



# **NEMT Commission Meeting**

**December 20, 2022**

**Lindsey Lux, OMPP Chief of Staff &  
Deputy Director**

**Indiana Family and Social Services  
Administration**



# Introduction

## Staff Updates

Jami Sayeed, JD - OMPP Director of Administration



# NEMT Commission Members

Name	Association	Name	Association
Brian Carnes	Indiana Association of Rehabilitation Facilities	Sherri Hampton	American Senior Communities
Andrew VanZee	Indiana Hospital Association	Kristen LaEace	Indiana Association of Area Agencies on Aging
Eric Yazel, MD	Dept of Homeland Security	Maureen Lindsey	Fresenius Medical Care
Gary Miller	PROMPT Medical Transportation	Lindsey Lux	Family & Social Services Administration
Kim Dodson	Arc of Indiana	Rep. Jim Pressel	Indiana House of Representatives
Jim Degliumberto	Southeastrans, Inc.	Rep. Mitch Gore	Indiana House of Representatives
James Fry	Steadfast Transportation, LLC	Sen. Vaneta Becker	Indiana Senate
Fern Mirkin	Fee For Service Member	Sen. J.D. Ford	Indiana Senate



# Agenda

- **Welcome and Introductions**  
Slides 1-4  
**Lindsey Lux, FSSA**
- **SET Performance & Access**  
Slides 5-22  
**Jim Degliumberto, SET**
- **NEMT Broker & Procurement**  
Slides 23-35  
**Jami Sayeed, FSSA**
- **Wrap Up/Adjournment**  
Slides 36-37  
**Lindsey Lux, FSSA**



# SET Network Performance & Access

Jim Degliumberto, COO  
Southeastrans Inc.



## Dedicated to Member Care

Get to know our team of experienced NEMT professionals and our stellar services.

- ▶ Our Company
- ▶ Our Technology
- ▶ Key Differentiators
- ▶ Local Experience
- ▶ Discussion

# You're in Good Company!

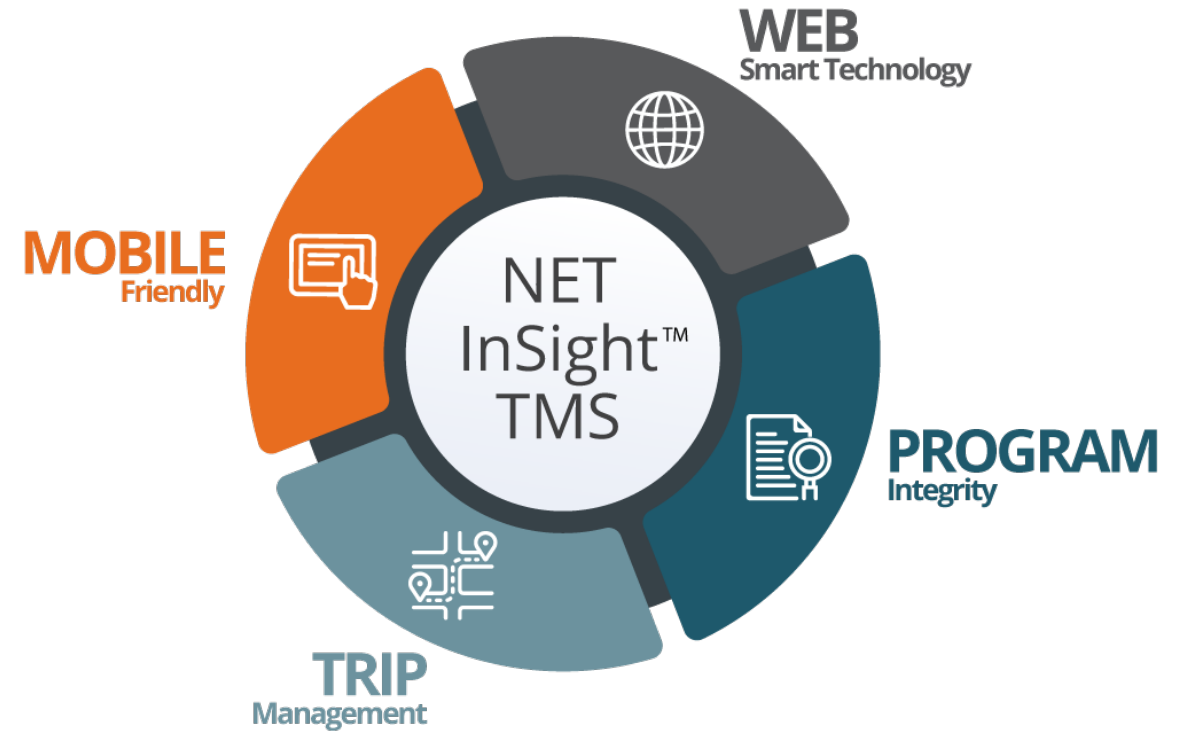
*We're committed to our clients and the members we serve.*





## NET InSight™

- ▶ Client
- ▶ Member
- ▶ Program Integrity
- ▶ Provider Credentialing
- ▶ Quality Management
- ▶ Facility
- ▶ Utilization Review
- ▶ Claims Administration
- ▶ Provider Compliance
- ▶ Dispatch







