



Coordinated Transportation Solutions, Inc.  
Technical Proposal *in Response to*  
RFP #7591562 Rhode Island Transportation Brokerage Services  
May 18, 2018

*Response to*

RFP# 7591562  
Rhode Island Transportation Brokerage Services



Rhode Island Department of Administration  
Division of Purchases, 2<sup>nd</sup> Floor  
One Capitol Hill  
Providence, RI 02908-5855

*Respectfully Submitted by*

---

David L. White, President

Coordinated Transportation Solutions, Inc.  
35 Nutmeg Drive, Suite 120  
Trumbull, CT 06611

May 18, 2018

**TECHNICAL PROPOSAL**



**Technical Proposal – Table of Contents**

<b>Section 1 Staff Qualifications</b> .....	<b>1</b>
a. Maintaining Staff .....	1
b. Planned Physical Location, Rhode Island .....	3
c. Staff Planning .....	4
d. Organizational Chart .....	5
 <b>Section 2 Capability, Capacity and Qualifications of the Offeror</b> .....	 <b>6</b>
a. Broker Request & Recovery .....	6
b. Verifying Recipient Eligibility .....	13
c. Broker Reimbursement Process .....	14
d. Broker Reporting .....	16
e. Broker Quality Assurance .....	18
f. Technology Integration .....	23
 <b>Section 3 Work Plan</b> .....	 <b>27</b>
a. Policies & Procedures .....	27
b. Transportation Subcontracting .....	29
c. Developing Transportation Provider Network .....	31
d. Transportation Provider Oversight .....	34
e. Education & Outreach .....	35
f. Transportation Service Marketing .....	37
g. Quality Assurance .....	37
h. Implementation Plan .....	39
 <b>Section 4 Approach Proposed</b> .....	 <b>42</b>
a. Proposed Approach .....	42
 <b>Attachments</b> .....	 <b>50</b>



## Technical Proposal – 1. Staff Qualifications

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

**Hiring and Retaining Staff.** CTS is committed to hiring quality staff proficient in demonstrating sensitivity and respect for recipients, healthcare and transportation providers. We seek out and identify the most qualified individuals, including bilingual candidates, available to join our team while ensuring appropriate staff levels to offset attrition and any unexpected increase in operational volume.

To reach the most qualified candidates, CTS taps resources both outside and inside the company to locate team members. External resources include making use of such web-based job posting search engines such as Indeed, LinkedIn, Monster and Career Builder. We also use job posting services and area universities to search for emerging talent. Our current employees serve as an internal resource for identifying potential candidates. Team members hired that are referred by current personnel are often some of the best hires we make at CTS. Finally, we will make a good faith effort to fill at least fifty percent (50%) of new or open positions at our Rhode Island Contact Center for the Rhode Island Transportation Brokerage program with qualified RI Works participants.

All applicants seeking employment with CTS are required to pass an employment background screening, which includes a check of the CMS exclusion lists. In addition, our compliance department conducts OIG/SAM checks on all current CTS employees each month and, we will remove any CTS employee who appears on the exclusion list and report the fact to EOHHS. We will continue this practice for the Rhode Island Transportation Brokerage Services.

In an effort to create a compensation package that will attract the most qualified candidates, CTS routinely engages outside compensation specialists to review our salary and benefits structure to determine whether they are competitive in the industry. The last review was conducted in the spring of 2017, and changes to both wage and benefit levels were implemented as a result of the study. Our next compensation review is scheduled for this summer, 2018. We also conduct an annual employee satisfaction survey and use those results to make continual improvements in our work environment, culture and compensation package.

**Key Management Staff.** Key Personnel for the Rhode Island Transportation Brokerage are identified in the attached Key Personnel Table, Item 1.a.1. Additional services to



support the Rhode Island Team will be provided by our Trumbull, Connecticut based Compliance and Quality Assurance, Information Technology, Provider Relations, Human Resources, Finance and Training Departments.

