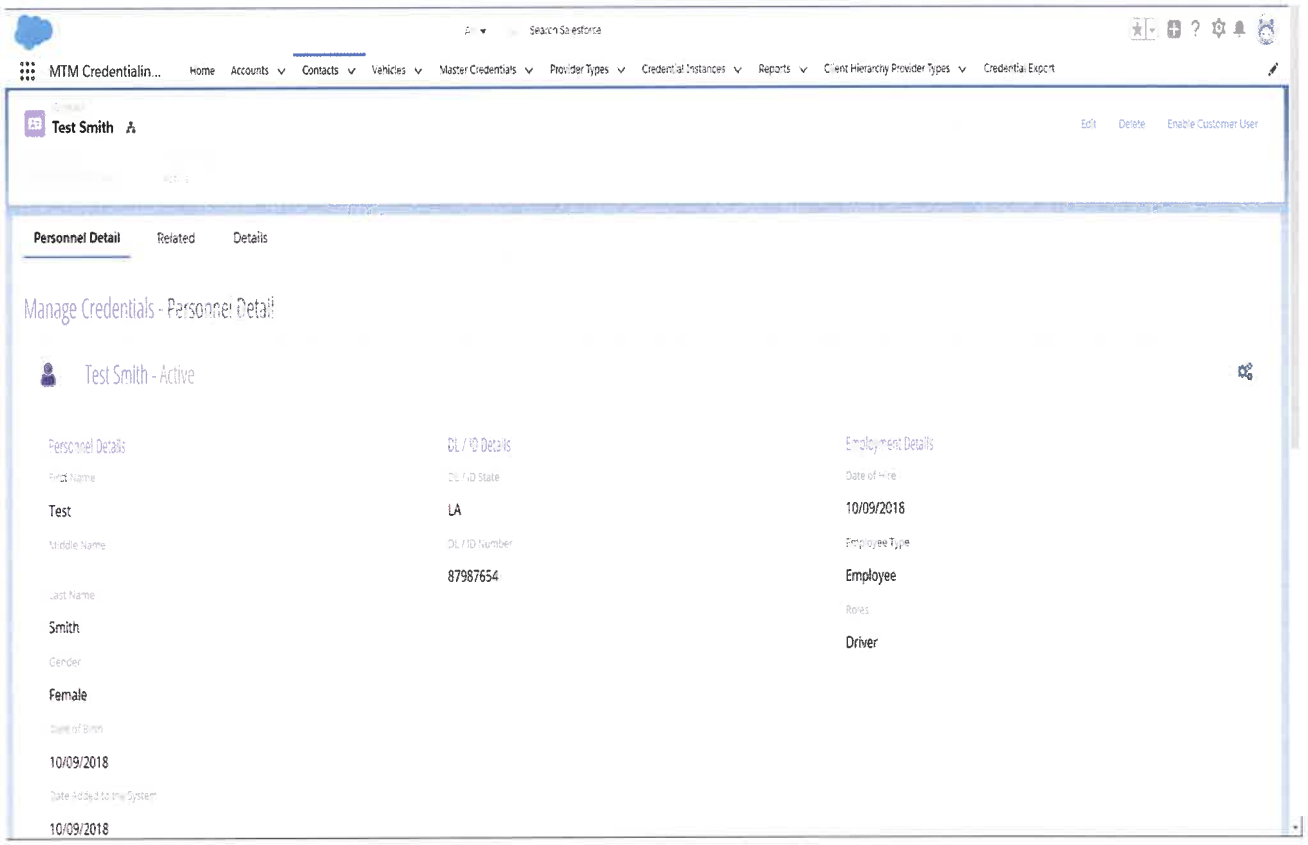


Figure 6: Credentialing Screen. Transportation providers can easily view the credentialing information of their drivers, update information, and identify any areas that are non-compliant.

Transportation providers also have the online ability to update their service parameters (hours of operation, service areas, and available vehicles, etc.) and business information (contact information, disadvantaged business certifications, etc.) online.

Sample screen shots that transportation providers could access for Summary of Trips for a Date Range, Summary of Trips by a Member for a Date Range, Electronic Trip Download and Details of Trips by Request Tracking Number are shown in **Figures 7 - 10** below.

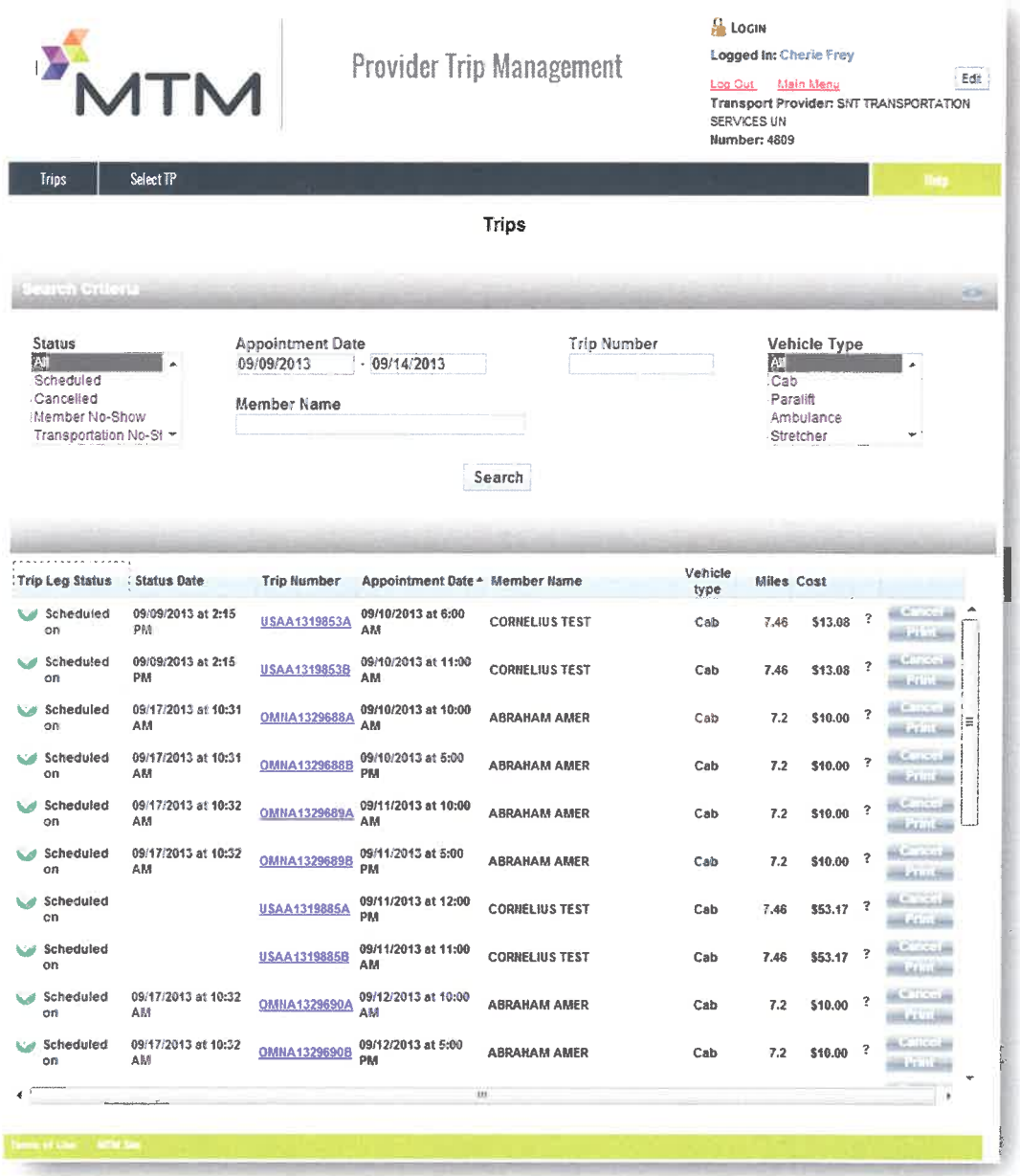


Figure 7: Summary of Trips for a Date Range.

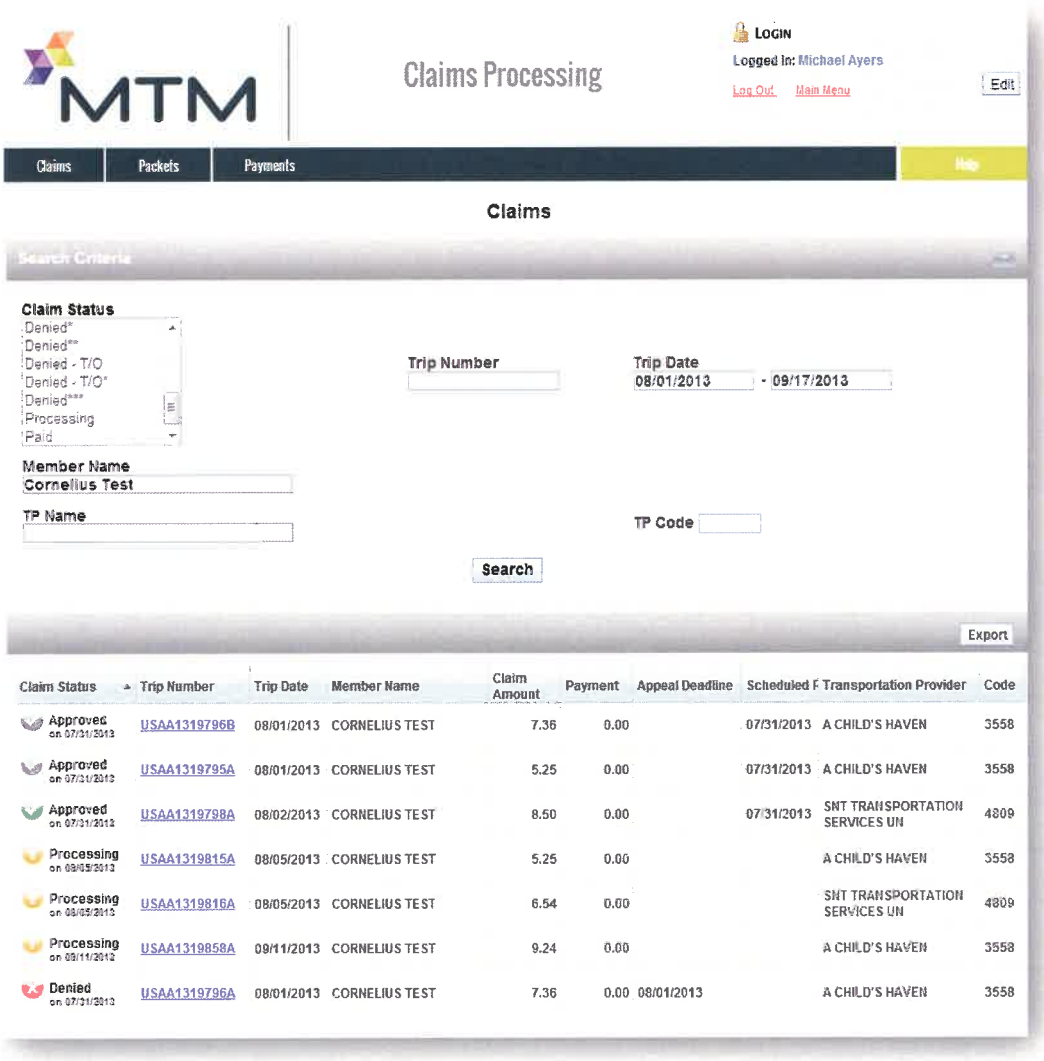


Figure 8: Summary of Trips by a Member for a Date Range.

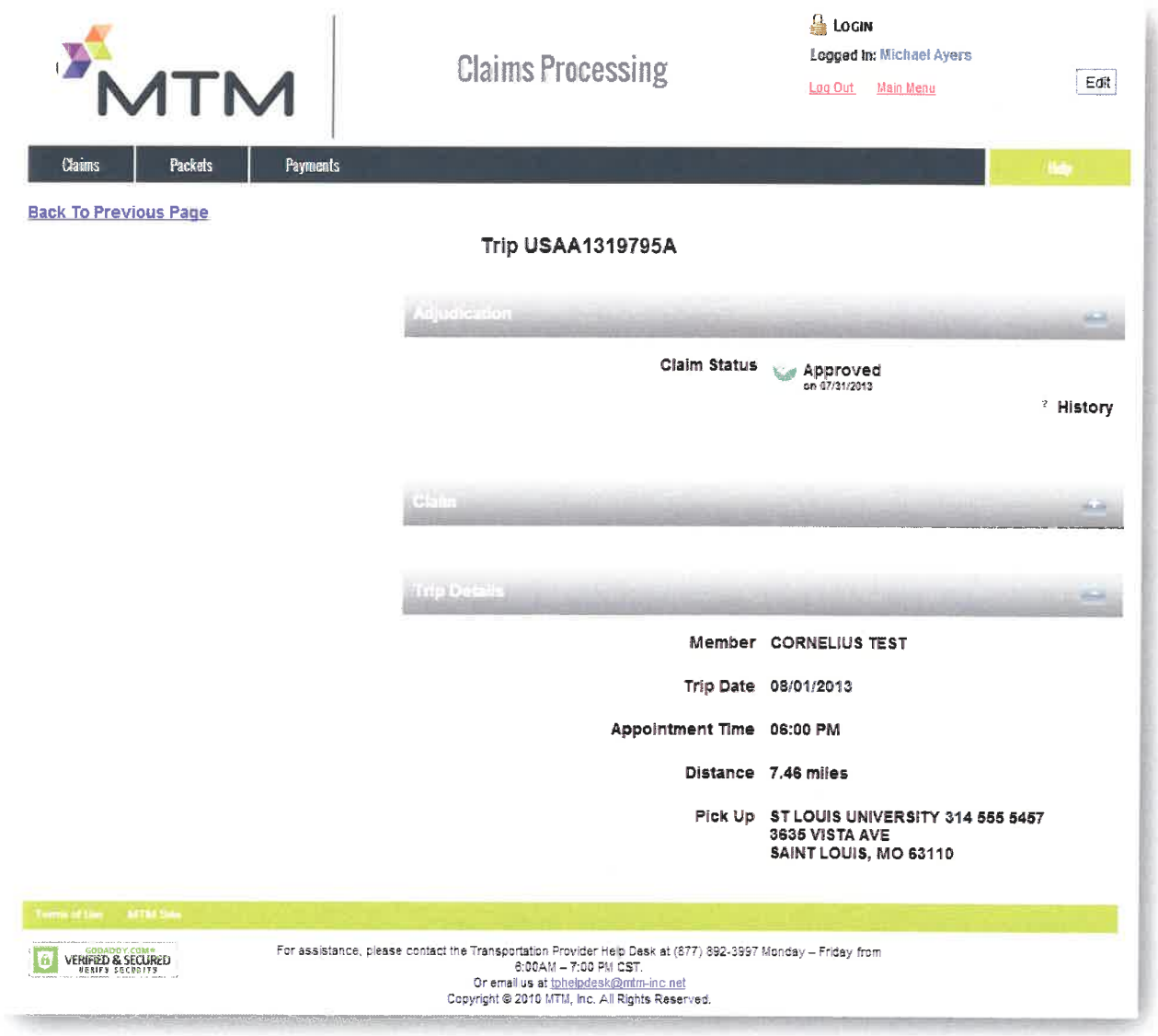


Figure 9: Details of Trips by Request Tracking Number.

Electronic Trip Download Update Feature allows Providers to request all trips for a specific day to determine routes and Update request will allow providers to see any changes made to their trips within a specified time period

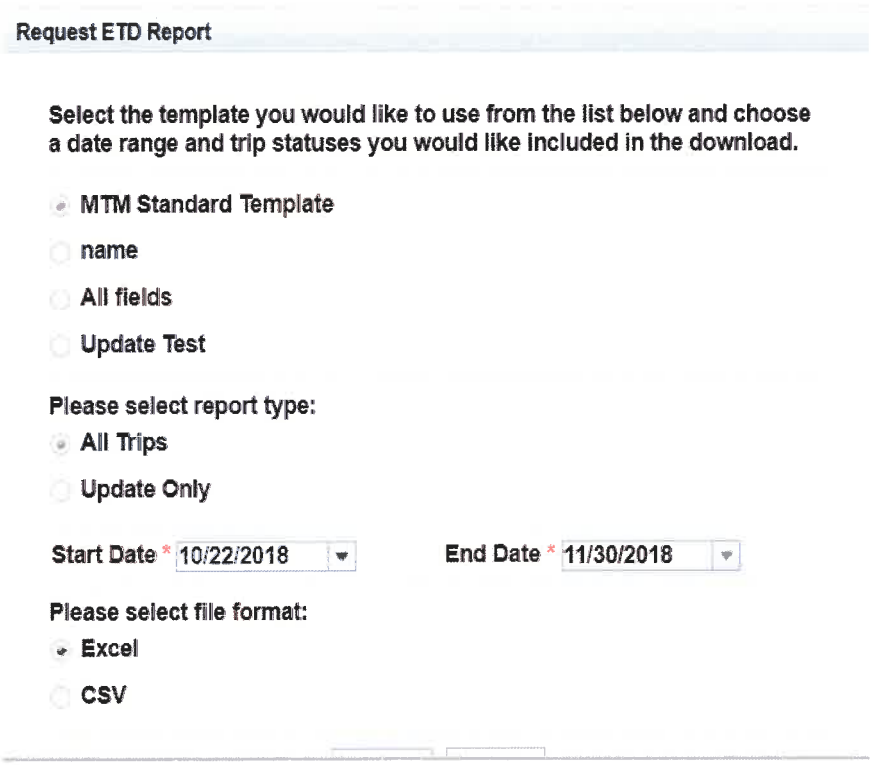


Figure 10: Electronic Trip Download Update Feature.