## Geocoded Trip Validation

- ▶ True on-time performance validation
- ▶ Three distinct location point evaluation
- ▶ Device time stamped
- ▶ System generated variance calculations

### Space Time Results

**Pick Up Location**

**Pick Up distance used  
0 miles difference**

	Latitude	Longitude	Distance
Expected:	34.523922	-83.9778061	
Actual:	34.523885	-83.97783	--
On Scene:	34.523792	-83.977862	0.01 miles
Trip Status:	34.523885	-83.97783	--

The map shows a street-level view with three location markers: 'EXPECTED' (green), 'TRIP STATUS' (orange), and 'ON SCENE' (blue). The 'EXPECTED' and 'TRIP STATUS' markers are very close to each other, while the 'ON SCENE' marker is slightly further away. The map includes a search bar with 'Orthopaedic Associates' and standard map controls like zoom in/out and a person icon.

**Drop Off Location**

**On Scene distance used  
4.35 miles difference**

	Latitude	Longitude	Distance
Expected:	34.572166	-84.02697	
Actual:	34.499754	-83.938167	7.11 miles
On Scene:	34.523851	-83.977906	4.35 miles
Signature:	34.499588	-83.938321	7.11 miles

The map shows a regional view with three location markers: 'EXPECTED' (green), 'ON SCENE' (blue), and 'ACTUAL' (red). The 'ON SCENE' marker is significantly closer to the 'EXPECTED' marker than the 'ACTUAL' marker is to its 'EXPECTED' counterpart. The map includes a search bar with 'Dantoni, Gja' and standard map controls like zoom in/out and a person icon.



## Patented FWA Processes

- ▶ Compliance System for Reducing Fraud in the Provision of NEMT Services
- ▶ Awarded August 2, 2022
- ▶ Uses Mobile Technology and Business Processes to Systematically Detect Potential Fraud
- ▶ Internal FWA Department





## Rollout

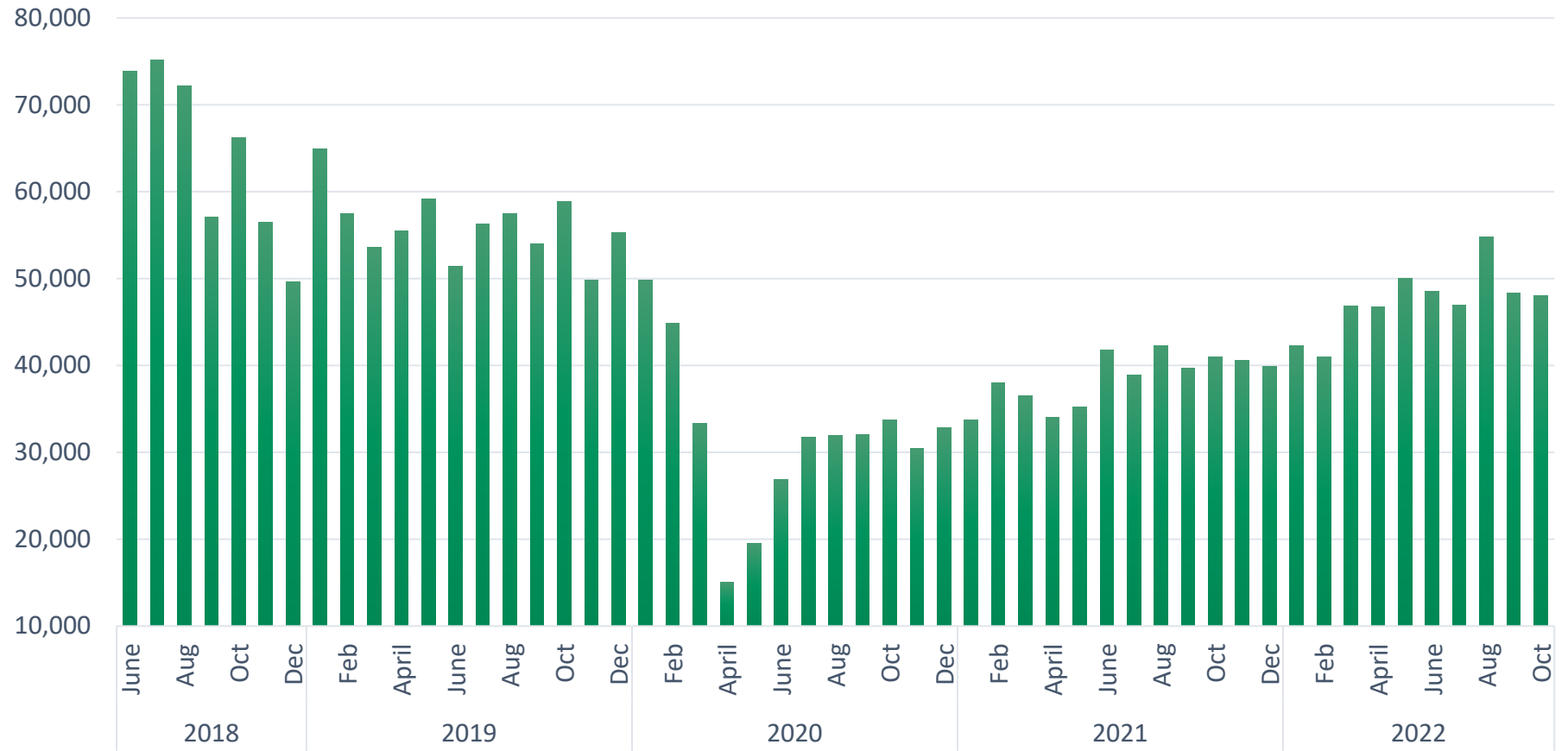


- ▶ Broker Model New Program
- ▶ Provider Network Development Began 2017
  - Provider recruitment
  - Compliance
  - Credentialling
  - Training
- ▶ Call Center training began April 2018
- ▶ Call Center soft launch May 2018
- ▶ Operation full launch June 2018
- ▶ 125 Employees in Indiana currently