**Contact Center Agents.** We will staff the Rhode Island Contact Center to meet or exceed EOHHS expectations outlined in the Scope of Work of eighty percent (80%) of calls answered within thirty (30) seconds during regular business hours, including calls from hearing impaired recipients using Rhode Island Relay, with an average hold time of less than three (3) minutes, an abandonment rate of less than five percent (5%) without sacrificing the quality goals of a score of ninety percent (90%) for all QA reviewed calls. In addition, at least ten percent (10%) of our CSRs will be fluent in Spanish and English. We will actively recruit staff for any other languages required by the membership or EOHHS. In addition to staffing our Contact Centers with bilingual CSRs, we use LanguageLine Solutions®, for over-the-phone interpretation. LanguageLine offers 150 spoken languages, and interpreters are screened for language proficiency and interpretation skills to ensure that recipients receive the highest quality service possible. CSRs are also fully trained to take calls from hearing impaired recipients through Rhode Island's 711 Relay Service.

**Staffing Levels.** Our staffing levels are determined by each contract's requirements. For the Rhode Island Contact Center we anticipate 1 FTE Contact Center Manager, 23 FTE Customer Service Representatives, 1 Team Lead, and 1 Supervisors will be needed in addition to the management staffing above. We will staff an additional 10.5 FTE temporary Customer Service Representatives during the first 60-days after Go Live, as outlined in 1.b. below in order to insure that representatives are available for an expected increase in call volume and talk time as recipients become used to the new system. By combining our own 20-year experience with workforce management tools that will be integrated into the Rhode Island contact center, we will determine staffing ratios and equipment necessary to meet and exceed customer expectations. **Across current contracts, we consistently surpass service level goals.**

**Training.**

Management Staff: All management staff attend on-boarding new hire and annual training at CTS, including but not limited to: Ethics, Compliance, HIPAA, Commitment to Treat All Stakeholders Respectfully. In addition, management staff is offered professional development opportunities to support their CTS Individual Leadership Development Plan. Leadership development is aligned with the CTS mission and priorities and customized to realize both organizational and individual growth.



Contact Center Agents: To increase the quality of service provided to recipients, **all CSR staff complete in-service training before independently taking calls from recipients.** In-service training is designed for new hires, remedial needs and management development for staff that perform trip requests. Our training addresses the process flow from the time the call enters the phone system through the completion of a trip.

Our CSR training modules review cultural sensitivity, recipient rights and responsibilities, overview of public transit systems and benefits of travel training, and all contract specific policy and procedures. Our 3-week new hire training program will be delivered on-site at our Rhode Island Contact Center.

#### Recipient Feedback

A Medicaid Member called and wanted to thank you **for treating her so kindly** today. She said that *“her daughter has many ongoing appointments and it can be a very tedious task going over all of her subscriptions, but you were very patient and got everything done with ease. She said you did an absolutely wonderful job.”*

A professional and compassionate staff is our greatest resource, and our investment in employee development is substantial. **CTS dedicates nearly 4,000 hours to training each year for our current staff.** An outline of our in-house training program is attached as Item 1.a.2.

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

**Rhode Island Location.** We propose to locate our Rhode Island Administrative Office and Contact Center at 225 DuPont Drive, Providence, Rhode Island. The building is ADA accessible and less than a mile from a RIPTA transit route.

**Project Implementation.** CTS has an established Project Management Office (PMO) which will oversee the new client implementation process, space expansion, and other projects such as IT upgrades and changes. The PMO at CTS serves as the organizational body assigned various responsibilities related to the centralized and coordinated management of the projects under its domain. The responsibilities of our PMO ranges from providing project management support functions to actually being responsible for the direct management of a project. CTS will work with the EOHHS defined project management team during implementation.

#### **CTS Disaster Recovery and Continuity Plan**

Our Business Continuity Plan is designed to reduce interruption of essential operations, including scheduling activities, and support continuous communication with recipients, EOHHS, and health care providers in the event of a natural disaster or loss of operations. In the event of a disruption in telephone or essential functions in the Rhode Island