In summary, this portal provides transportation providers the ability to go paperless and seamlessly integrate the business applications of their choice with the NEMT Management System. The transportation provider also benefits from streamlined processes provisioning rapid credentialing of drivers and vehicles, automated management of expiration dates, and cost savings associated with maintaining credentialing data online. transportation providers appreciate the benefit of being able to expedite the billing process by submitting data online and viewing the status of payments in real time. This means [CLIENT ABV] is assured of having a compliant network of credentialed drivers and vehicles.

Medical Provider Portal

The medical provider portal provides the online ability to:

- Schedule, review, and change transportation arrangements.
- Present the member with a user-friendly hard copy record of the transportation details.

In accordance with HIPAA regulations, medical providers are able to review and research the transportation arrangements that are associated with attendance at their facilities only. Otherwise, medical providers have the same ability to schedule, review, and change transportation arrangements as [CLIENT ABV] staff.

Figure 11 is a sample of the screens that [STATE] medical facilities use to schedule transportation arrangements.

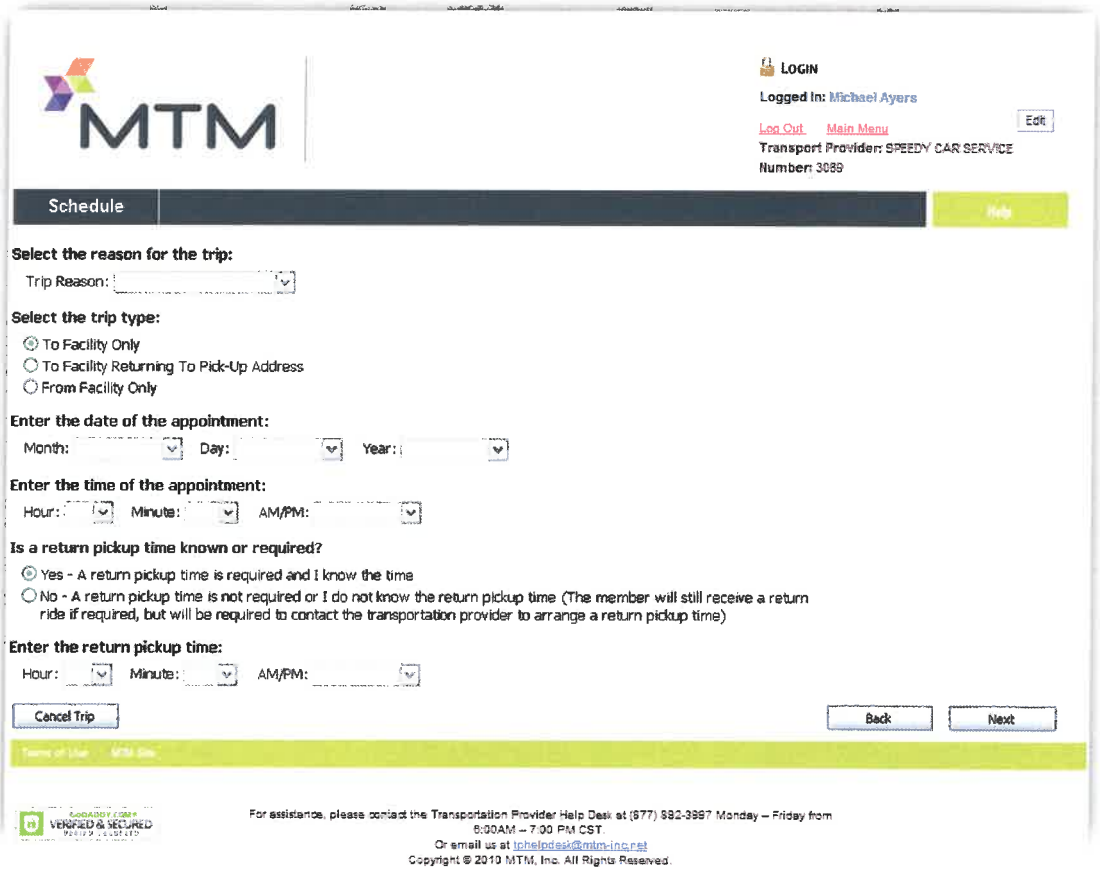


Figure 11: Online Trip Scheduling Screen. Medical providers can schedule trips conveniently online, facilitated by easy-to-use dropdown boxes.

In summary, this portal provides medical providers with the assurance that appropriate transportation arrangements are in place, thus ensuring that the member has appropriate access to the care required and eliminating the inefficiencies caused by missed appointments.

Member Portal

MTM can also provide members access to a portal that allows them to schedule, view, and modify trips online.

11.0 Policies and Procedures

Logistics Operations Policies and Procedures

Policy 101	Transportation Provider Contracting
Policy 102	Transportation Provider On-Site Visits
Policy 104	Relaying Transportation Provider Issues
Policy 5001	Credentialing Overview
Policy 5002	Claims Web Application – Approved Drivers and Vehicles
Procedure 100.003	Monthly Transportation Provider Reports
Procedure 100.020	Transportation Provider Rate Documentation
Procedure 101.001	Transportation Provider Contracting
Procedure 101.004	Transportation Provider Terminations
Procedure 101.005	Out of Network Transportation Providers
Procedure 101.026	Provider Audit and Vehicle Inspection
Procedure 102.003	Transportation Provider Meetings
Procedure 102.006	Field Liaisons
Procedure 200.023	Process for Short Notice Trip Requests
Procedure 201.005	Transportation Provider Trip Turn-Backs
Procedure 5001.010	Credentialing: Re-Credentialing Process
Procedure 5001.020	Credentialing: Requirements Contracted Transportation Providers
Procedure 5001.030	Credentialing: Insurance Requirements
Procedure 5001.040	Credentialing: Sanction Checks

Contact Center Policies and Procedures

Policy 201	Interaction Handling
Policy 202	Customer Service Center Interaction Conduct
Policy 204	Call Center Service Disruption
Policy 206	Inclement Weather and Traffic Situations
Policy 207	Process for Customer Mistreat
Policy 230	Customer Service Center Training Requirements
Policy 255	Transportation Requests with Service Animals
Procedure 200.004	Scheduling Transportation Requiring Special Needs
Procedure 200.005	Translation Services
Procedure 200.083	Vendor Closures - Trip Processing
Procedure 201.001	Customer Service Center Trip Escalations
Procedure 201.003	Emergency Situations
Procedure 201.013	Internal Language Queues
Procedure 202.006	HIPAA Verification Requirements
Procedure 204.001	Power Outage System Failure
Procedure 206.001	Inclement Weather – Missed Appointments
Procedure 302.002	Remote Customer Service Representative Requirements
Procedure 753.002	Cultural Competency

Utilization Management Policies and Procedures

Policy 1033	Ancillary Services
Policy 1368	Long Distance Transportation Requests
Policy 1384	Level of Need Assessments
Procedure 206.004	Inclement Weather at Care Managed Facilities

Quality and Compliance Procedures

Policy 401	Complaints Management
Policy 408	Reporting and Handling of Accidents-Incidents
Policy 409	MTM Satisfaction Survey
Policy 410	Management of Grievances and Appeals
Policy 416	Policy and Procedure Approval
Policy 429	Denial Letters
Policy 435	Compliance and Ethics Overview
Policy 436	Compliance Hotline
Policy 437	Compliance and Ethics Education Training and Outreach Program
Policy 440	Performance Improvement Plan – Transportation Providers
Policy 443	Fraud, Waste and Abuse Prevention and Investigation
Policy 463	Document Retention-Destruction
Policy 468	Quality Performance – Call Monitoring Process and Evaluation
Policy 470	Breach Notification of Unsecured PHI, HIPAA, HITECH
Procedure 408.005	Escalation Process for Reported Incident-Accident Issues
Procedure 410.003	Publication of Members' Rights
Procedure 416.002	Operations Manual Annual Updates

Claims Policies and Procedures

Policy 601	Non-Online Transportation Providers Claims Processing
Policy 602	Attendance Verification
Policy 606	Claims Web Application – Trip Submissions and Claims
Policy 608	Claims Web Application Appeal
Policy 609	Mileage Reimbursement
Policy 610	Mileage Reimbursement Attendance Verification
Procedure 606.001	Claims Web Application-Verification of Claims

Information Technology Policies and Procedures

Policy 301	HITRUST 1.0.0 Information Security Management Policy
Policy 313	HITRUST 2.1.2 Risk Management Policy
Policy 318	HITRUST 2.1.7 Information Handling
Policy 326	HITRUST 2.4.0 Security Awareness Training Policy
Policy 331	HITRUST 2.4.5 Password Management Policy
Policy 335	HITRUST 2.6.2 Disaster Recovery Policy
Policy 358	HITRUST 4.1.4 Access Encryption and Decryption Policy
Policy 369	HITRUST 7.0.0 Network Management
Procedure 312.001	Encounter Transmission Process
Procedure 312.003	Encounter File Processes

12.0 Glossary of Terms

Abuse: Practices that are inconsistent with sound fiscal or business practices and result in an unnecessary cost to the Medicaid program, or in reimbursement for services that were not performed.

Accident: Any mishap involving a subcontracted transportation provider's vehicle and a member. This includes, but not limited to, a fender bender, blown tire, etc.

Action: The denial or limited authorization of a requested service, including the type or level of service; the reduction, suspension, or termination of a previously authorized service; the denial in whole or in part of payment for a service; or the failure of the member to act within established time requirements for service accessibility.

Additional Member: An eligible member beyond the first member transported by a transportation provider during the same trip to healthcare appointments.

Additional Stop: An additional stop (pick-up or drop-off point) other than the initial pick-up and drop-off points. Additional stops occur when multiple members are transported during a single trip or MTM approves an additional trip, i.e. pharmacy stop after a healthcare appointment.

Alternative Method of Transportation: If the most appropriate type of transportation for a member is not available, a different form may be used, i.e. mileage reimbursement in place of a transportation provider.

Ambulance: A vehicle for transporting the sick and injured that is equipped and staffed to provide medical care during transit.

Ambulatory: A person who can walk without the assistance of another person. The person may be using a device such as cane or walker. Ambulatory also includes a person who uses a wheelchair and is able to transfer from the chair to a vehicle.

Ancillary Services: Additional services provided such as parking, meals and lodging, also known as Prior Authorization services.

Appeal: Any written or oral communication by a member or his/her representative to MTM expressing dissatisfaction with the provision of transportation or any other transportation related service provided for under this contract.

Appropriate Method of Transportation: The least expensive mode of transportation that best meets the physical, medical, or behavioral circumstances of a member requiring transportation to a healthcare service.

Assistance: The acts required to physically help a member from, within, or into a building or from, within, or into the medical provider's site. Without this assistance, it would be unsafe or impossible for the member to reach the vehicle or the medical provider's site. An employee of the transportation provider, the driver, or an additional person provides this assistance, which is beyond a door-to-door service.

Available Transportation: A public transportation system, transportation provider, organization, agency, or individual offering appropriate transportation services to a member who requires transportation.

Broker: An entity that recruits and contracts with transportation providers; performs payment administration, gate keeping, and verification of need; makes reservations and trip assignments; performs quality assurance and service improvement activities; provides administrative oversight; and reports on NEMT program activities.

Client: Refers to the customer contracted with MTM to handle the transportation benefit offered to their covered population.

Complaint: Any written or verbal expression of dissatisfaction about services, procedures, or functions of MTM which causes an intervention by MTM for the member and/or caller.

CCR: Refers to Customer Care Representative

Curb-to-Curb: The transportation provider picks up and drops off the member at the curb or outside of the building of the destination.

Door-to-Door: The transportation provider accompanies the member from the door of the pick-up point to the door of the destination.

Door-through-Door: The transportation provider accompanies the member from inside their place of residence into the office of the service provider because of a specified physical or mental impairment.

Driver Trip Log: A form filled out by drivers that records required information for each trip.

Emergency: A situation or medical condition (including labor and delivery) manifesting itself by acute symptoms of sufficient severity (including severe pain) such that the absence of immediate medical attention could result in seriously jeopardizing the member's health, impair bodily functions, or cause dysfunction of any bodily organ or part. Emergency transportation is not included in this contract.

Escort: Someone who must accompany a member to and from a medical appointment, i.e. family member or aide.

Follow-Up Treatment: Repeat visits for healthcare services, i.e. further tests based on an appointment.

Fraud: An intentional deception or misrepresentation made by a person with the knowledge that the deception could result in some unauthorized benefit to himself or some other person. It includes any act that constitutes fraud under applicable Federal or State law.

Grievance: An expression of dissatisfaction about any matter. Possible subjects for complaints include, but are not limited to, aspects of interpersonal relationships such as rudeness of a transportation provider or MTM employee, or failure to respect the member's rights.

Incident: Any non-vehicular mishap involving a member while in the care of a MTM transportation provider. This includes, but not limited to, the passenger falling while trying to enter the vehicle, a passenger falling while walking to the vehicle, etc.

Individual Transportation Provider: An individual who is approved to transport members using a personal vehicle.

Level-of-Need (LON) Assessment: Medical assessment completed by the member's physician and an MTM Care Manager that determines the most appropriate, least costly mode of transportation for each member.

Medical Provider: Any business entity or individual providing one or more medical services to a member.

MTM Client: Any business entity for which MTM has agreed to provide transportation services.

MTM Passenger: The member who receives the transportation service.

MTM Provider: The contracted transportation provider performing transportation services.

Multi-Passenger Vehicle: A sedan or van type vehicle capable of carrying multiple passengers that is used to transport ambulatory patients who may require assistance.

NEMT (Non-Emergency Medical Transportation): A program that offers non-emergency transportation services for members who have no other means of transportation, but need to secure necessary healthcare services with the nearest healthcare provider.

NEMT Trip: A one-way transportation service from the member's home to a place where a covered healthcare service will be provided to that member, a return trip home, or a trip from one covered medical service to another.

Network Providers: Transportation providers under contract with MTM.

Non-Ambulatory: A member who cannot walk without assistance and may be in a wheelchair or needs personal assistance.

Non-Emergency Ambulance Trip: A pre-arranged ambulance trip that is not responding to an emergency injury or illness. These services may be needed because a member requires medical care during transit, which an ambulance is equipped and staffed to provide. Ambulance service is not included in this contract.

No-Show: When a member fails to use an approved transportation service that is not cancelled, or when a transportation provider has not cancelled a scheduled trip but fails to complete the scheduled trip.

Private Transportation: Transportation in a vehicle owned by a member or a friend, relative, acquaintance, or other individual, provided the vehicle is not licensed for commercial carriage. Individual does not mean communities, companies, corporations, societies, or associations.

Quality Improvement/Assurance Program: The monitoring and evaluation program(s) established by MTM, based on MTM policies, federal and state laws, and NCQA standards to ensure ongoing delivery of quality services and maintain compliance.

Round Trip: The dispatching of a vehicle to the member's pick-up point, transporting the member to a medical provider, and transporting the member back to the pick-up point.

Serious Accident/Incidents: Any report of death, allegation of abuse, neglect, serious physical injury, improper use of restraints, suicide attempt or threat and missing person.

Serious Complaint*:* Involves complaints such as those of sexual harassment, discrimination, threatening conversation/behavior, safe driving issues, etc.

Shared Ride/Multiload: A form of transportation in which the provider transports several members who have similar or close delivery destinations at the same time.

Special Populations: Includes dialysis, disabled or impaired individuals, the medically fragile members of Adult Day Healthcare, and certain other persons and must take into particular account the physical or medical condition of the rider following certain treatment or activity.

Substantial Complaint: A request for review of the denial or limited authorization of a requested transport; the reduction, suspension, or termination of a previously authorized transport; the denial, in whole or in part, of payment for a transport; the failure to provide transportation services in a timely manner; or the failure to act within the timeframes provided in the contract.

Transportation Provider Profile: A set of data describing each transportation provider's unique service abilities such as hours of operation, types of vehicles and related transportation services, and pricing structure.

Transportation Provider Service Agreement: The signed written contractual agreement between MTM and the provider of transportation services.

Unsubstantiated Complaint: A complaint that, after full investigation is completed, the transportation provider is found to be compliant with MTM's Transportation Provider Guidelines.

Warm Transfer: Transferring a call from a member to their designated Health Plan, per member contract requirements. The Quality Service Representative (QSR) will stay on the line until they have reached a live person.

Waste: Over-utilization of services or other practices that result in unnecessary costs. Waste is generally not considered to be caused by criminally negligent actions but rather the misuse of resources.

Wheelchair (Paralift): A vehicle used exclusively for the transportation of non-ambulatory patients. Paralift transports individuals who require transport while sitting in a wheel chair.

Wheelchair Vans: A vehicle that has been designed with a drop floor, extended roof, and ramp or lift to transport disabled members who are in wheelchairs.