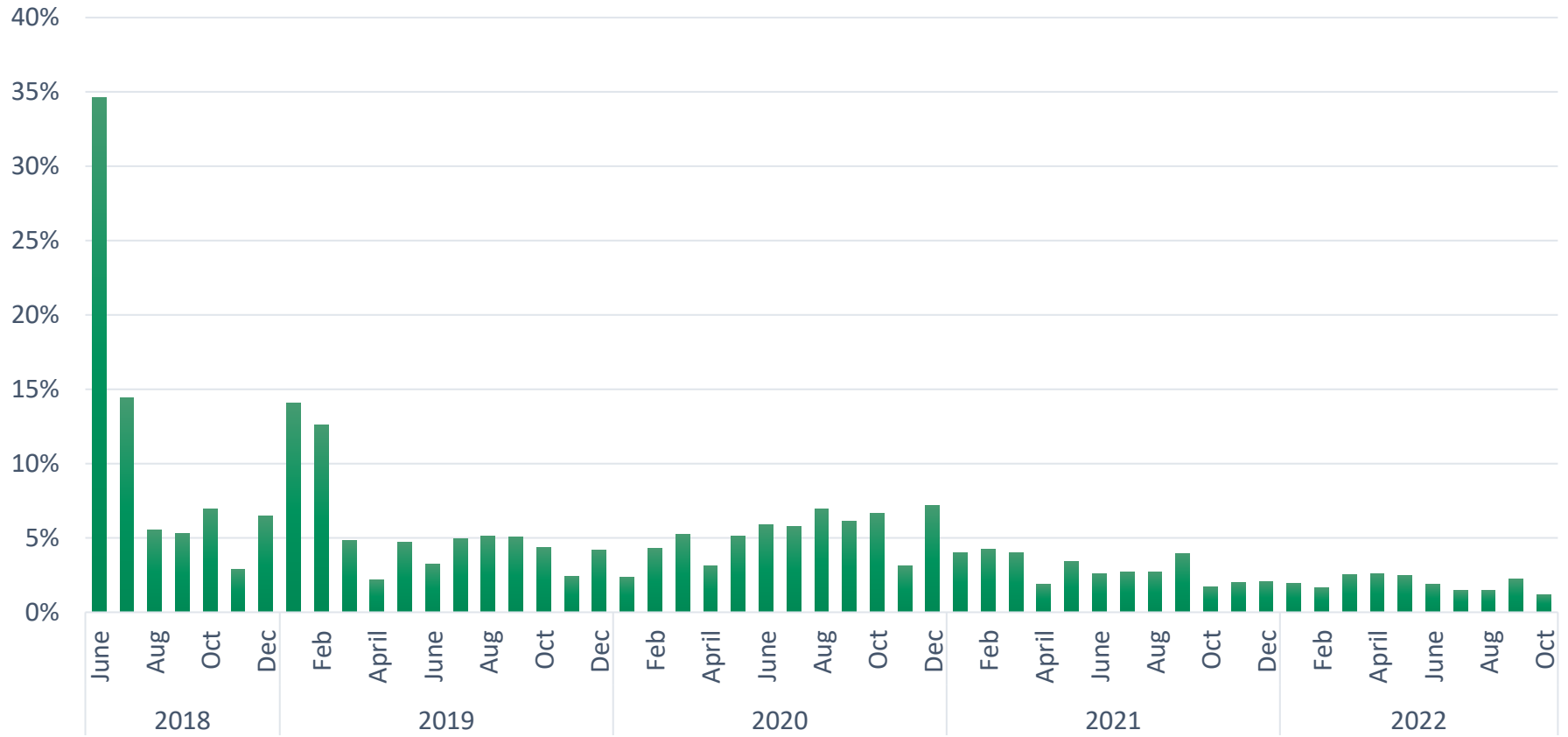
## Call Volume

▶ 30% more call volume than expected at launch



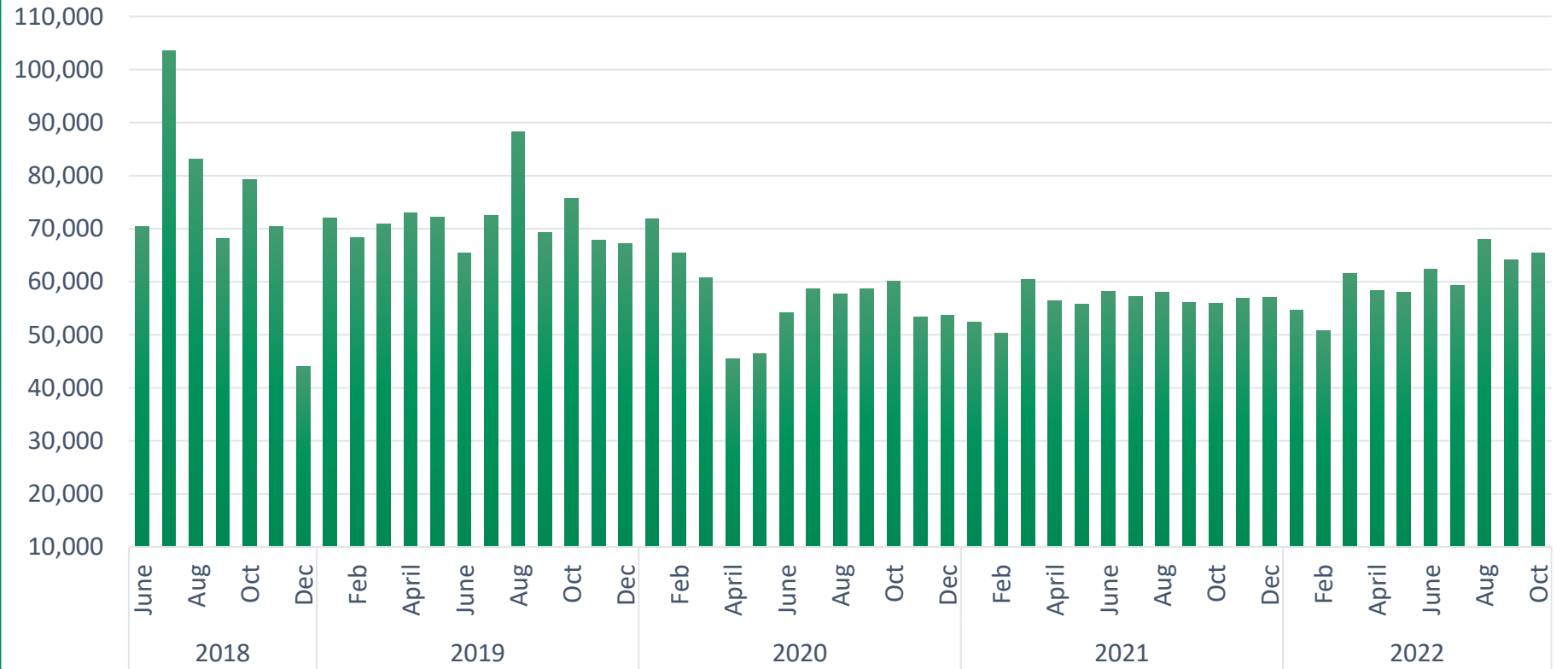


## Abandoned Call Rate



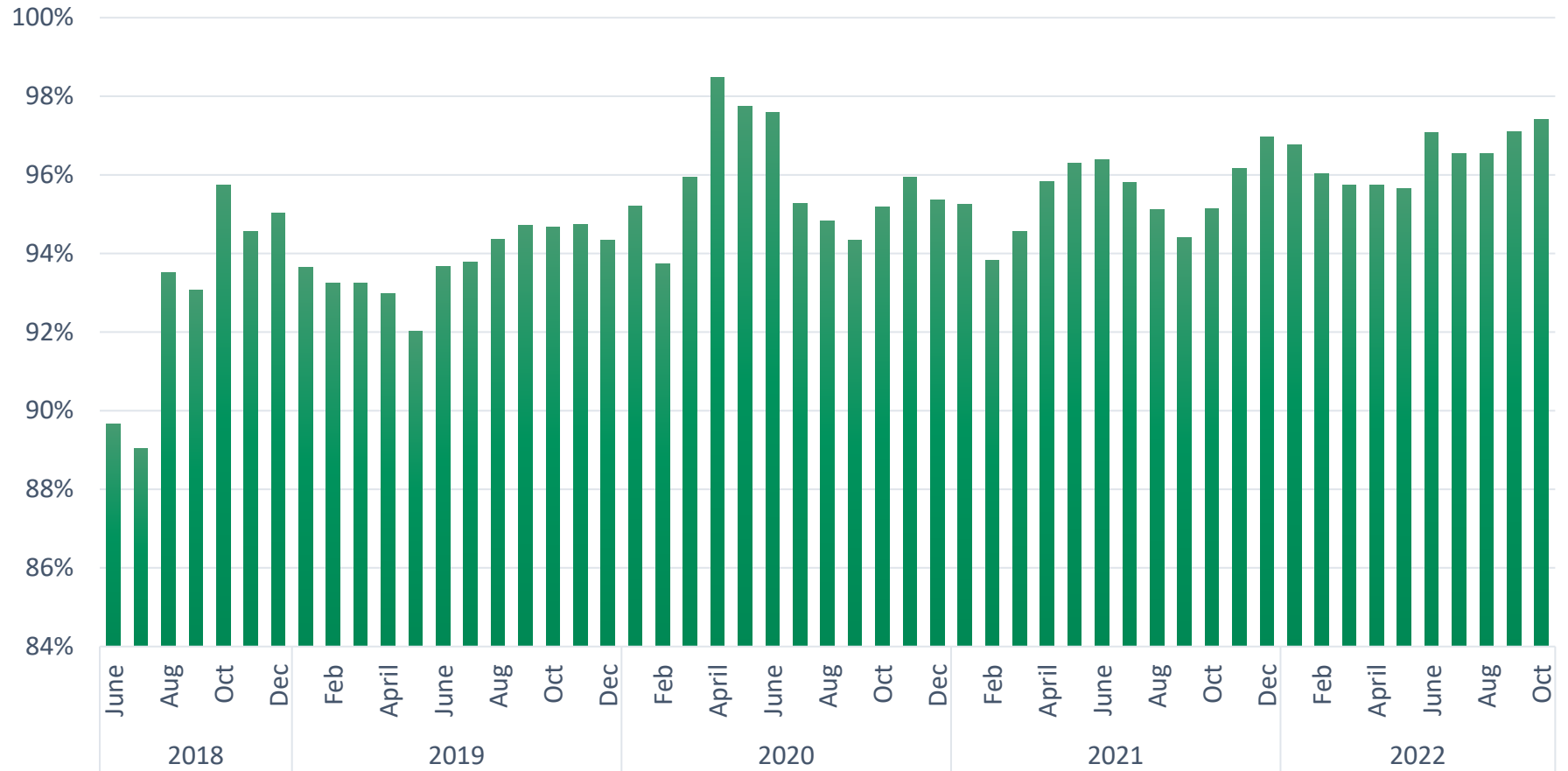


## Trip Volume



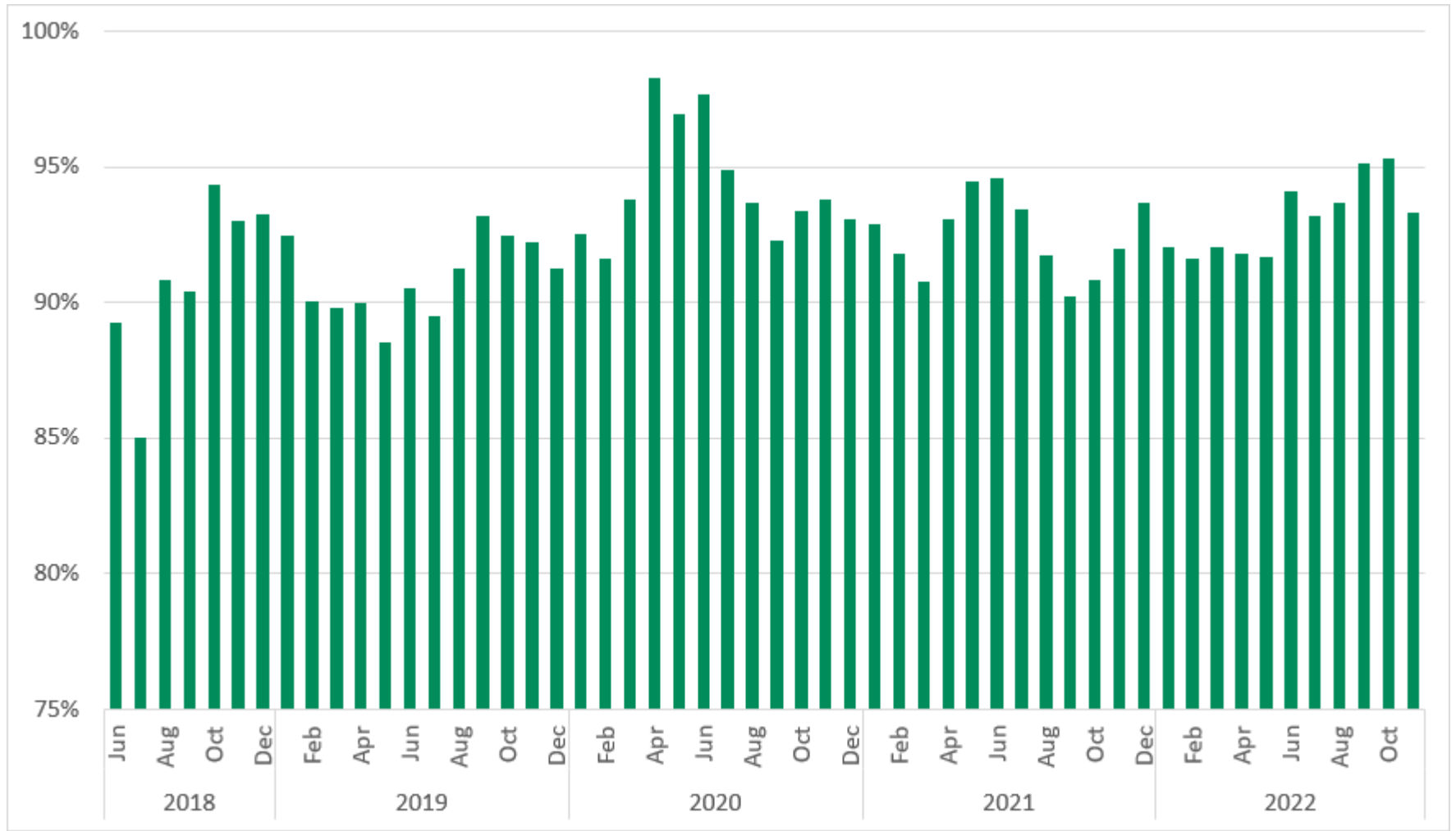


## Completion Rate (NPA)





## Nursing Facility Completion Rate (NPA)







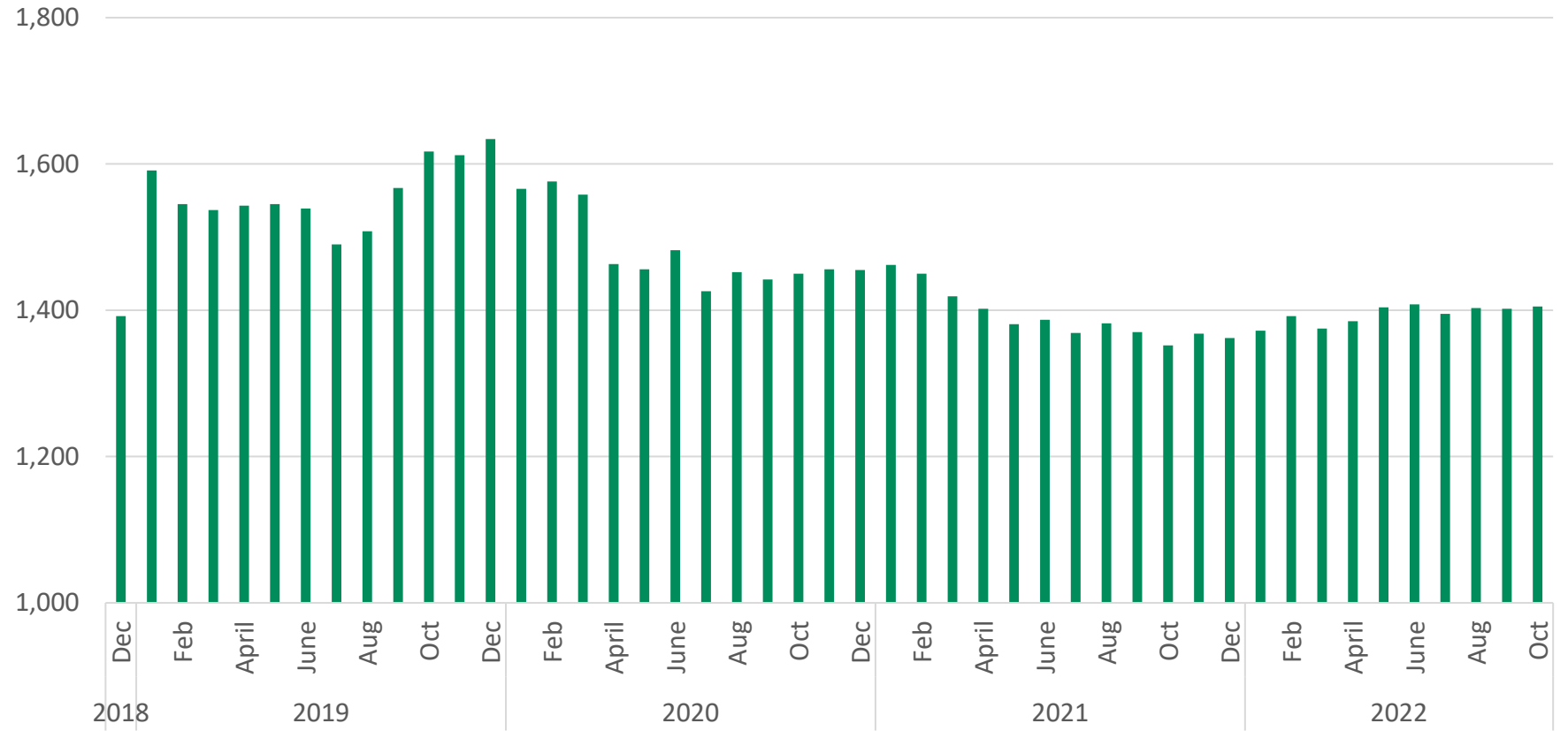


## Member Satisfaction Surveys

	Call Center Experience	Transportation Experience	IVR Automated
Jun-21	96%	92%	95%
Jul-21	100%	98%	94%
Aug-21	96%	98%	94%
Sep-21	92%	92%	94%
Oct-21	100%	88%	95%
Nov-21	100%	94%	94%
Dec-21	94%	96%	94%
Jan-22	100%	80%	95%
Feb-22	94%	94%	94%
Mar-22	100%	98%	95%
Apr-22	98%	86%	94%
May-22	100%	94%	94%
Jun-22	96%	92%	94%
Jul-22	100%	96%	95%
Aug-22	100%	94%	95%
Sep-22	98%	96%	94%
Oct-22	100%	92%	95%