Business Continuity & Disaster Recovery Plan (BC & DRP)



December 2019

MTM

Table of Contents

Table of Contents **1**

Revision History **3**

1. Purpose **5**

2. Management of the BC & DRP **6**

Responsibilities of the BC & DR Coordinator 6
Access to Plan in Case of Emergency 7
Periodic Review and Testing of the Plan 10
Review Process 12
Accreditations 12

3. Contingency Planning **14**

Initiation of Disaster Management Process 14
Recovery Teams 14
Critical Risks/Threats, Priority, Impact, and Mitigation Plan 20

4. Critical Business Functions **26**

Workforce Management (WFM) 26
Customer Service Center 26
Care Management: Recurring Trips (RTP) 29
Quality Operations 30
TP Helpdesk 31
Client Communications 32
Finance 32
Eligibility 34
Encounters 34
Reporting 35

5. Physical Security and Access Control **36**

Security Overview 36
Security Protocols 36
Video Surveillance 37
Intrusion Detection 37
Access Control 37
Fire Monitoring 38
Remote Access Services: Two-Factor VPN Authentication 38

Perimeter Security 38
Password Security and Management 39
Investigations and Data Breach Laws 40
HIPAA/HITECH ACT and State Data Breach Notification Laws 41
HIPAA Business Associates 41

6. Attachments 43

Attachment 1: Our Co-Located Data Center and Cloud Infrastructure 43
Attachment 2: Our IBM iSeries Mainframe System 47
Attachment 3: Infrastructure Servers and Data Back-Up Procedures 48
Attachment 4: Business Disruption Form 52
Attachment 5: Transportation Request Form 53
Attachment 6: MTM Complaints/Compliments Form 54
Attachment 7: MTM Accident/Incident Report Form 55
Attachment 8: Transportation Provider Request Form 57

7. Appendices 58

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
10/2017	Pamela Cook	8.2	Modified to include Florida Contact information
4/2018	Pamela Cook	8.3	General content update Contact information updates
4/2018	Chris Hoffner	8.4	Security program, HITRUST, St. Louis colocation
5/2018	Pamela Cook	8.5	Contact information updates
9/2018	Pamela Cook	8.6	Contact information updates
1/2019	Tammy Wright	9.0	Personnel updates
2/2019	Elizabeth Stumfoll	9.1	Personnel updates
10/2019	Tammy Wright	9.2	Updated Contact Location for IT Support

11/2019	Tammy Wright	9.3	Personnel 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
☐	CHRO, Kerri Schewe
☐	CTO, Rick Holbrock
☐	VP, Finance, Dana Wilkerson
☐	CFO, Jill Heneghan
☐	VP, Program Governance, Pamela Cook
☐	COO, Tim Kessler

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	CTO Office	CTO
MTM BCDRP No12	CTO Home	CTO
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	CFO	CFO
MTM BCDRP No20	CFO	CFO

Plan ID Number	Location	Person Responsible
MTM BCDRP No21	Director WFM Office	Director WFM
MTM BCDRP No22	Director WFM Home	Director WFM
MTM BCDRP No23	Senior Director CSC Office	Senior Director CSC
MTM BCDRP No24	Senior Director CSC Home	Senior Director CSC
MTM BCDRP No25	Sr. Mgr Procurement Office	Sr. Mgr Procurement
MTM BCDRP No26	Sr. Mgr Procurement Home	Sr. Mgr Procurement
MTM BCDRP No27	Director Security Office	Director Security
MTM BCDRP No28	Director Security Home	Director 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 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 Asst Program Director Office	MS Asst Program Director
MTM BCDRP No44	MS Asst Program Director Home	MS Asst Program Director
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

Plan ID Number	Location	Person Responsible
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
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 Sr Transport Manager Office	WI Sr Transport Manager
MTM BCDRP No60	WI Sr Transport Manager Home	WI Sr 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 Manager CSC Office	MN Manager CSC
MTM BCDRP No64	MN Manager CSC Home	MN Manager CSC
MTM BCDRP No65	MN Transport Manager Office	MN Transport Manager
MTM BCDRP No66	MN Transport Manager Home	MN Transport Manager
MTM BCDRP No75	NV Program Director Office	NV Program Director
MTM BCDRP No76	NV Program Director Home	NV Program Director
MTM BCDRP No77	NV Manager CSC Office	NV Manager CSC
MTM BCDRP No78	NV Manager CSC Home	NV Manager CSC
MTM BCDRP No79	NV Transport Manager Office	NV Transport Manager
MTM BCDRP No80	NV Transport Manager Home	NV Transport Manager
MTM BCDRP No81	DC Program Manager Office	DC Program Manager
MTM BCDRP No82	DC Program Manager Home	DC Program Manager
MTM BCDRP No83	DC Manager CSC Office	DC Manager CSC
MTM BCDRP No84	DC Manager CSC Home	DC Manager CSC

Plan ID Number	Location	Person Responsible
MTM BCDRP No85	DC Transport Manager Office	DC Transport Manager
MTM BCDRP No86	DC Transport Manager Home	DC Transport Manager
MTM BCDRP No87	NY GM Office	NY GM
MTM BCDRP No88	NY GM Home	NY GM
MTM BCDRP No89	NY Manager CSC Office	NY Manager CSC
MTM BCDRP No90	NY Manager CSC Home	NY Manager CSC
MTM BCDRP No91	NY Transport Manager Office	NY Transport Manager
MTM BCDRP No92	NY Transport Manager Home	NY Transport Manager
MTM BCDRP No93	VA Regional Director Office	VA Regional Director
MTM BCDRP No94	VA Regional Director Home	VA Regional Director
MTM BCDRP No95	VA Manager CSC Office	VA Manager CSC
MTM BCDRP No96	VA Manager CSC Home	VA Manager CSC
MTM BCDRP No97	FL Program Manager Office	FL Program Manager
MTM BCDRP No98	FL Program Manager Home	FL Program Manager
MTM BCDRP No99	FL Director of Ops Office	FL Director of Ops
MTM BCDRP No101	FL Director of Ops Home	FL Director of Ops
MTM BCDRP No102	FL Transport Manager Office	FL Transport Manger
MTM BCDRP No103	FL Transport Manager Home	FL Transport Manager

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.

HITRUST CSF® Certification

MTM is pleased to announce that our technology infrastructure has earned Certified status for information security by the Health Information Trust (HITRUST) Alliance. HITRUST CSF Certified status demonstrates that MTM's technology infrastructure—which includes our Active Directory and supports our Online Access and Service Management Portal applications—has met key regulations and industry-defined requirements and is appropriately managing risk. This achievement places MTM in an elite group of organizations worldwide that have earned this certification. By including federal and state regulations, standards, and frameworks, and incorporating a risk-based approach, the HITRUST CSF helps organizations address these challenges through a comprehensive and flexible framework of prescriptive and scalable security controls. HITRUST CSF Certification applies specifically to the MTM technology infrastructure, inclusive of Active Directory, which supports the applications Online Access and Service Management Portal.

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 2017 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
	Senior Director, CSC	Linda Olsen	Responsible for adequate CSR staffing and support for CSCs.	608-386-2615
	Senior Manager, Procurement	Tim Fehrenbacher	Primary internal contact for facilities, including notification to emergency responders (fire, ambulance, police, etc.).	314-698-6611
	Director, Enterprise Security	Bill Elder	Enterprise-wide contact for system and facility security.	270-753-2297
	Senior Director, IT Infrastructure	Bill Elder	Enterprise-wide contact for NET Management System, servers, phone lines, MPLS, fax lines; Responsible for contacting third party vendors.	270-753-2297
	COO	Timothy Kesslert	Enterprise-wide CSC management; initiates DR alert with Workforce Management.	314-537-3394
	CMO	Michele Lucas/	Client/provider/member notifications.	636-541-2978
	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
	CFO	Jill Heneghan	Payment processing: operating, transportation provider, and member (GMR) payments.	314-583-2531
	VP, Finance	Dana Wilkerson	Claims processing: transportation provider and member (GMR) payments.	314-520-9428

Site	Title	Name	Role/Responsibility	Contact Information
Houston, TX	Program Director	Joel Smith	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.).	713-680-4531
	Contact Center Manager	Bill Sherwood	Contact center operations management.	813-215-2861
	Technology	Dominique Jackson	Systems and infrastructure.	903-263-4890
	Transportation Operations & Analytics Manager	Jason Loftin	Transportation provider contact	281-222-7076
Jackson, MS	Program Director	Ryan Kaspar	Notification to clients; communication with executives and recovery team.	314-780-1440
	Assistant Program Director	John Teeple	Communication with on-site staff and overall management of operations and facility; notification to emergency response teams (police, fire etc.).	601-826-9664
	Contact Center Manager	Rhonda Thompson	Call center operations management.	662-607-3890
	Technology	Reginald Woodard	Systems and infrastructure.	601-497-1573
	Transportation Operations & Analytics Manager	James Watkins	Transportation provider contact.	601-988-4927
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	608-445-4254

Site	Title	Name	Role/Responsibility	Contact Information
			of operations and facility; notification to emergency response teams (police, fire etc.).	
	Contact Center Manager	James Schwartz	Call center operations management.	920-319-0341
	Technology	Tyler Triplett	Systems and infrastructure.	417-380-9905
	Senior Manager, Transportation Operations & Analytics	Scott Moore	Transportation provider contact.	608-438-4047
St. Paul, MN	Program Director	Davin Miller	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.).	715-338-8539
	Contact Center Manager	Suzanne Grifford	Call center operations management.	612-807-5264
	Technology	Zack Perry	Systems and infrastructure.	573-576-1213
	Transportation Operations & Analytics Manager	Melissa Marengo	Transportation provider contact.	651-242-8036
Pulaski, VA	Regional Director	Brian Arnold	Notification to clients; communication with executives and recovery team.	276-920-4999
	Contact Center Manager	Kendall Ramsey	Call center operations management.	540-320-2347
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

Site	Title	Name	Role/Responsibility	Contact Information
	Contact Center Manager	Terrance Vaughn	Call center operations management.	202-823-1641
	Transportation Operations & Analytics Manager	Zachary Stern	Transportation provider contact.	757-806-8690
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
	Contact Center Manager	Doreen Orlando	Call center operations management.	702-271-8157
	Transportation Operations & Analytics Manager	Arielle Saadya	Transportation provider contact.	702-907-7296
Brooklyn, NY	General Manager	Crys Cooper	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.).	917-375-3631
	Contact Center Manager	Aleksandr Shusterman	Call center operations management.	917-499-2202
	Transportation Operations & Analytics Manager	Kevin Sirota	Transportation provider contact.	646-773-4800

Site	Title	Name	Role/Responsibility	Contact Information
Florida	Director of Operations	Brent Phiscator	Notification to clients; communication with executives and recovery team. Communication with local staff and overall management of local operations; notification to emergency response teams (police, fire etc.).	727-403-6514
	Transportation Operations & Analytics Manager	John Prisco	Transportation provider contact.	727-239-8104

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.
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.

Critical MTM Risks/Threats	Priority	Business Impact	Summary Actions to Mitigate Risk/Threat
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 on the following pages 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 Operations

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.

Our security program is governed by policies and procedures and reviewed as part of our certification under the HITRUST CSF program. All systems continue to be governed by corporate policies, procedures, and security controls in the face of adverse conditions.

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 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, Compliance & Audit, 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 Compliance & Audit team, along with 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.

Neutrality Colocation Services

MTM partners with InterVision services to host our infrastructure in a Netrality Properties 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, Netrality is SSAE 16 SOC1 and SOC2, ANSI/TIA 942-B Certification Rating 3 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. In the event additional assistance is required we have a contact list of appropriate specialist at the following location. The contact list provides area of expertise and full contact information:

https://intranet.mtm-inc.net/sites/IT/_layouts/15/xlviewer.aspx?id=/sites/IT/Documents/Contact%20List/IT%20Employee%20Contact%20List.xlsx

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

MTM

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
Houston, TX	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						
	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	

Table 4: 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
6	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
	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, flashcopy	MTM Staff will manually record trip details until system functionality is restored. If production environments 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

MTM



GENERAL SPECIFICATIONS:

COLOCATION DATACENTER
ST LOUIS | 210 N TUCKER
SUITE 920
ST. LOUIS, MO

AVAILABLE SPACE

- 18,700 sq ft of datacenter floor space

POWER

- 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

COOLING

- 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

COMMUNICATION

- Dedicated pathway available from the suites to the point-of-presence room
- Diverse underground entry points to the bu

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 faciltiy. 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 ensur 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

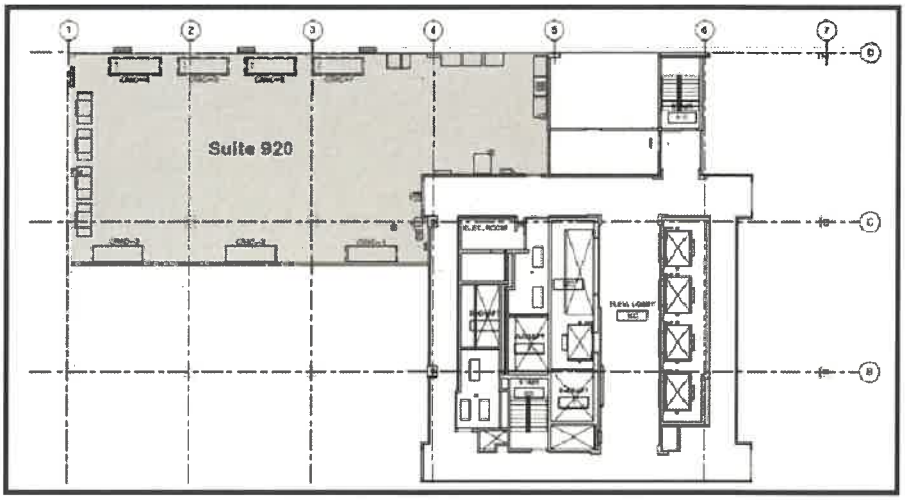
MONITORING

- 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

2020 Quality Assurance Program (QAP)



Approved: January 2020

MTM

Table of Contents

TABLE OF CONTENTS **1**

DEFINITIONS AND STANDARDIZED LANGUAGE **3**

REVISION HISTORY **4**

I. PURPOSE **5**

URAC CERTIFICATION OF ORGANIZATIONAL MANAGEMENT 5

II. SCOPE **6**

III. MTM'S ORGANIZATIONAL TENETS **7**

MISSION STATEMENT 7
VISION STATEMENT 7
WORKPLACE VALUES 7

IV. MTM'S QUALITY STRATEGY GOALS **8**

V. QUALITY STRATEGY GOALS PERFORMANCE METHODOLOGY **9**

1 – REDUCE HARM 9
Incident/Accident Reports *9*
Transportation Provider Monitoring *10*
Transportation Provider Credentialing and Re-Credentialing *11*
2 – STRENGTHEN MEMBER ENGAGEMENT 11
Cultural Diversity and Acceptance Program *11*
Satisfaction Surveys *12*
Complaints and Grievances Management *13*
Member Appeals *13*
State Fair Hearings *13*
3 – PROMOTE EFFECTIVE COMMUNICATION 14
Training *14*
Customer Care Representative Oversight *14*
4 – PROVIDE SAFE TRANSPORTATION 15
Compliance Assessments and Internal Reviews *15*
5 – WORK WITH COMMUNITIES 16
6 – REDUCE COSTS 16
Transportation Provider Audits *16*
Monitoring for Potential Fraud, Waste and Abuse *16*

VI. PROCESS FOR QAP AND POLICY APPROVAL **18**

VII. MTM COMMITTEE STRUCTURE **20**

QUALITY & COMPLIANCE COMMITTEE (Q&CC) 20
TRANSPORTATION PROVIDER ADVISORY COMMITTEE MEETINGS 21

VIII. INDICATORS OF CARE AND SERVICE **22**

Client Reporting 22
Internal Reporting 22
IX. EVALUATION AND ACCOUNTABILITY TO GOVERNING BOARD 23
Testing and Evaluation of the Plan 23
Testing Strategy for Software and Hardware Deployments 24
Configuration Management 25
SUMMARY 31

Definitions and Standardized Language

Language varies from contract to contract. To ensure clarity in this Quality Assurance Program (QAP) document, please note the following defined terms.

Client: An entity contracted with MTM to provide services based on designated contract stipulations.

Member: The population served by MTM clients. Members are often also referred to as participants, beneficiaries, clients, and recipients, among other terms. For the purposes of this document, "member" will be used as a standard definition for MTM's clients' populations.

Revision History

Date	Revised By	Title	Comment
12.17.2019	Tammy Wright	Director, Compliance & Audit	Incorporated testing plan information
1.6.2020	Tammy Wright	Director, Compliance & Audit	Incorporated Testing Strategy for Software and Hardware Deployments and Configuration Management

I. Purpose

The purpose of the QAP is to provide an organized schedule of objective and systematic monitoring, measurement, reporting, and evaluation of MTM's services. Based on results from this monitoring and evaluation, new processes are implemented and improvements are made using 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 Certification of Organizational Management

MTM first became accredited by URAC in March 2010, and maintained its accreditation through April 2019, at which time URAC's stand-alone Core Program was repositioned by URAC into the Certification of Organizational Management (COM) program. MTM is URAC certified through April 2022.