## Vehicles in Network



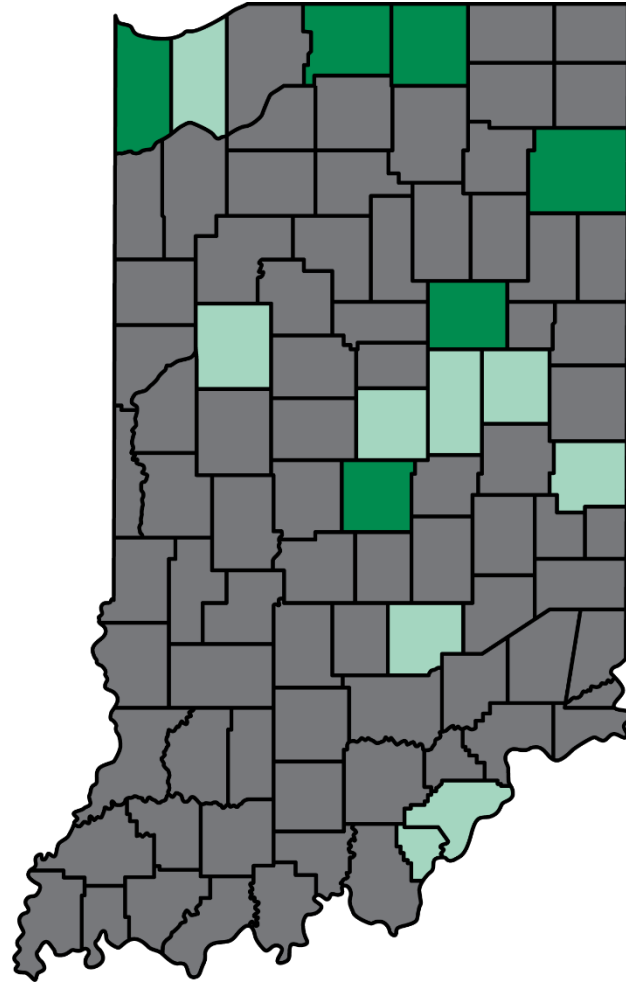


## Provider Safety

- Vehicle Inspections
  - 2,746 inspected
  - 99.5% pass rate
- Spot Inspections
  - 1,177 completed
  - 100% pass rate
- Wheelchair securement inspections
  - 398 completed
  - 99.5% pass rate
- Accidents and incidents
  - 104 reported this CY
  - 99.99% trips completed without an accident/incident



## Transportation Areas of Need



- Nine counties removed (light green)
  - Bartholomew
  - Clark
  - Delaware
  - Floyd
  - Hamilton
  - Madison
  - Porter
  - Tippecanoe
  - Wayne
- No new counties added

Counties
Allen
Elkhart
Grant
Lake
Marion
St. Joseph



## Compliance

- ▶ Vehicles are inspected twice a year
- ▶ Average 100 spot inspections a month
- ▶ Drivers receive hands-on training biannually
- ▶ Driver criminal background checks
- ▶ Driver Motor Vehicle background checks
- ▶ 30+ providers in various stages of credentialing



## Announcing Name Change January 1, 2023



No longer a regional company as the name “Southeastrans” may imply



# NEMT Broker Procurement

Jami Sayeed, FSSA





# Discussion

- Program Background and RFP Timeline
- Identifying Alternative Scope of Work Language
- Topics:
  - Complaint Investigation & Resolution
  - Transportation Network Companies
  - Staffing Levels and Qualifications
  - Member Communications
  - Incident Reporting
  - Hospital Discharge
  - Clarity on Membership and Program Characteristics
  - Additional NEMT Scope of Work Improvements
- Alternative Payment Strategies for Nursing Facilities
- Summary of Key Changes



## Program Background and RFP Timeline

The NEMT program continues to benefit Hoosiers in the Medicaid Fee For Service program by ensuring they have a single source of information and assistance in securing transportation for medical appointments.

### Benefits of the NEMT Broker Model

- Program Integrity – ensures trips are appropriate
- Data Reporting – tracking rides, more data, and better reporting
- Provider Safety – credentialing process for transportation providers and their drivers, including background checks
- Vehicle Safety – vehicles are inspected prior to joining the network and annually after enrollment
- Provider Network – broker is responsible for ensuring network access to providers, including building and creating capacity
- Broker Fleet – with CMS approval brokers can operate their own vehicles where the provider network is inadequate
- Sophisticated Technology – member and provider portals, including electronic claims submission
- TNC interface – members are able to use Lyft/Uber and have the service arranged and paid for by the broker

### Members Served

- Average Monthly Enrollment: 250,528 (June '21 – May '22)
- Average Number of Trips: 56,876 (June '21 – May '22)



## Identifying Alternative Scope of Work Language

To address NEMT issues under the current contract, work on the RFP began by identifying lessons learned from the current operations. We analyzed benchmark scopes of work from five states with recent NEMT RFPs and prepared an updated Scope of Work that incorporates improvements based on that review.

### Scope Development

#### Identify Lessons Learned

- Nursing Facility coordination
- Complaint resolution
- TNC involvement
- Member services, communication, and privacy
- Staffing and certification requirements

#### Identify Benchmarks

- Rhode Island
- Iowa
- Georgia
- New York
- Connecticut

#### Develop New Scope

- Hold benchmark review and drafting meetings to develop updates for a new Scope of Work
- Engage SMEs for insight and review of potential updates
- Draft updates to the Scope of Work based on review findings



## Complaint Investigation & Resolution

To ensure complaints are heard and resolved, resolution requirements and dedicated staff are added to bring complainants closure.