MTM's accreditation and certification enable MTM to participate in a wide range of quality benchmarking programs and services to keep pace with the rapid changes in the healthcare delivery system. URAC programs additionally provide a symbol of excellence demonstrating that MTM has validated its commitment to quality and accountability.

In order to ensure continuing compliance with URAC standards, the focus of this QAP centers on 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 direction on a quarterly basis. The following departments and their related functions, as well as many functions that have cross-functional ownership, are reviewed by the Q&CC:

- Network Management: Transportation provider management and compliance
- Customer Contact Center (CCC): Call quality scores and contract compliance
- Care Management: Member utilization management as a function of the CCC
- 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
- HITRUST security compliance measures
- Annual Compliance Plan review to include enterprise risk assessment, audit plan, and communications plan

While this QAP may also stand as an independent document, it is a part of and complements both MTM's Compliance Program and Plan and FWA Integrity Plan, and is reviewed annually alongside those underlying programs.

III. MTM's Organizational Tenets

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.

20+ years removing community barriers

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

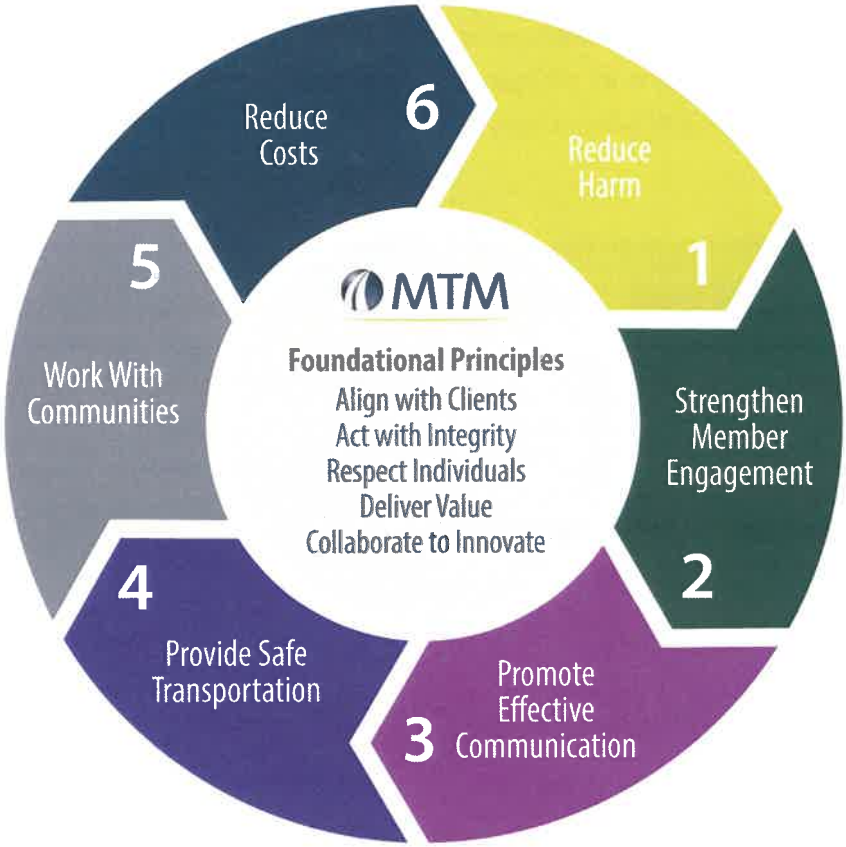
removing barriers for individuals attempting to access healthcare and community services

IV. MTM's Quality Strategy Goals

MTM is firmly committed to its ongoing compliance not only with contractual provisions, but with the rules promulgated under Medicare and Medicaid that further safety and efficiency in the services we provide. To this end, we have modeled our Quality Strategy Goals after those of the Centers for Medicare and Medicaid Services (CMS), and have matched our operations to each of those goals.

CMS Quality Strategy Goal		MTM Quality Strategy Goal
Make care safer by reducing harm caused in the delivery of service.	1	Ensure that the safety of the members transported through the MTM network of providers is top priority.
Strengthen person & family engagement as partners in their care.	2	Utilizing feedback from complaints and grievance process, member appeals, satisfaction surveys, and quality reviews, develop and implement methods by which to better engage the populations we serve.
Promote effective communication & coordination of care.	3	Provide access to customer contact centers staffed with fully-trained CCRs to schedule and set trips for members using the most appropriate mode for their needs.
Promote effective prevention & treatment of chronic disease.	4	Provide safe transportation for members to obtain services for prevention and treatment of chronic disease.
Work with communities to promote best practices of healthy living.	5	MTM's Community Outreach Training teams are in regular contact with clinical facilities to gauge the timeliness of transportation providers and the effectiveness of MTM's efforts to reduce unnecessary burden on members.
Make care affordable.	6	Employ an aggressive approach to fraud, waste, and abuse prevention and detection. Utilize the most appropriate mode of transportation for each member and trip. Obtain the best contracted rates while incenting subcontractors to provide safe, high quality service.

V. Quality Strategy Goals Performance Methodology



1 – Reduce Harm

Ensure that the safety of the members transported through the MTM network of providers is top priority.

Incident/Accident Reports

Incident/accident processes are in place to ensure all information is documented and addressed appropriately within contractually required timeframes. MTM's Quality & Compliance (Q&C) Department manages all incident/accident reports to ensure action, closure and communications to pertinent 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 alternately 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 information related to investigative closure is provided to MTM's client within 30 days of the reported incident/accident.

Terms related to incidents/accidents include:

- **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 wheelchair or other equipment restraints, suicide attempt or threat, or missing person.

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 any of the following reasons, although this list is not exhaustive:

- Excessive complaints
- Cancelations
- Vendor no-shows
- General performance issues
- Potential 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 the assessment of liquidated damages, suspension, or termination of participation in an MTM network. *Note that MTM's PIP process serves the same purpose as a similar corrective action plan (CAP), and for the purposes of ensuring transportation provider compliance, the terms are interchangeable to meet specific contract requirements.*

Transportation Provider Credentialing and Re-Credentialing

The credentialing process ensures suitable and complete information is collected and verified for all contracted transportation providers. The decision to include a transportation provider and/or an individual driver or attendant in the MTM network is based on a thorough review and evaluation of the approved credentials. Items examined may include any of the following, in addition to other credentials as required by various client contracts.

- State and federal exclusions and debarment lists that set out the names of individuals who have been excluded or debarred from conducting business with government agencies
    - Office of the Inspector General (OIG)
    - System for Award Management (SAM)
- Criminal background check
- Department of motor vehicle records
- Driver's license status
- Proof of insurance
- Any other relevant evidence that may confirm a driver's ability to provide high quality, safe transportation services

MTM utilizes an online web-based portal to obtain and store credentialing documentation. The portal is a real-time resource available to transportation providers 24 hours per day, seven days per week. MTM's credentialing team approves or denies each element of the documentation submitted by the transportation provider to ensure credentialing is current and accurate. All credentials are reviewed and approved as required by individual client contracts.

2 – Strengthen Member Engagement

Utilizing feedback from complaints and grievance process, member appeals, satisfaction surveys, and quality reviews, develop and implement methods by which to better engage the populations we serve.

Cultural Diversity and Acceptance Program

In addition to the required training listed elsewhere in this QAP, MTM takes steps to ensure that we are in tune with the needs of culturally diverse populations. Such steps include MTM's ability to offer:

- Language assistance in a wide array of languages, provided by either MTM bilingual staff or via the use of a language line for particular languages where MTM bilingual staff are not available.

- Assistance for hearing impaired individuals through the use of teletype terminal (TTY) services.
- Information such as pamphlets, mailings, and other printed communications in multiple languages based on demographics and individual client requirements.
- Supplemental training to downstream and related entities so that they have the appropriate knowledge base to provide the safest, highest quality services to a diverse membership base.

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.

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 survey. The survey includes evaluation of the intake process, driver and vehicle performance, and timeliness of service. Member satisfaction surveys are reported via monthly Client Summary Reports for those clients who wish to receive them.

Client Satisfaction Surveys

Client satisfaction surveys are conducted as a method of maintaining excellence in the delivery of services. The survey also serves as a tool to monitor MTM's response to client needs and concerns, and to identify areas that offer opportunity for improvement.

Medical Facility Satisfaction Surveys

Medical facility satisfaction surveys provide supplementary insight into the integral role MTM plays in helping members access healthcare services. MTM not only strives to partner with transportation providers, clients and members, but also understands how vital facility cooperation is to our overall mission. MTM's Community Outreach Training teams are in regular contact with facilities to gauge the timeliness of transportation providers and the effectiveness of MTM's processes to reduce unnecessary burdens on 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 receiving services from the facility.

Complaints and Grievances Management

Complaints and grievances are managed by MTM's Q&C department pursuant to client contract requirements. 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 may file a complaint or grievance. Complaints and grievances may also be filed in writing via mail, fax, email, or the MTM website, and will vary depending on individual client requirements. If a complaint call is received after normal business hours, the caller has the option of leaving a voice mail message in order to have a member of the Q&C team return the call the following business day.

All complaints and grievances are tracked from initial intake through resolution, and reporting is undertaken based on client requirements.

Member Appeals

Member appeals are managed by MTM's Q&C Department based on client requirements, which can vary from contract to contract. Specific timeframes set out for the collection and review of documentation, investigation, follow-up, and resolution are observed. MTM works closely with clients to ensure information is provided as needed. MTM's staff understands the unique reporting requirements of individual clients and develops client-specific appeals processes to meet those needs.

State Fair Hearings

Both members and transportation providers have the ability to request a state fair hearing based on the client contract. This is a right granted to members and transportation providers 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 or required. The state of record retains a right of final decision in any case of a state fair hearing.

3 – Promote Effective Communication

Provide access to customer contact centers staffed with fully-trained Customer Care Representatives (CCRs) to schedule and set trips for members using the most appropriate mode for their needs.

Training

With the ever-changing world of training requirements, MTM has continued to evolve its training materials for employees and downstream and related entities. MTM utilizes a centralized training source for all staff trainings. Annually, each staff member completes standard assignments including CMS-required compliance training that speaks to fraud, waste, and abuse, as well as privacy and security requirements and standards. MTM continues to enhance training to ensure ongoing compliance with client requirements, HIPAA, and HITRUST best practices and CMS regulations and initiatives. Initial training takes place during new hire orientation and annual refresher training is delivered thereafter. MTM makes training materials available to downstream and 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.

Customer Care 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 Contact 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 a conversation related to the member and the services they may be requesting.
- The tone, manner, and efficiency of the CCR during trip intake, including documentation of any special needs that should be accommodated for the member.

Quality Service Evaluators complete the number of call observations as set forth in MTM's policy, and adjust for individual client requirements. The observation scores are used as an indicator of the overall performance of the CCR 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 both hard and soft skills, and compiles the CCR's overall score.

MTM has significantly upgraded its monitoring capabilities with the roll out of a voice data analytics software platform that allows us to monitor ninety percent of CCR calls in a decreased time period. This permits more opportunities to improve or correct CCR call behavior.

Quality Service Evaluators are responsible for sharing individual and overall results with Customer Contact Center leadership for useful feedback, training, coaching, and performance improvement purposes. Additionally, Quality Service Evaluators, Q&C leadership, and Customer Contact Center leadership meet on a quarterly basis to review quality monitoring results, discuss trending, identify opportunities for improvement and areas of focus, and provide oversight and recommendations for any quality-related issues.

4 – Provide Safe Transportation

Provide safe transportation for members to obtain services for prevention and treatment of chronic disease. Every aspect of MTM's process is designed to support the safe transportation of the populations we serve. Provider credentialing, field audits, and on-street observations, as well as the importance we place on the processes surrounding complaints and grievances and other review processes, all work cohesively to provide a foundation on which the requirements necessary for safe transportation are built. MTM's entire NEMT model has at its core safe transportation for members.

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 or recommendations from client audits
- Q&C findings or recommendations from internal audits
- Internal findings uncovered in the ordinary course of business
- Requests received from MTM operational departments; such requests are prioritized based on the following factors:
    - Contractual compliance
    - Potential risk to MTM

- Overall impact to MTM
- Potential cost savings
- Return on effort versus the benefit to quality or efficiency

Note: due to the nature and purpose of internal audits, findings and recommendations are considered proprietary and confidential.

5 – Work with Communities

MTM's Community Outreach Training teams are in regular contact with clinical facilities to gauge the timeliness of transportation providers and the effectiveness of MTM's efforts to reduce any unnecessary burden on members.

6 – Reduce Costs

Employ an aggressive approach to fraud, waste, and abuse prevention and detection. Utilize the most appropriate mode of transportation for each member and trip. Obtain the best contracted rates while offering incentive for subcontractors to provide safe, high quality service.

Transportation Provider Audits

The purpose of the transportation provider audit is to ensure transportation provider compliance with contractual obligations to MTM. The Provider Management Representative or his or her delegate completes transportation provider audits for contracted providers in MTM's network based on contractual guidelines. Initial audits are conducted prior to or within the first ninety days of the contracted provider's agreement effective date.

Monitoring for Potential Fraud, Waste and Abuse

The following reviews and audit types support MTM's ongoing monitoring for the detection of potential fraud, waste, or abuse.

Focus Audits for Transportation Providers

Periodic audits of transportation providers are undertaken to determine if appropriate conduct and practices are being followed. Focus audits of transportation providers are indicated for various reasons, including (but not limited to) the following:

- Suspicion of fraud, waste, or abuse
- Request from a client
- Request from MTM staff, including Legal Department staff
- Requests from local, state, or federal authorities
- Referrals from MTM's Compliance Hotline

Focus audits may result in one or more of the following actions:

- Performance Improvement Plan (PIP)
- Ongoing audits
- Assessment of liquidated damages
- Suspension from the provision of services or termination

Attendance Verification/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 types of trips:

- Recurring trip requests (dialysis, chemo, and other ongoing therapy appointments)
- Urgent trip requests
- Trips not meeting client protocol or requiring client authorization to be verified or authorized by the client
- Appointments for members displaying potentially fraudulent behavior

Potential Member Fraud Alert Audits and Investigations

Q&C staff investigate all reported potential instances of fraud. On receipt of a potential fraud alert, an investigation begins with all pertinent documentation being acquired. Call recordings, trip notes, follow-up calls, and claims information may be used to determine the legitimacy of each potential fraud alert. Q&C staff will attempt to substantiate the potential fraud alert and will determine 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 be consulted where warranted during investigation and for input and recommendations for appropriate actions.

VI. Process for QAP and Policy Approval

MTM is ever mindful of the Office of the Inspector General's (OIG) Seven Elements of an Effective Compliance Program and understands that policies and procedures are necessary to:

- Document business practices
- 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 and has implemented an automated annual review and approval system. 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. MTM management is responsible for advising their staff regarding new policies and procedures, as well as overseeing changes and updates to existing policies and procedures.

MTM adheres to the following practices for policies and procedures:

- Maintain accurate, complete, and current policies and procedures
- Review and approval all policies and procedures at least annually, and revise or update as otherwise indicated
- 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, HITRUST, and URAC standards
- Post all policies on the electronic directory to facilitate employee access

Review and Approval

Several situations may create the need for a new policy or procedure. Once a need has been identified and the policy or procedure created by the operational owner, it undergoes another level of review and approval performed by the Q&CC, which includes the following:

- Documentation to verify a review and approval were completed
- Electronic approval available to enable rapid documentation of approvals
- Assurance that approval alerts and escalations are within the process workflow
- Approval documented in a centralized repository to ensure compliance with internal and external audits



VII. MTM Committee Structure

Quality & Compliance Committee (Q&CC)

The Q&CC is a committee granted authority by MTM's Board of Directors, President and CEO and executive management staff. The committee is comprised of the following membership.



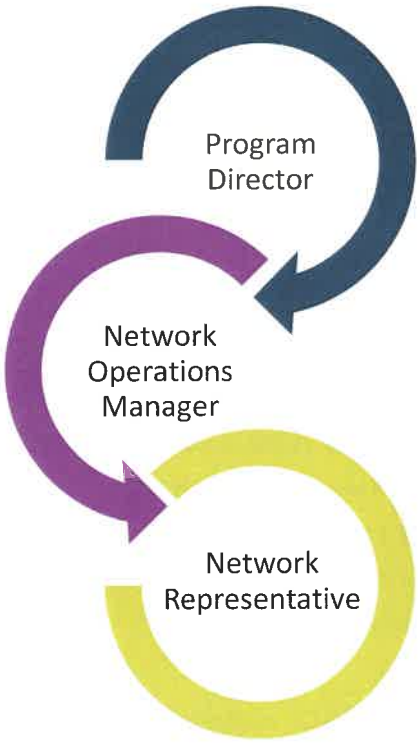
The Q&CC reviews electronic compliance reports containing quarterly performance metrics and is responsible for the following activities, among others:

- Providing ongoing reporting to MTM's Board of Directors
- Providing guidance to MTM staff on quality and compliance priorities and projects
- Monitoring quality improvement goals
- Evaluating the QAP annually
- Informing department staff of Q&CC activities and the results thereof

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 structured with participants as called for by contractual terms and provisions, or as needed. All transportation providers are polled during the initial provider meetings for interest in participating in the committee. MTM ensures inclusion of providers of all sizes and from pertinent regions within a state or geographic area. Doing so ensures fair and accurate representation. The purpose of these meetings is to increase communication with transportation providers in all of MTM's service areas and for MTM to function as a liaison among the transportation providers to encourage the sharing of ideas concerns and suggestions. It additionally provides MTM with a forum to introduce new processes and strategies. An agenda and formal notes are kept for each meeting for tracking purposes.

MTM members of the Advisory Committee include, at a minimum:



VIII. Indicators of Care and Service

MTM's Quality & Compliance Committee monitors various operational indicators of care and service. MTM determines Key Performance Indicators (KPIs) based on client contracts and overall impact to assorted stakeholders.

Client Reporting

Monthly Client Summary Reports are made available and provide an in-depth review of each client's membership and various data points relating to the transportation benefit administered by MTM. The reports are customized pursuant to client contracts and can include metrics pertaining to the following:

- Member utilization
- Customer Contact Center phone statistics
- Complaint management
- Modes of transportation
- Trip reasons
- Member satisfaction survey results

Internal Reporting

Internal reports are provided to the Q&CC members and other operational departments to view pertinent KPIs as determined by the Q&C department and executive management staff. As these reports encompass data and statistics across multiple plans, reports remain proprietary and confidential, and are utilized to identify potential areas for opportunity and improvement across the entire organization.

IX. Evaluation and Accountability to Governing Board

The Q&CC is accountable to the governing body of MTM, which is comprised of both the Executive Management team and the Board of Directors. Achievements of the Q&CC are reflected in results of audits and overall improvement of MTM's services and culture as a whole. Several parameters indicate the success of the Q&CC's efforts in improving quality of the care taken in the provision of services, including, but not limited to the following:

- Significant reduction in costs
- Increase in member and client satisfaction
- Development of sustainable quality in the provision of services
- Increases in MTM's books of business
- Increased collaboration and commitment to MTM's mission by staff at all levels across the organization

Testing and Evaluation of the Plan

The Quality Assurance Plan (QAP) works in concert with and support of other overarching organizational plans for MTM. The QAP is evaluated and tested on an annual basis by the Compliance & Audit department as part of our internal auditing plan. Below you will find some of the components that will be evaluated in the audit process:

- Incident/Accident Reporting
- Transportation Provider Monitoring
- Transportation Provider Credentialing
- Cultural Diversity and Acceptance Program Adherence
- Satisfaction Survey
- Complaints Management
- Member Appeals
- Monitoring for Potential Fraud, Waste and Abuse
- Community Outreach

The final audit report will be published and presented to the Executive Management team. Any adjustments and/or recommendations to the plan will be presented to the Executive Management team for review and approval.

For unique developments or deployments, Q&CC review and monitor the tailored testing and deployment content to ensure the integrity and standards are maintained and enforced.

Testing Strategy for Software and Hardware Deployments

At MTM, our goal is to release quality technology to our users. To ensure we are successful, MTM utilizes the following Testing Strategy:

- Separate Testing Environments(Dev, QA and UAT)
    - This ensures the quality of our deployments across all environments and allows for successful deployments based on current sprint schedules.
- Dedicated Quality Assurance Testing Team
    - Employees testing the system understand the business processes and user perspective to ensure what is developed, meets the expected quality for our user's needs.
- Continuous Feedback from Stakeholders
    - Understanding of what is needed and why to ensure the development effort meets their needs.
- User Acceptance Testing and Signoff
    - This allows our business line to review what is deployed and confirm it meets their requirements.

Configuration Management

Control ID	Control Name	Description of Control	Status
IA-2 (1) (8)	**Identification and Authentication (HHS Users)**	The HHS information systems: a. Uniquely identify and authenticate HHS users (or processes acting on behalf of users). (1) Use multifactor authentication for access to privileged accounts for HHS Restricted data. (8) Use replay-resistant authentication mechanisms for network access to privileged accounts according to specific system security plan requirements. Additional Criteria: [i]. All user accounts are unique; there are no duplicate user accounts. [ii]. The new user account creation fails. HHS information systems provide a mechanism to ensure duplicate user account names are not created, e.g., using operating systems functions to manage user accounts. [iii]. The new user account creation fails; a password is required to create an account. [iv] The logon attempt fails; a password is required for identification and authentication to the application.	☒ **In Place** ☐ **Partially in Place** ☐ **Not in Place** ☐ **N/A**
IA-5 (1) (2) (3)	Authenticator Management	The HHS organization manages the HHS component authenticators for users and devices by: a. Verifying, as part of the initial authenticator distribution, the identity of the individual and/or device receiving the authenticator; b. Establishing initial authenticator content for authenticators defined by the HHS organization; c. Ensuring that authenticators have sufficient strength of mechanism for their intended use;	☒ **In Place** ☐ **Partially in Place** ☐ **Not in Place** ☐ **N/A**

		d. Establishing and implementing administrative procedures for initial authenticator distribution, for lost/compromised or damaged authenticators, and for revoking authenticators; e. Changing default content of authenticators upon HHS information systems installation; f. Establishing minimum and maximum lifetime restrictions and reuse conditions for authenticators (if appropriate); g. Changing/refreshing authenticators in accordance with the criteria for Enhancement (1) below; h. Protecting authenticator content from unauthorized disclosure and modification; and; i. Requiring users to take and having devices implement specific measures to safeguard authenticators. (1) Password-based authentication for HHS information systems: (a) Enforces minimum password complexity. Each password must contain a minimum of eight (8) and a maximum of sixteen (16) characters with at least one (1) from each of the following categories: - upper case alpha (ABC) - lower case alpha (abc) - number (0 to 9) - special character (@#$%^%*()_+|~-=\'{}[]:";'<>/); - dictionary names or words are prohibited {b} Enforces a minimum of four (4) changed characters when a new password is created; (c) Encrypts passwords in storage and in transmission; (d) Enforces password lifetime restrictions with a minimum of two (2) days and maximum of sixty (60) days for privileged accounts and ninety (90) days for non-privileged accounts {e} Prohibits password reuse for six (6) generations.	

		[f] Limits password change to once every 15 days. (g) Forces user to change the default password at first logon. [h] Password is disabled after 90 days of inactivity. [i] Prompt user to change password before expiration" is set to "14 days" or more. (2) PKI-based authentication for HHS information systems: (a) Validates certificates by constructing a certification path with status information to an accepted trust anchor; (b) Enforces authorized access to the corresponding private key; and; (c) Maps the authenticated identity to the user account. (3) Requires that the registration process to receive Agency-defined types of and/or specific authenticators (e.g. hardware tokens) be verified in person by a designated HHS official (e.g.: a supervisor).	
Control ID	**Control Name**	**Description of Control**	**Status**
AC-18 (1)	**Wireless Access**	The HHS organization: a. Establishes usage restrictions and implementation guidance for wireless access; b. Monitors for unauthorized wireless access to HHS information systems; c. Authorizes wireless access to the information system prior to connection; and; d. Enforces requirements for wireless connections to HHS information systems. (1) HHS information systems protect wireless access using authentication and encryption. Additional Criteria: When deploying wireless access points the following minimum standards shall apply: 1. File sharing on wireless clients shall be disabled.	☒ **In Place** ☐ **Partially in Place** ☐ **Not in Place** ☐ **N/A**

		2. Client NIC and Access Point firmware shall be upgradeable so that security patches may be deployed as they become available. 3. Access Points shall be turned off when they are not in use (e.g., after hours and on weekends). 4. The Access Point's Service Set Identifier, SSID, shall be changed from the default setting to an ID that does not reflect the identity of the Agency, department, and the nature of the work of the physical location where it is installed, and the SSID Broadcast shall be disabled. 5. All non-secure and nonessential management protocols on Access Points shall be disabled. 6. All security features of the WLAN product, including the cryptographic authentication feature, shall be enabled. 7. Wi-Fi Protected Access, WPA, security standard or greater shall be implemented. 8. Access Points shall have strong passwords and shall be changed regularly. 9. User authentication shall use an RFC compliant method, such as RADIUS, TACACS, etc. 10. Authentication mechanisms for the management interfaces of the Access Point shall be enabled and management traffic destined for Access Points shall be on a dedicated wired subnet. 11. SNMP settings on Access Points shall be disabled or set for least privilege (i.e., read only), with SNMPv3 or equivalent cryptographically protected protocol in use. 12. Installers shall ensure that new WLAN installations do not interfere with other existing equipment. 13. Physical and remote access to the Access Point Reset Function shall be restricted to authorized administrators only. 14. The default cryptographic key shall be changed from the factory default and shall be changed on a regular basis.	
Control ID	**Control Name**	**Description of Control**	**Status**

AC-8	System Use Notification	HHS information systems will display an approved system use notification message or banner before granting access to the system that provides privacy and security notices consistent with applicable Federal, Texas laws, executive orders, directives, policies, regulations, Health and Human Services Commission (HHSC) standards, and guidance and states that: (i) users are accessing a U.S. Government information system; (ii) system usage may be monitored, recorded, and subject to audit; (iii) unauthorized use of the system is prohibited and subject to criminal and civil penalties; and; (iv) use of the system indicates consent to monitoring and recording; The recommended banner for IRS FTI information resources is: "WARNING This system may contain U.S. Government information, which is restricted to authorized users ONLY. Unauthorized access, use, misuse, or modification of this computer system or of the data contained herein or in transit to/from this system constitutes a violation of Title 18, United States Code, Section 1030, and may subject the individual to Criminal and Civil penalties pursuant to Title 26, United States Code, Sections 7213, 7213A (the Taxpayer Browsing Protection Act), and 7431. This system and equipment are subject to monitoring to ensure proper performance of applicable security features or procedures. Such monitoring may result in the acquisition, recording and analysis of all data being communicated, transmitted, processed or stored in this system by a user. If monitoring reveals possible	☒ **In Place** ☐ **Partially in Place** ☐ **Not in Place** ☐ **N/A**

		evidence of criminal activity, such evidence may be provided to Law Enforcement Personnel. ANYONE USING THIS SYSTEM EXPRESSLY CONSENTS TO SUCH MONITORING" b. Retain the notification message or banner on the screen until users take explicit actions to log on to or further access the information system; and; c. For publicly accessible systems: i. Display the system use information when appropriate, before granting further access; ii. Display references, if any, to monitoring, recording, or auditing that are consistent with privacy accommodations for such systems that generally prohibit those activities; and; iii. Include a description of the authorized uses of the system in the notice given to public users of the information system. Additional Criteria: [i] the system contains US government information; [ii] users actions are monitored and audited; [iii] unauthorized use of the system is prohibited; [iv] Unauthorized use of the system is subject to criminal and civil penalties.	

Summary

MTM's QAP is built on the monitoring and evaluation process. The foundations included within the QAP include the following, among others:

- 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 survey responses
- 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 its clients, members, transportation providers, and overall operations.

Approved Tammy Wright — 01/17/2020

Tammy Wright — *Date*

Director, Compliance & Audit

Approved Pamela S. Cook — 01/17/2020

Pamela Cook — *Date*

Vice President, Program Governance

Approved Alaina Maciá — 01/17/2020

Alaina Maciá — *Date*

President and CEO

NTD Reports – Sample

NTD - Ridership Activity (S-10)

08/08/2016 To 08/12/2016
Everyday

Date	VOMS	Revenue Hours	Service Hours	Revenue Miles	Service Miles	Hourly Trips	Trips / Hour	Hourly Pass.	Pax / Hour	Taxi Trips	Taxi Pass.	Taxi Miles	Taxi Hours	Taxi Pass/Hr	Total Trips	Total Pass.
08-08	65	545.10	647.64	9305	10577	818	1.50	869	1.59	106	113	1281.12	46.94	2.41	924	982
08-09	68	597.74	702.00	10348	11575	907	1.52	977	1.63	125	134	1588.08	59.35	2.26	1032	1111
08-10	67	594.86	689.64	10215	11425	927	1.56	1015	1.71	117	125	1516.85	53.62	2.33	1044	1140
08-11	64	562.13	660.97	9781	10903	934	1.66	1025	1.82	110	121	1464.34	50.13	2.41	1044	1146
08-12	67	564.47	664.14	9528	10850	846	1.50	902	1.60	102	108	1409.72	47.01	2.30	948	1010
TOTAL	68	2864.30	3364.39	49177	55330	4432	1.55	4788	1.67	560	601	7260.11	257.05	2.34	4992	5389

NTD - Ridership Activity (S-10)

08/08/2016 To 08/12/2016
Everyday

Date	VOMS	Revenue Hours	Service Hours	Revenue Miles	Service Miles	Hourly Trips	Trips / Hour	Hourly Pass.	Pax / Hour	Taxi Trips	Taxi Pass.	Taxi Miles	Taxi Hours	Taxi Pass/Hr	Total Trips	Total Pass.
Aug-2016	68	2864.30	3364.39	49177	55330	4432	1.55	4788	1.67	560	601	7260.11	257.05	2.34	4992	5389
TOTAL	68	2864.30	3364.39	49177	55330	4432	1.55	4788	1.67	560	601	7260.11	257.05	2.34	4992	5389
AVERAGE	5	572.86	672.88	9835	11066	886		958		112	120	1452.02	51.41		998	1078

NTD Reporting - Service Non-Rail (S10)

Mode: Service: PT

	Average	Total
Total Actual Vehicle Miles	11066.02	**55,330.11**
Total Actual Vehicle Revenue Miles (VRM)	9835.42	**49,177.11**
Total Actual Vehicle Hours	672.88	**3,364.39**
Total Actual Vehicle Revenue Hours (VRH)	572.86	**2,864.30**
Unlinked Passenger Trips (UPT)	998	**5,389**
ADA - Unlinked Passenger Trips (UPT)	742	**3,709**
Passenger Miles Traveled (PMT)	7915.60	**39578.00**

Revenue Miles Per Hour	17.17
Load Factor	0.80
Average Trip Length	7.63

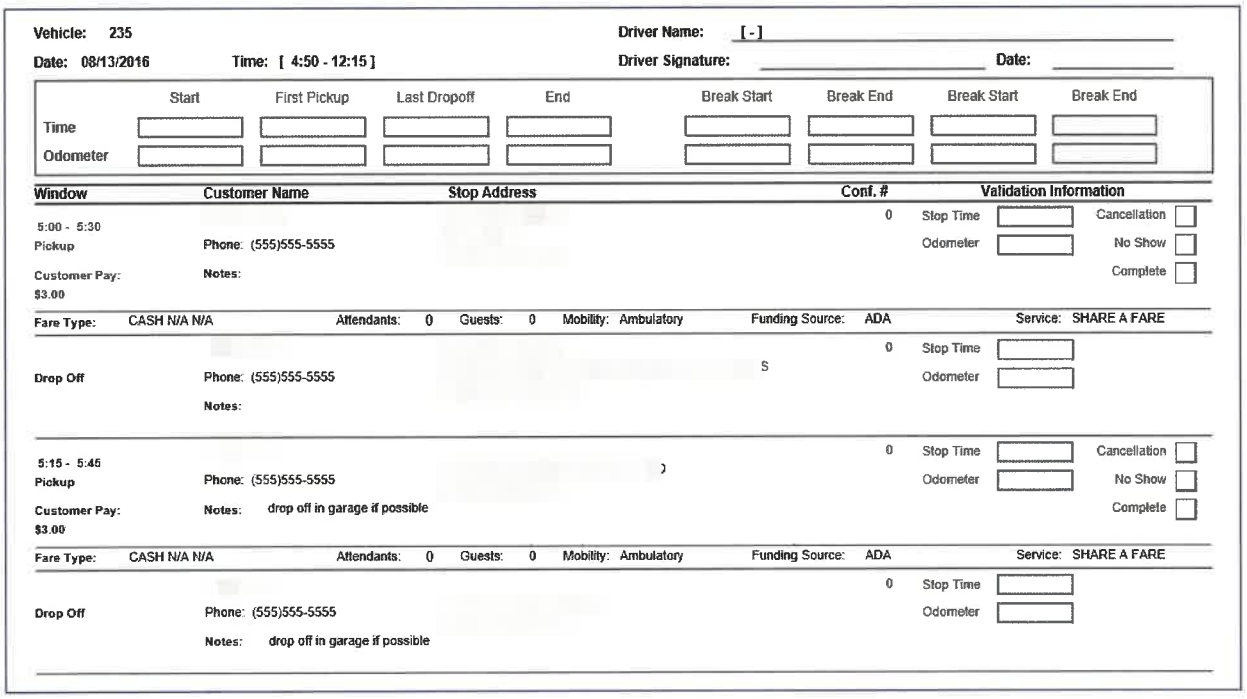
NTD - Ridership Activity (S-10)