### Lessons Learned

- Complaint resolution should be more thorough and better reflect the needs of the Member
- Complaint terminology should be clear and unambiguous
- Complaints should be processed in a more consistent fashion



### Scope Updates

- Complaint process is formalized
- A “no wrong door” approach is included for receiving complaints
- Structured reporting and analysis of complaint data is established
- Complaint resolution includes corrective action plans and root cause analysis
- Member Ombudsman position is added to oversee the resolution of complaints



## Transportation Network Companies (TNCs)

Scope of Work updates direct the Broker to develop a plan to include TNCs in the provider network, with specifications for credentialing flexibility and member choice.

### Lesson Learned

- Brokers benefit from experience using TNCs in other states and having a predetermined plan for involving TNCs in the Provider Network
- TNCs have strong on-demand capability, but provide more limited options for modes of transportation
- Communication of TNC capacity can be improved

### Scope Updates

- The Broker will be required to develop a TNC Engagement Plan for State review
- A new TNC section is added to the Scope of Work, proposing additions for credentialing, training, and member choice
- The Broker will be required to offer at least one TNC in their Provider Network



## Staffing Levels and Qualifications

Expanding staffing with more detailed requirements and more roles can strengthen relationships with Members and Providers alike.

### Lesson Learned

- Clearly defined staff qualifications ensure a well-prepared Broker team
- Members benefit when staff have improved access to translation services
- A Provider Relations role may help build stronger relationships between Medical Providers and the Broker

### Scope Updates

- A Provider Services Manager, an NEMT Member Advocate, and a Data Analyst are added to staffing requirements
- The Broker is required to provide a detailed organizational chart
- Requirements around removing under-performing employees from contact with members are added
- Improved translation services to support Call Center staff



## Member Communications

Prompt and accessible Member communication can improve member satisfaction by ensuring websites and mobile applications are available to request rides.

### Lesson Learned

- Members appreciate clear and consistent communication that is culturally sensitive
- Member communication can be improved by additional channels
- When poor communication was combined with any other issue, that issue was amplified (incident reporting, member pickups, media relations, etc.)

### Scope Updates

- Broker will be required to create a mobile application in addition to a website
- Website/app will provide information, allow for transportation requests, and accept feedback
- Additional language and accessibility requirements are included



## Incident Reporting

Additional reporting materials and accountability measures are included to make incident communication more consistent and thorough.

### Lesson Learned

- If an incident happens, the State benefits from knowing as soon as possible
- Consistency in incident reporting is a significant opportunity to build trust in the program

### Scope Updates

- Broker will be required to investigate potential waste, fraud or abuse based on delays in Provider incident reporting
- DCS and APS numbers are provided in the Scope of Work for reporting suspected cases of abuse





## Hospital Discharge

Scope of Work updates classify hospital discharges as urgent care, requiring that rides are available around the clock on short notice, so no members are left waiting at hospitals or other inpatient facilities.

### Lesson Learned

- Transportation from hospitals can be unpredictable and challenging for long distance rides and late-night rides
- Hospitals appreciate timely availability of transportation
- The timeliness expectations for hospital discharge pickups are comparable to urgent care timeliness expectations

### Scope Updates

- Broker is required to accommodate discharge requests within 3 hours, 24 hours a day/7 days a week
- Broker is required to establish policies for providing transport for critical medical care during extreme weather



## Clarity on Membership and Program Characteristics

Background updates reflecting Managed Care enrollment in Indiana and defining key terms can clarify the volume of work required and key program functions for potential bidders on this RFP.

### Lesson Learned

- As program populations among Fee-for-Service and Managed Care models continue to change, bidders benefit from clearly understanding the populations they will serve
- Clarity on key term definitions benefits the Broker, their Providers, and Members

### Scope Updates

- Upfront details are included on the potential for MLTSS and NF initiatives to reduce the scope of FFS NEMT
- Definitions section is expanded
- Additional detail is included for Regulatory Compliance Requirements and expectations for the Appropriate Level of Service



## Alternative Payment Strategies for Nursing Facilities

The State is considering carving out Nursing Facility transportation from the scope of this contract.

### Potential Population Changes: MLTSS Exclusion and NF Exclusion

There are two specific, potential policy changes that could materially affect the covered population of the Fee For Service NEMT program.

- The State is expected to launch a comprehensive managed long-term services and supports (MLTSS) program in early CY 2024. Although the exact start date of the program is not set at this time, it is expected that most aged and disabled members ages 60 and over will be enrolled in the program and that the contracted managed care entities will provide transportation services for these members. As a result, when the MLTSS program begins, these members are expected to no longer be covered by this NEMT program.
- The State is considering a policy change that would make providing NEMT services for members residing in a nursing facility the responsibility of the facility. If this change is implemented, these nursing facility members are expected to no longer be covered by this NEMT program.



## Timeline

- RFP Released: 12/13
- Responses Due: 2/17
- Evaluation: April
- Award: May/June
- NEMT Commission should expect an update at our next meeting in 2023, which will be scheduled at a later date



# Adjournment

Lindsey Lux, FSSA



**Commission materials will be available at:**

**<https://www.in.gov/fssa/ompp/non-emergency-medical-transportation/nemt-commission/>**