08/08/2016 To 08/12/2016
Everyday
Date: 08/08/2016

Manifest	Revenue Hours	Service Hours	Revenue Miles	Service Miles	Hourly Trips	Trips / Hour	Hourly Pass.	Pax / Hour	Taxi Trips	Taxi Pass.	Taxi Miles	Taxi Hours	Taxi Pass/Hr	Total Trips	Total Pass.
2000	7.77	8.32	154	165	11	1.42	12	1.54	0	0	0.00	0.00	0.00	11	12
2001	5.10	6.55	68	73	14	2.75	14	2.75	0	0	0.00	0.00	0.00	14	14
2002B	4.80	6.15	46	60	6	1.25	6	1.25	0	0	0.00	0.00	0.00	6	6
2003A	4.35	5.42	87	97	9	2.07	9	2.07	0	0	0.00	0.00	0.00	9	9
2003B	3.67	4.34	39	54	5	1.36	5	1.36	0	0	0.00	0.00	0.00	5	5
2004	6.43	8.03	100	118	11	1.71	11	1.71	0	0	0.00	0.00	0.00	11	11
2005	5.90	8.03	92	118	7	1.19	9	1.53	0	0	0.00	0.00	0.00	7	9
2006	9.27	9.68	152	158	21	2.27	25	2.70	0	0	0.00	0.00	0.00	21	25
2007A	6.15	6.72	94	101	7	1.14	8	1.30	0	0	0.00	0.00	0.00	7	8
2008A	5.38	6.35	103	109	12	2.23	12	2.23	0	0	0.00	0.00	0.00	12	12
2009A	6.03	6.86	80	89	12	1.99	13	2.16	0	0	0.00	0.00	0.00	12	13
2010A	5.48	6.76	118	138	12	2.19	12	2.19	0	0	0.00	0.00	0.00	12	12
2011A	6.03	7.10	92	103	6	1.00	7	1.16	0	0	0.00	0.00	0.00	6	7
2012A	5.40	6.35	69	80	9	1.67	10	1.85	0	0	0.00	0.00	0.00	9	10
2013A	4.68	5.62	101	116	10	2.14	11	2.35	0	0	0.00	0.00	0.00	10	11
2013B	3.60	4.38	61	82	9	2.50	9	2.50	0	0	0.00	0.00	0.00	9	9
2014B	3.67	4.20	75	78	6	1.63	6	1.63	0	0	0.00	0.00	0.00	6	6
2015A	3.90	4.58	62	69	12	3.08	12	3.08	0	0	0.00	0.00	0.00	12	12
2016A	3.93	5.28	72	89	8	2.04	8	2.04	0	0	0.00	0.00	0.00	8	8
2017A	5.80	6.33	98	109	13	2.24	13	2.24	0	0	0.00	0.00	0.00	13	13
2017B	2.72	4.98	52	66	5	1.84	5	1.84	0	0	0.00	0.00	0.00	5	5
2018B	3.53	4.23	41	49	7	1.98	7	1.98	0	0	0.00	0.00	0.00	7	7
2019A	5.38	6.00	65	84	6	1.12	6	1.12	0	0	0.00	0.00	0.00	6	6

Driver Manifest Reports - Sample

Lists all customer trips for a selected vehicle including pick-up and drop-off times and locations



Vehicle: 235 Driver Name: [-]

Date: 08/13/2016 Time: [4:50 - 12:15] Driver Signature: Date:

	Start	First Pickup	Last Dropoff	End	Break Start	Break End	Break Start	Break End
Time								
Odometer								

Window	Customer Name	Stop Address	Conf. #	Validation Information
5:00 - 5:30 Pickup	Phone: (555)555-5555		0	Stop Time / Odometer / Cancellation / No Show / Complete
Customer Pay: $3.00	Notes:			

Fare Type: CASH N/A N/A Attendants: 0 Guests: 0 Mobility: Ambulatory Funding Source: ADA Service: SHARE A FARE

Drop Off	Phone: (555)555-5555	0	Stop Time / Odometer
	Notes:		

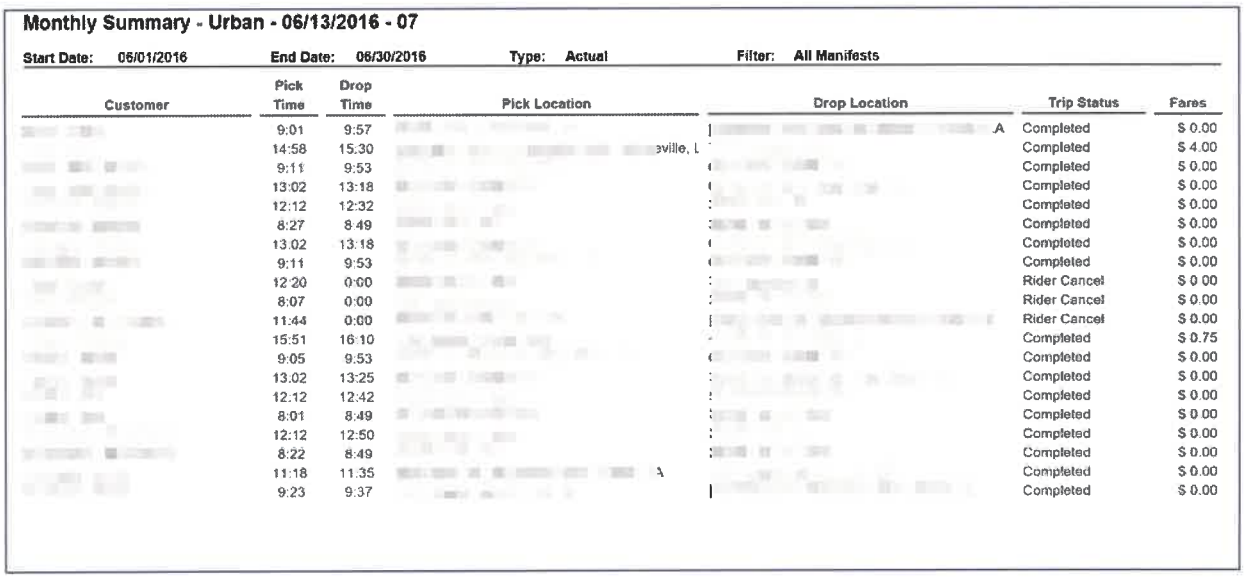
5:15 - 5:45 Pickup	Phone: (555)555-5555	0	Stop Time / Odometer / Cancellation / No Show / Complete
Customer Pay: $3.00	Notes: drop off in garage if possible		

Fare Type: CASH N/A N/A Attendants: 0 Guests: 0 Mobility: Ambulatory Funding Source: ADA Service: SHARE A FARE

Drop Off	Phone: (555)555-5555	0	Stop Time / Odometer
	Notes: drop off in garage if possible		

Trip Summary Reports - Sample

Lists scheduled or actual trips for a chosen date



Monthly Summary - Urban - 06/13/2016 - 07

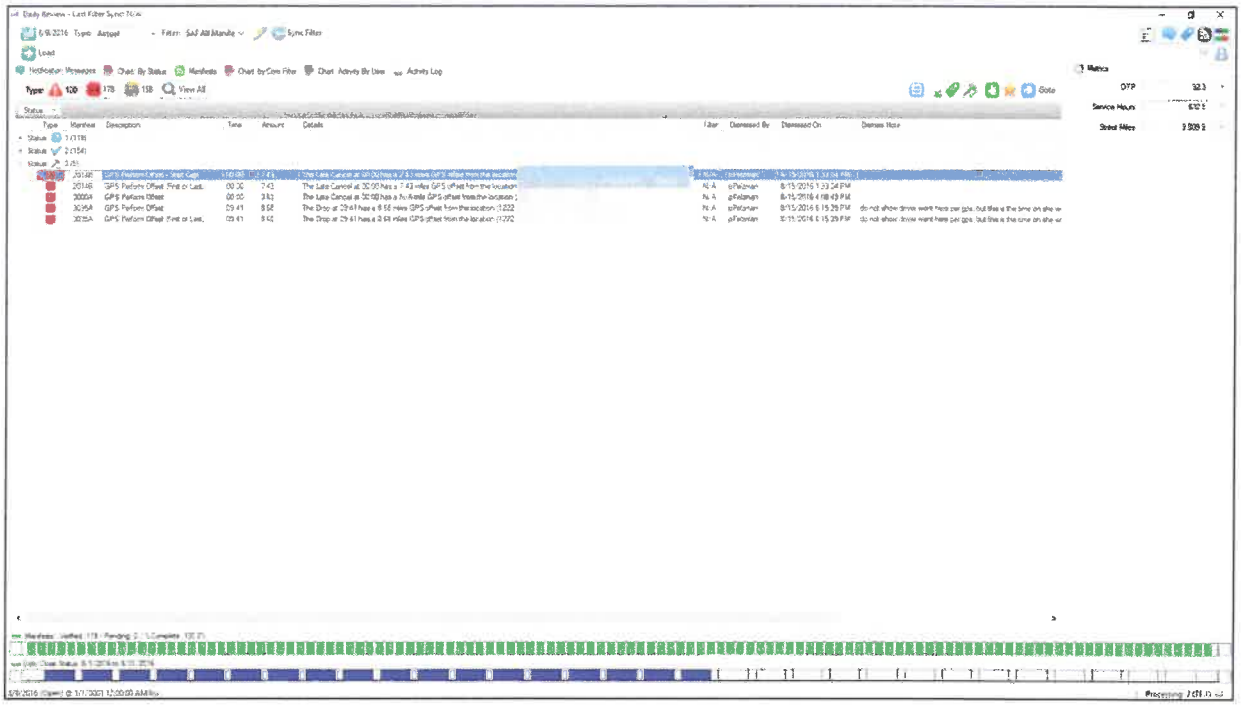
Start Date: 06/01/2016 End Date: 06/30/2016 Type: Actual Filter: All Manifests

Customer	Pick Time	Drop Time	Pick Location	Drop Location	Trip Status	Fares
	9:01	9:57		A	Completed	$ 0.00
	14:58	15:30			Completed	$ 4.00
	9:11	9:53			Completed	$ 0.00
	13:02	13:18			Completed	$ 0.00
	12:12	12:32			Completed	$ 0.00
	8:27	8:49			Completed	$ 0.00
	13:02	13:18			Completed	$ 0.00
	9:11	9:53			Completed	$ 0.00
	12:20	0:00			Rider Cancel	$ 0.00
	8:07	0:00			Rider Cancel	$ 0.00
	11:44	0:00			Rider Cancel	$ 0.00
	15:51	16:10			Completed	$ 0.75
	9:05	9:53			Completed	$ 0.00
	13:02	13:25			Completed	$ 0.00
	12:12	12:42			Completed	$ 0.00
	8:01	8:49			Completed	$ 0.00
	12:12	12:50			Completed	$ 0.00
	8:22	8:49			Completed	$ 0.00
	11:18	11:35			Completed	$ 0.00
	9:23	9:37			Completed	$ 0.00

Exception and Validation Report - Sample

Identifies unverified/improperly verified trips





Operations Report - Sample

Lists hours, miles, cancels, no shows, and revenue

Start Date: 06/01/2016 End Date: 06/30/2016 Type: Actual Filter: All Manifests

Program	Trips	No Shows	Late	Cancels	Passengers	Fares	Service Hours	Service Miles	Revenue Hours	Revenue Miles
Rural	1,088	11	3	244	1,123	$ 251.75	727.50	16,483	634.99	16,589
Urban	5,869	145	21	1,268	5,945	$ 1,621.10	3,246.73	2,304,063	2,797.32	52,316
Grand Totals:	6,957	156	24	1,512	7,068	$ 1,872.85	3,974.23	2,320,546	3,432.31	68,905

Driver Break Reports - Sample

Lists drivers' break times and vehicle odometer readings for breaks

Driver Breaks

Date: 08/22/2016 Type: Schedule Filter: SAF All Manifests Except Taxi

Manifest	Employee	Start	End	Odometer
3013A		4:15	4:44	
3008B		14:00	14:19	
3025A		5:45	6:54	
2025A		4:45	4:52	
2025B		13:15	13:25	
2039B		13:45	14:10	

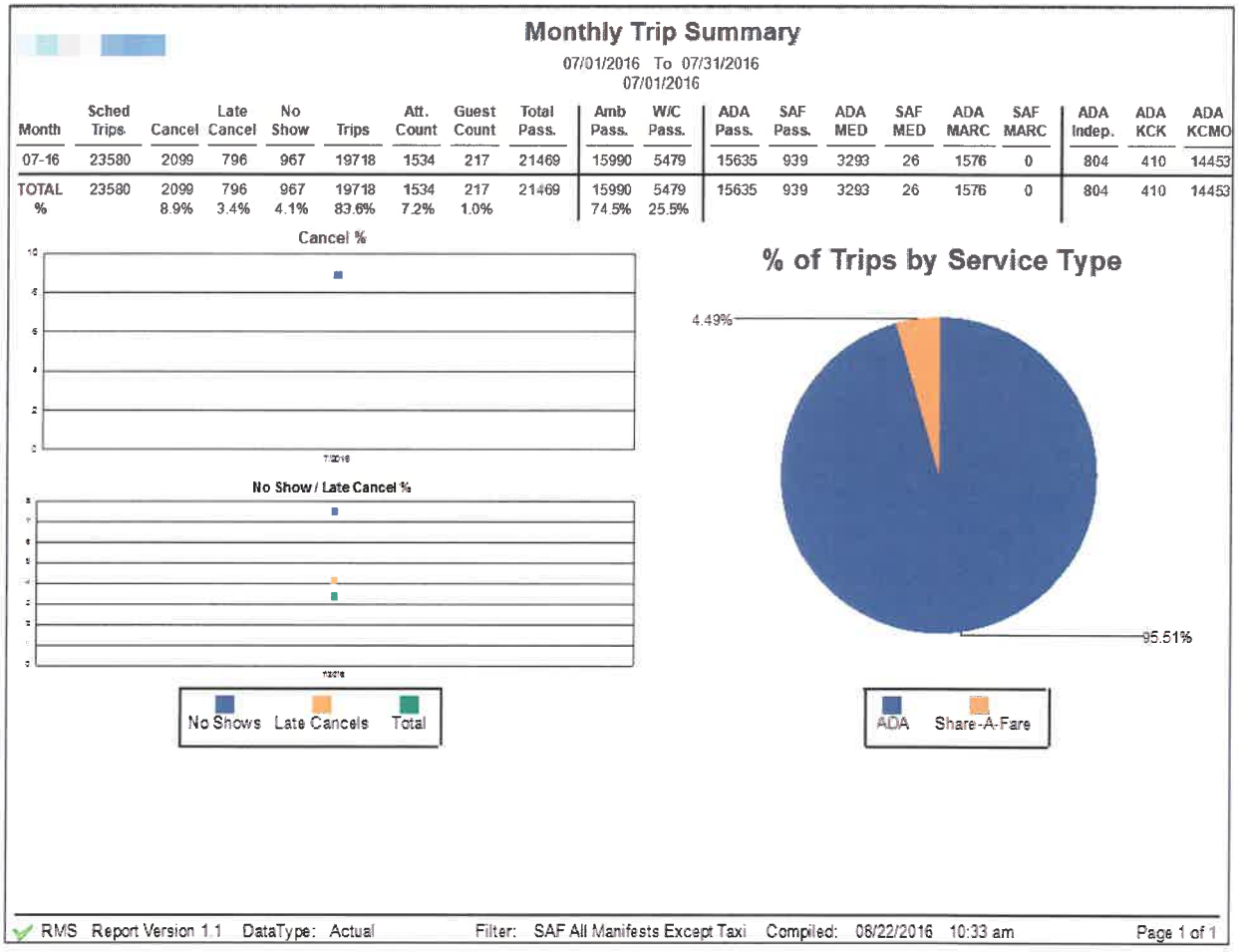
Standing Order Report – Sample

Standing Orders
8/1/2016

Date	Mf	Customer	Customer #	Arrive	Pick Window Beg	Pick Window End	Pick	Drop
08/08/2016	2026		1016800	12:34	12:00	12:30		
08/08/2016	2019B		1003335	17:21	16:30	17:00		
08/08/2016	3022		1009924	7:33	7:00	7:30		
08/08/2016	3019		1017399	13:55	13:00	13:30		
08/08/2016	3014B		1016482	16:17	15:30	16:00		
08/09/2016	3006A		907233	10:12	9:15	9:45		
08/09/2016	3036T		900011	12:34	12:00	12:30		
08/09/2016	3012B		1014687	14:32	14:00	14:30		
08/09/2016	2039B		904482	15:40	15:00	15:30		
08/09/2016	3014		038534	16:06	15:30	16:00		
08/09/2016	3007B		901448	16:33	16:00	16:30		
08/09/2016	3052		1006597	19:30	18:45	19:15		
08/09/2016	3024B		1016583	14:03	12:45	13:15		
08/09/2016	3032		910364	14:51	13:00	14:00		
08/10/2016	2003A		1015912	8:35	8:00	8:30		
08/10/2016	2020B		1012613	17:19	16:30	17:00		
08/10/2016	3000A		1014687	8:05	7:30	8:00		
08/10/2016	3012A		912333	9:35	9:00	9:30		
08/10/2016	3014		1014687	14:35	14:00	14:30		
08/10/2016	3020B		1014368	16:26	15:30	16:00		
08/10/2016	3020B		038534	16:15	15:30	16:00		
08/10/2016	3003B		912104	16:59	16:00	16:30		
08/10/2016	3013B		911923	17:46	17:00	17:30		

Trip Count Reports - Sample

Includes funding source, services, purpose, home county, fare type, days & times; customizable to client-specific categorical requests



Monthly Trip Summary

07/01/2016 To 07/31/2016
07/01/2016

Month	Sched Trips	Cancel	Late Cancel	No Show	Trips	Att. Count	Guest Count	Total Pass.	Amb Pass.	W/C Pass.	ADA Pass.	SAF Pass.	ADA MED	SAF MED	ADA MARC	SAF MARC	ADA Indep.	ADA KCK	ADA KCMO
07-16	23580	2099	796	967	19718	1534	217	21469	15990	5479	15635	939	3293	26	1576	0	804	410	14453
TOTAL	23580	2099	796	967	19718	1534	217	21469	15990	5479	15635	939	3293	26	1576	0	804	410	14453
%		8.9%	3.4%	4.1%	83.6%	7.2%	1.0%		74.5%	25.5%									

Cancel %

No Show / Late Cancel %

No Shows Late Cancels Total

% of Trips by Service Type

4.49%

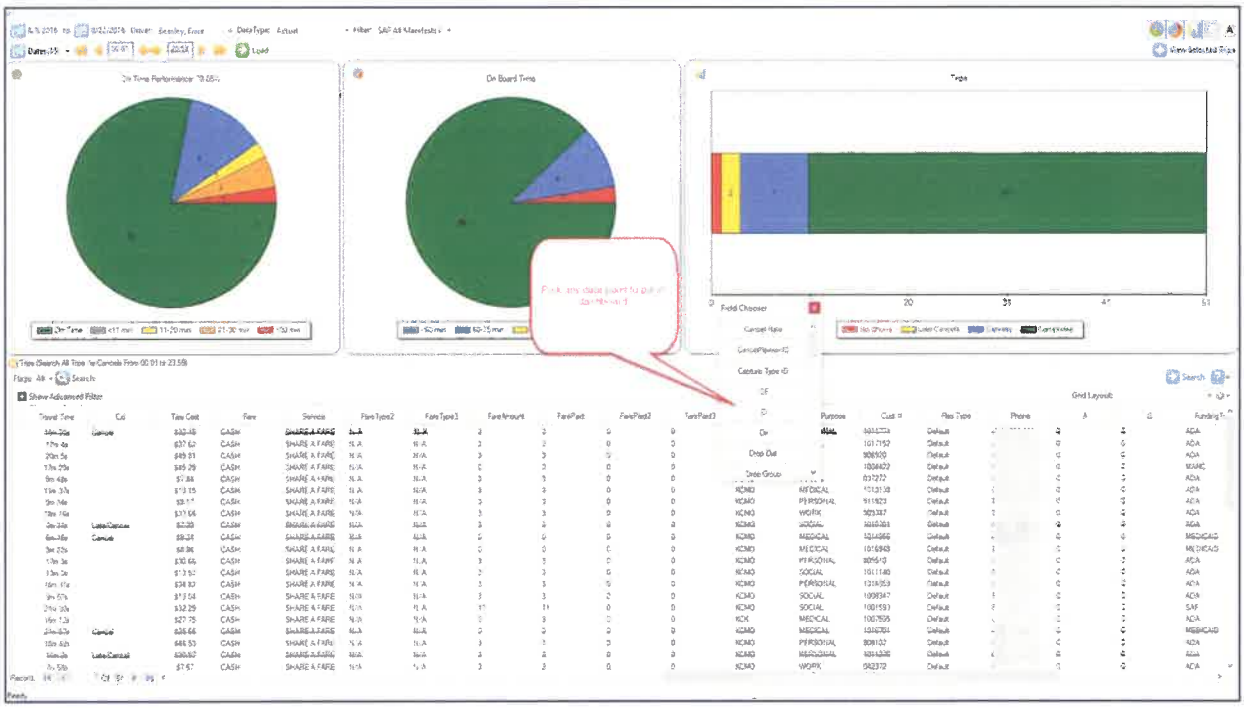
95.51%

ADA Share-A-Fare

RMS Report Version 1.1 DataType: Actual Filter: SAF All Manifests Except Taxi Compiled: 08/22/2016 10:33 am Page 1 of 1

Driver Reports - Sample

Includes statistics related to miles and hours driven on a daily, weekly, monthly and yearly basis. This information can be gathered through reports or live dashboards.



Vehicle Productivity Report - Sample

Specifies vehicles in operation during selectable ranges

Start Date: 07/01/2016 **End Date:** 07/30/2016 **Type:** Actual **Filter:** All Manifests

5311

Vehicle	VIN	D	Trips	Amb	Lift	Eld	Dis	GP	Work	Edu	Med	Other	Fares	Rev Hours	Odometer Beg	Odometer End	Total	Mileage Revenue	Regional	OTP
0621		5	30	24	4	0	16	12	0	2	15	13	$ 1,837.50	53.44	23827	25647	1820	1528	1528	75.0%
2792		2	552	502	32	35	291	208	298	1	95	158	$ 322.35	149.01	94472	96116	1644	1511	0	97.8%
2793		6	413	393	8	24	181	196	180	0	16	217	$ 189.50	76.67	102464	103555	1091	733	0	98.8%
2816		4	542	505	30	27	288	220	304	2	80	156	$ 7,727.50	141.97	113613	115357	1744	1296	0	96.1%
7276		8	621	597	13	33	211	366	177	0	26	418	$ 367.50	161.01	8564	10296	1732	1722	0	81.2%
7368		6	471	466	2	18	41	409	30	0	16	425	$ 70.00	343.55	44096	46461	2365	4312	0	81.5%
7369		6	730	727	1	27	38	663	35	0	28	667	$ 80.00	323.38	42400	44489	2089	3053	0	83.8%
	Grand Totals:	**11**	**3,359**	**3,214**	**90**	**164**	**1,066**	**2,074**	**1,024**	**5**	**276**	**2,054**	**$ 10,594.35**	**1249.03**			**12,485**	**14,155**	**1528**	**84.9%**

On-Time Report - Sample

Lists early and late pick-up and drop-off performance

07/01/2016 To 07/31/2016
2000

Driver	Sched Trips	Cancel	Late Cancel	No Show	Trips	Pick Up				Drop Off (If requested)			Will Calls			Total OTP (Pick Up)			Late >60	Miss	%
						Early	On Time	Late	OTP	On Time	Late	OTP	On Time	Late	OTP	On Time	Late	OTP			
	15	0	2	0	13	1	12	0	100.0%	1	0	100.0%	1	0	100.0%	13	0	100.0%	0	0	0.00%
	3	0	0	0	3	1	2	0	100.0%	0	0	- %	0	0	- %	3	0	100.0%	0	0	0.00%
	110	7	6	3	92	18	68	6	93.5%	0	0	%	1	1	50.0%	89	3	91.8%	0	2	2.17%
	44	2	2	2	34	4	27	3	91.2%	0	0	- %	1	0	100.0%	33	4	89.2%	0	1	2.94%
	42	6	0	2	32	4	28	0	100.0%	0	0	- %	1	0	100.0%	34	3	91.9%	0	3	9.38%
	17	2	0	1	14	1	13	0	100.0%	0	0	- %	1	0	100.0%	15	0	100.0%	0	0	0.00%
	13	0	0	2	11	2	9	0	100.0%	0	0	- %	1	0	100.0%	13	0	100.0%	0	0	0.00%
	55	8	1	1	42	16	26	0	100.0%	0	0	%	1	0	100.0%	43	1	93.5%	0	3	7.14%
Total	296	28	11	11	241	47	185	9	96.3%	1	0	100.0%	7	1	87.5%	243	18	93.1%	0	9	3.73%

OTP By Manifest

07/01/2016 To 07/31/2016

Manifest	Sched Trips	Cancel	Late Cancel	No Show	Trips	Pick Up				Drop Off (If requested)			Will Calls			Total OTP (Pick Up)			Late >60	Miss	%
						Early	On Time	Late	OTP	On Time	Late	OTP	On Time	Late	OTP	On Time	Late	OTP			
2000	296	24	11	11	249	47	185	9	96.3%	1	0	100.0%	7	1	87.5%	243	18	93.1%	0	9	3.73%
2001	249	27	18	17	177	14	157	6	96.6%	8	0	100.0%	9	0	100.0%	188	16	92.2%	0	10	5.65%
2001A	11	0	0	0	11	1	10	0	100.0%	0	0	100.0%	0	0	%	11	0	100.0%	0	0	0.00%
2002	45	6	2	4	30	1	28	1	96.7%	2	0	100.0%	0	0	%	33	4	89.2%	0	1	10.00%
2002B	166	12	9	8	135	33	100	2	98.5%	4	0	100.0%	8	0	100.0%	141	4	97.2%	0	2	1.48%
2003	27	2	0	2	23	0	21	2	91.3%	1	0	100.0%	1	0	100.0%	23	2	92.0%	0	0	0.00%
2003A	173	9	5	8	149	22	115	12	91.9%	4	2	66.7%	10	0	100.0%	145	14	91.2%	0	2	1.34%
2003B	147	20	1	11	113	17	91	5	95.6%	0	0	- %	1	0	100.0%	119	7	94.4%	0	2	1.77%
2004	324	25	8	12	279	19	238	22	92.1%	4	0	100.0%	15	1	93.8%	269	22	92.4%	0	0	0.00%
2004A	12	1	0	2	9	0	9	0	100.0%	0	0	100.0%	0	0	- %	11	0	100.0%	0	0	0.00%
2005	307	35	10	24	238	22	202	10	96.7%	5	0	100.0%	9	0	100.0%	248	14	94.7%	0	4	1.71%
2006	333	33	11	14	269	32	233	4	98.5%	8	0	100.0%	12	0	100.0%	279	10	96.5%	0	6	2.23%
2005A	12	1	0	5	6	0	6	0	100.0%	1	0	100.0%	0	0	%	11	0	100.0%	0	0	0.00%
2007A	291	16	12	13	246	60	184	2	99.2%	3	0	100.0%	4	0	100.0%	257	6	97.7%	0	4	1.63%
2007B	53	13	2	1	37	5	29	3	91.9%	0	0	- %	0	0	- %	35	3	92.1%	0	0	0.00%
2008A	216	18	10	5	183	41	140	2	98.9%	14	0	100.0%	4	1	80.0%	186	6	96.9%	0	4	2.19%
2009A	197	6	4	3	184	15	159	10	94.6%	7	0	100.0%	6	1	85.7%	177	10	94.7%	0	0	0.00%
2009B	42	7	0	4	31	10	19	2	93.5%	0	0	- %	1	0	100.0%	33	2	94.3%	0	0	0.00%
2010A	235	8	10	6	208	68	136	4	98.1%	10	0	100.0%	2	0	100.0%	210	7	96.8%	0	3	1.44%
2011A	215	8	8	8	189	21	164	4	97.9%	8	0	100.0%	5	0	100.0%	193	6	97.0%	0	2	1.06%
2012A	194	12	8	12	159	34	123	2	98.7%	2	1	66.7%	17	0	100.0%	159	5	97.1%	0	3	1.89%
2012B	115	9	3	4	97	23	68	6	93.8%	1	0	100.0%	6	0	100.0%	86	8	92.2%	0	2	2.06%
2013A	180	3	1	6	170	24	138	8	95.3%	7	1	87.5%	6	0	100.0%	168	8	95.6%	0	0	0.00%
2013B	200	24	5	7	161	17	139	5	96.9%	0	0	- %	10	1	90.9%	163	8	95.3%	0	3	1.86%
2014B	158	13	3	7	134	13	100	21	84.3%	0	0	- %	18	2	90.0%	120	22	84.5%	0	1	0.75%
2015A	161	7	5	3	144	9	119	16	88.9%	2	0	100.0%	4	1	80.0%	131	18	87.9%	0	2	1.39%
2016A	171	3	9	2	156	33	120	3	98.1%	1	0	100.0%	12	0	100.0%	156	4	97.5%	0	1	0.64%
2017A	200	11	3	9	177	28	138	11	93.8%	6	1	85.7%	5	0	100.0%	175	11	94.1%	0	0	0.00%
2017B	148	17	6	5	117	17	94	6	94.9%	0	0	- %	5	0	100.0%	116	9	92.8%	0	3	2.56%
2018A	5	0	0	0	5	1	4	0	100.0%	0	0	%	0	0	%	5	0	100.0%	0	0	0.00%
2018B	208	24	5	8	169	35	122	12	92.9%	0	0	%	10	0	100.0%	165	14	92.2%	0	2	1.18%
2019	24	3	1	5	14	2	12	0	100.0%	0	0	%	0	0	%	13	1	95.0%	0	1	7.14%
2019A	144	2	3	1	138	21	114	3	97.8%	7	0	100.0%	3	0	100.0%	136	3	97.8%	0	0	0.00%

Invoice - Sample

Invoice

[redacted]

Invoice Number: 170101-1

Criteria: NS Included
Admin Percentage: 1.50

Funding Agency: All Agencies

Billing Period: 07/01/2016 to 07/31/2016

Total Van Trips Provided:	28,325
Total Trip Cost:	$ 399,684.90
Total Taxi Trips Provided:	3,002
Total Trip Cost:	$ 121,277.77
SUBTOTAL:	$ 520,962.67
Admin Fee:	$ 7,814.44
Fares Collected:	$ 44,656.00
TOTAL DUE:	**$ 484,121.11**

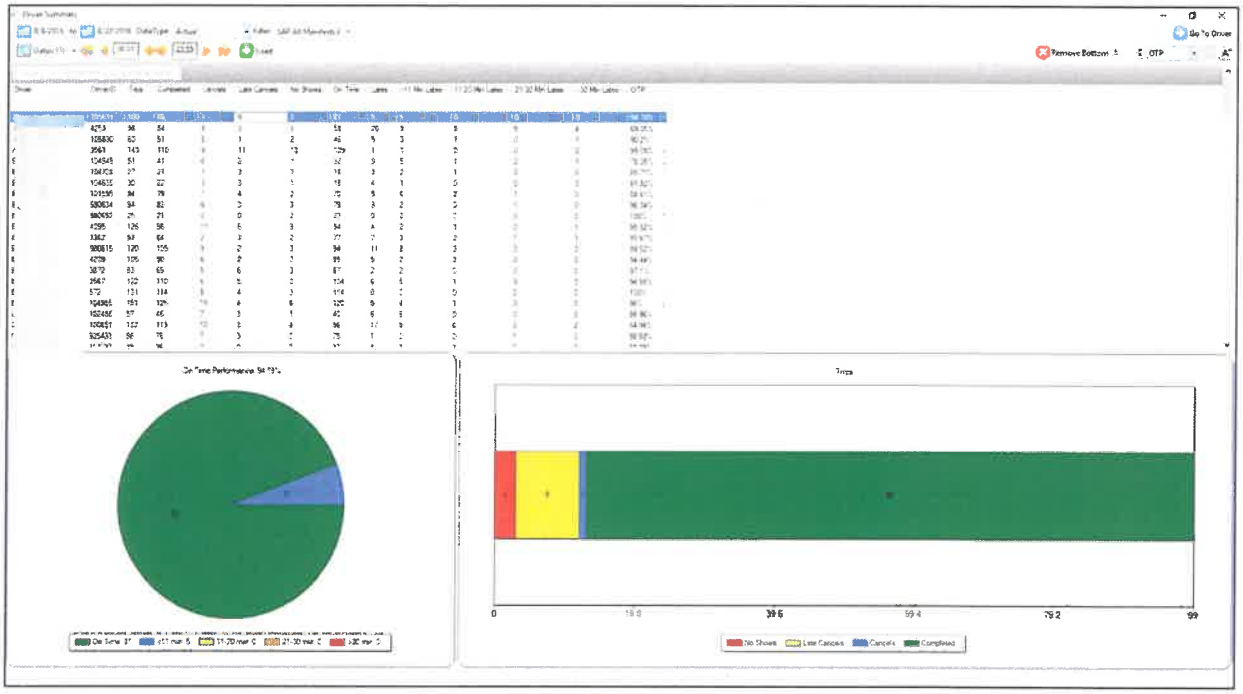
Remit to:

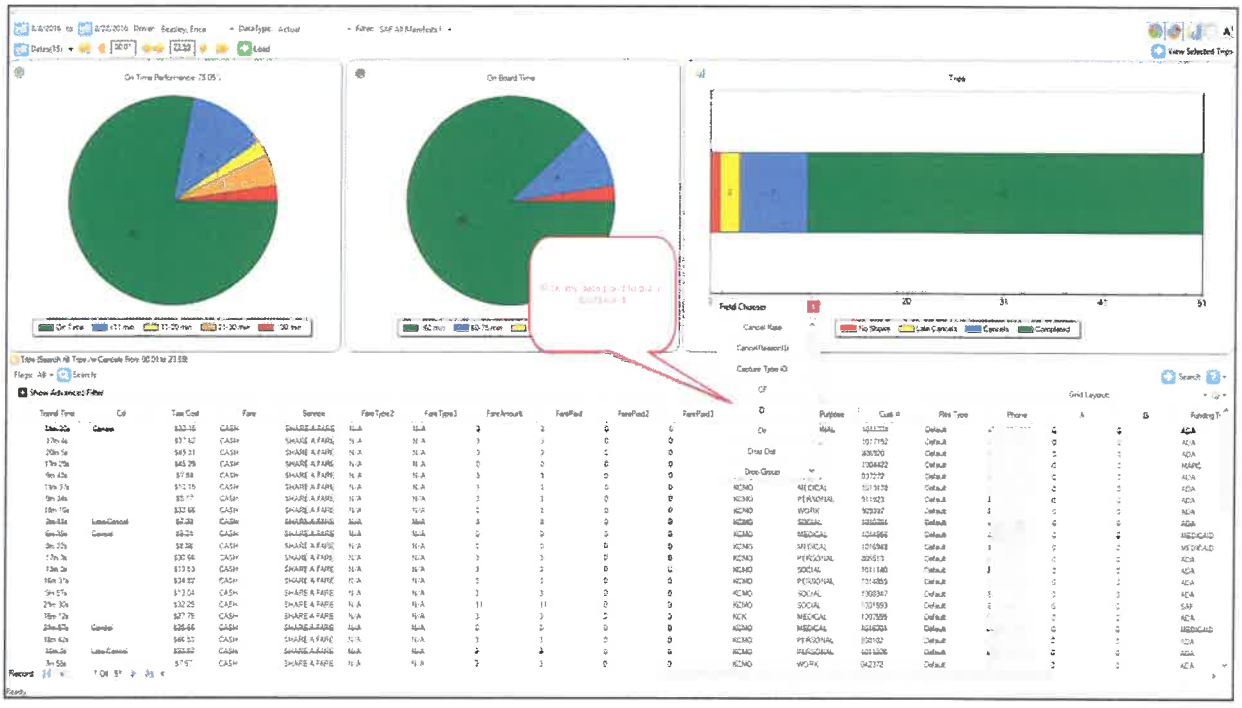
[redacted]

RMS Report Version 1.1 Compiled: 08/18/2016 10:58 am Page 1 of 1

Statistic Reports - Sample

Include days in service, miles driven and hours driven; customizable to client requests. Samples include a summary dashboard and a detail dashboard. Data is also exportable.





Monthly Revenue Report - Sample

Includes passenger fare totals for the month, and Purchase of Service revenue totals

Monthly Summary - Urban - 06/13/2016

Start Date: 06/01/2016 End Date: 06/30/2016 Type: Actual Filter: All Manifests

Manifest	Trips	No Shows	Late	Cancels	Passengers	Fares	Service Hours	Service Miles	Revenue Hours	Revenue Miles
02	21	2	0	1	21	$ 1.50	0.00	0	0.00	222
03	14	5	0	6	14	$ 3.00	8.13	78	7.32	40
04	18	0	0	4	18	$ 2.25	8.94	77	6.68	69
05	20	2	0	2	21	$ 3.75	9.00	113	7.98	166
06	12	0	1	1	12	$ 2.25	4.40	86	3.70	143
07	17	0	0	3	19	$ 4.75	9.48	164	8.15	169
08	5	0	0	2	5	$ 0.00	0.00	0	0.00	49
09	13	0	0	0	13	$ 0.75	6.79	117	6.12	100
10	19	0	0	3	19	$ 2.25	9.05	127	8.08	120
11	18	0	0	2	19	$ 4.50	9.48	157	8.37	154
12	5	0	0	2	5	$ 0.75	0.00	0	0.00	51
14	10	1	0	2	11	$ 2.25	8.74	111	7.38	55
15	16	0	0	5	16	$ 14.25	12.43	90	11.37	122
18	10	0	1	2	10	$ 6.00	0.00	0	0.00	81
19	13	1	0	0	14	$ 6.75	9.75	103	8.45	117
21	17	0	0	1	17	$ 2.25	0.00	0	0.00	218
22	14	0	1	4	14	$ 4.50	9.92	130	9.37	214
23	21	0	0	5	21	$ 2.50	10.60	84	8.70	237
24	27	1	0	3	27	$ 6.00	10.20	145	8.72	303
Totals:	**290**	**12**	**3**	**48**	**296**	**$ 70.25**	**126.91**	**1,582**	**110.39**	**2,630**

Start Date: 07/01/2016 End Date: 07/30/2016 Type: Actual Filter: All Manifests

5311

Vehicle	VIN	D	Trips	Amb	Lift	Eld	Dis	GP	Work	Edu	Med	Other	Fares	Rev Hours	Odometer Beg	Odometer End	Mileage Total	Mileage Revenue	Regional	OTP
0621		5	30	24	4	0	16	12	0	2	15	13	$ 1,837.50	53.44	23827	25647	1820	1528	1528	75.0%
2792		2	552	502	32	35	291	208	298	1	95	158	$ 322.35	149.01	94472	96116	1644	1511	0	97.8%
2793		6	413	393	8	24	181	196	180	0	16	217	$ 189.50	76.67	102464	103555	1091	733	0	98.8%
2816		4	542	505	30	27	288	220	304	2	80	156	$ 7,727.50	141.97	113613	115357	1744	1296	0	96.1%
7276		8	621	597	13	33	211	386	177	0	26	418	$ 367.50	161.01	8564	10296	1732	1722	0	81.2%
7368		6	471	466	2	18	41	409	30	0	16	425	$ 70.00	343.55	44096	46461	2365	4312	0	81.5%
7369		6	730	727	1	27	38	663	35	0	28	667	$ 80.00	323.38	42400	44489	2089	3053	0	83.8%
	Grand Totals:	**11**	**3,359**	**3,214**	**90**	**164**	**1,066**	**2,074**	**1,024**	**5**	**276**	**2,054**	**$ 10,594.35**	**1249.03**			**12,485**	**14,155**	**1528**	**84.9%**

RMS Report Version 1.0 Compiled: 08/18/2016 11:25 am Page 1 of 1

Trips by Funding Source Report - Sample

Trip counts broken down by designated funding sources

Start Date:	07/01/2016	End Date:	07/31/2016	DataType:	Actual	Filter:	SAF All Manifests Except Taxi

Funding Source	Total	Percentage
Aging	1502	6.4%
MEDICAID	3447	14.6%
Public	1142	4.8%
Transportation	17489	74.2%
Grand Total	**23580**	**100.0%**

Trips by Purpose Report - Sample

Trip counts broken down by designated trip purposes

Start Date:	07/01/2016	End Date:	07/31/2016	DataType:	Actual	Filter:	SAF All Manifests Except Taxi

Trip Purpose	Total	Percentage
EDUCATION	55	0.2%
MEDICAL	9058	38.4%
OTHER	291	1.2%
PERSONAL	5798	24.6%
SHOPPING	1217	5.2%
SOCIAL	2564	10.9%
WORK	4597	19.5%
Grand Total	**23580**	**100.0%**

Trips by Passenger Type Report - Sample

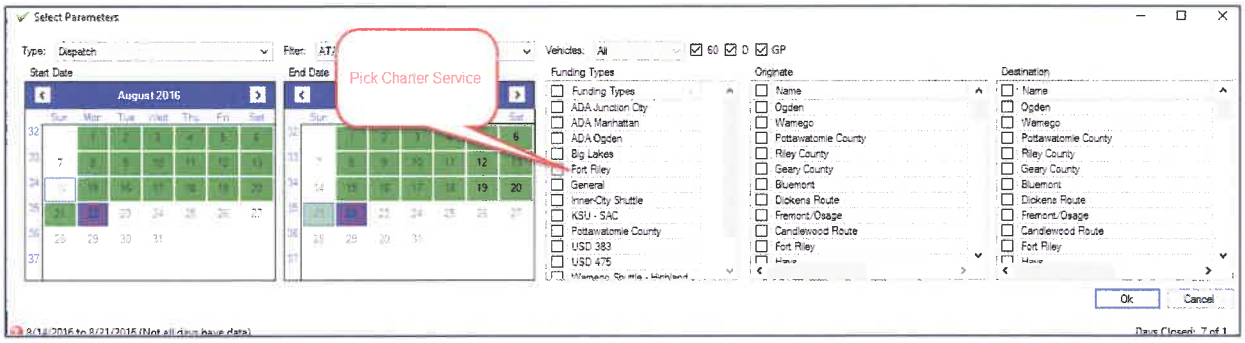
Trip counts broken down by designated passenger types

Start Date:	07/01/2016	End Date:	07/31/2016	DataType:	Actual	Filter:	SAF All Manifests Except Taxi

Type	Total	Percentage
Disabled	22263	94.6%
Elderly	861	3.7%
Non-Elderly	411	1.7%
Grand Total	**23535**	**100.0%**

Customizable On-Demand Reports

Screenshot demonstrates how users can select specific dates, funding sources, service areas, etc. to easily run customized reports. Example shows report for Charter trip counts.



Community Outreach Program Activities

One of MTM's core management techniques that truly separates us from our competitors is our level of Community Outreach 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 Community Outreach 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 Community Outreach 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 Community Outreach 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 Community Outreach 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 Community Outreach 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 Community Outreach 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 Community Outreach 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 Community Outreach 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 Community Outreach 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 Community Outreach 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 Community Outreach 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 Community Outreach 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 Community Outreach 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.



How do I file a complaint or concern about MTM's services?

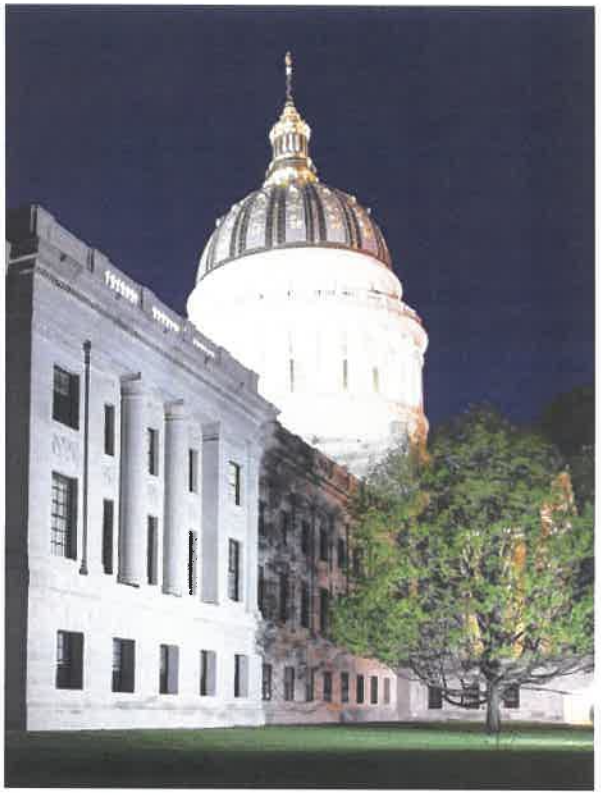
We want to always provide excellent service. Call MTM's "WeCare" line at **1-866-436-0457** if you have a complaint about your service. We will follow up on all complaints.

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**

CL-MTM-023-2014-1.0

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

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



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.

MTM Currency:
Gas Mileage Reimbursement

Do you want freedom in your travel? If a friend or a family member can drive you to your approved appointments, you may qualify for MTM Currency. MTM Currency is a program that provides gas mileage reimbursement through a Focus Card™. This is a reloadable debit card issued by U.S. Bank.

Who can drive me?

A friend or family member can drive you. You cannot receive reimbursement for driving yourself. Additionally, you cannot be the owner of the vehicle driven. Your friend or family member must drive you in their vehicle.

Why use MTM Currency?

There are many benefits to MTM Currency. Most importantly, you keep independence and control of your health. Other benefits include:

- Freedom and flexibility in your travel plans
- The opportunity to plan your appointments at the time that is easiest for you
- No waiting for a transportation provider to pick you up

How does my friend or family member get reimbursed?

Trips must be called in and approved prior to your appointment. You will use a trip log to track your travel. You must also provide a copy of your friend or family member's driver's license, proof of vehicle insurance, and proof of registration. Reimbursement is provided at 30 cents per mile.

How do I submit a trip log?

Have your medical provider sign the trip log for each appointment. There is no need to track mileage. Our system will do it for you. You may use the trip log for one or more trips. Mail, email, or fax the completed log to MTM within 60 days of the oldest trip on the log. Once you submit your log, MTM will verify the information. Funds will be loaded to your payee's Focus Card after your trip is verified.

Mail Your Log

MTM
Attention: Trip Logs
16 Hawk Ridge Drive
Lake St. Louis, MO 63367

Fax Your Log

1-888-513-1610

Email Your Log

payme@mtm-inc.net

MTM Call Intake Script

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.

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

<u>If the Caller Provided Information is a match</u> 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 _____?*

If the member: *Thank you for verifying your information. Is your address still _____?*

<u>If the Caller Provided Information is not a match</u> 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.

5. "May I have your name?"
6. "Thank you, is this trip for you or someone else?"
7. If not the member calling: "May I have your relationship to the member and good contact phone number for you?"
8. Thank you for verifying the member's phone number and date of birth. Is the member's name and address still _____?
9. If the member: Thank you for verifying your phone number and date of birth. Is your address still _____?

<u>If the member does not enter information</u> into the IVR use the below script.

10. *"May I have your name?"*
11. *"Thank you, is this trip for you or someone else?"*

12. If not the member calling: *"May I have your relationship to the member and good contact phone number for you?"*
13. If the member: *May I have your (the member's) name and date of birth?*
14. *Thank you. Is your (the member's) home address and phone number still _____?*
15. *If the member is not in the system or is shown as ineligible, the CSR will inform the member:* 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?"**

Verify Member Contact Information

16. *May I have your (the member's) email address?*
17. *What are your preferred methods of contact? Call, email or text?*
18. *Would you like to receive automated notifications regarding upcoming trips?*

Scheduling New Appointment:

19. **"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:

20. **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 #23*

    If no go to 21.

21. **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?"

If no proceed to #22

22. "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 #23*

If no, **"Alright Mr. /Mrs. _____. I understand. Feel free to use this option anytime even up to the day before the appointment."** *Proceed to #33.*

23. *Ask caller,* "Is this a round trip or one way?"

24. **"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, request the facility name, Dr. Name, or address of the health care provider.*

25. **"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 #44)

Exceptions can be made for trips involving standard procedures such as dialysis and chemotherapy.

26. "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 #44)*

27. **"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 #44)*

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

28. **All other plans that offer GMR as a Transportation Mode –** "Who is going to be the payee for this trip?"

29. **"Mr./Mrs. _____, I will be mailing you a trip log to keep track of your trip confirmation numbers for payment."**

30. **"Your confirmation number for this trip to record on your log is_____." (If applicable based on plan).**

31. **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."**
    - **"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 #44.

Bus or Transportation Provider (Cab/Sedan):

32. "Is this a round trip or one way?"

***33.* 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 the caller doesn't know what time they need to be picked up we will continue to negotiate a return time with them. This will be entered and will be the assumed return time unless otherwise advised of a change. Advise the member,* **If you are not going to be ready at this time please call MTM or the Transportation Provider to avoid missed rides or a potential No Call No Show. If you are finished early you may call to request an earlier pickup, but please understand that you may need to wait until the noted time if the driver cannot accommodate.**
- *If caller can't provide the pickup time or refuses to give a return time state,* **I have left your pick-up time open. When ready for pick up please call the Where's My Ride Line. Drivers can arrive up to one hour after your will call trip is scheduled.**

34. *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 #35.*

If no proceed to #38.

35. "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.

36. "Are there steps outside of the home and if so how many?"

Document this information in the special needs field.

Document all information in #37-39 above in "Special Needs" section on screen.

37. Ask caller, "Is it medically necessary for someone to ride with you (the member)?"

38. 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:

39. 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 #44.

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 _____."**

Confirmation and Closing:

40. 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)."

42. 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"

Mode of Transportation

1. If system shows that bus is the most appropriate mode: **"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). We will be sending out the bus passes to (Confirm the address being sent to). You will be receiving your bus ticket within (time frame)."**
   If this appointment is for next day (or two day appointment) and there is not enough time for member to receive tickets via mail or courier, the CCR will ask: **"We like to ask if you are able to cover the cost of bus fare and we will send you bus pass replacements to use at your own discretion or do you need those by overnight delivery?"**
   a. If the member states they are unable to take the bus, the CCR will describe the LON process including sending out the LON form to their health care provider, the temporary certification process, and the escalation to the requested mode of transportation.
   b. CCR will ask: **"Do you require additional information on how to use the bus like what route to take or where to get on the bus?"**
      i. If member says yes, the CCR will offer to transfer the member to a Public Transportation Specialist who will help provide them specific information regarding using the bus.
2. If system shows sedan populates as most appropriate mode: "I have your transportation set up with (name of transportation provider). Their phone number is _____."
   a. If the member previously stated that they do not have a phone number where they can be reached, CCR will state: **"Since you do not have a phone number where the transportation provider can contact you to confirm the time of pick up, please be available for pick up one hour prior to your scheduled appointment time. If you have questions, you may contact the transportation provider or MTM directly."**

Confirming Request

1. **"I have scheduled your transportation as a round trip being picked up at (member's pick-up address) going to (facility address) for (type of doctor) on (date) at (time). The one way mileage is XX and you are scheduled to ride with (transportation provider name). We ask that you be available for pick up one hour prior to your scheduled appointment time; however, you will receive a confirmation call from the transportation provider the day before your appointment to notify you of a more specific time to be ready. If not, please contact the transportation provider at the number you were given or call MTM at 866-907-1493. You have indicated you have/do not have special ride accommodations and (no/#of passengers) additional passengers. Have I stated everything correctly?**

Closing

1. **"Is there anything else I can help you with today?"**

2. **"I want to thank you for calling today Mr./Ms. _____. If you need to make any changes, have any questions, or you need to cancel your transportation request please call us no later than twenty four hours before your scheduled appointment time."**