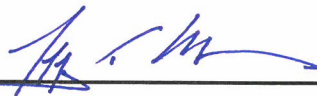# LogistiCare®

RFP# 7591562

RHODE ISLAND TRANSPORTATION
BROKERAGE SERVICES

TECHNICAL PROPOSAL - ORIGINAL

MAY 18, 2018

_____
SIGNATURE

State of Rhode Island and Providence Plantations
Department of Administration
Division of Purchases

RIVIP BIDDER CERTIFICATION COVER FORM

SECTION 1 - BIDDER INFORMATION

Bidder must be registered as a vendor on the RIVIP system at www.purchasing.ri.gov to submit a bid proposal.

Solicitation Number:	7591562
Solicitation Title:	RFP- Rhode Island Transportation Brokerage Services (349 pages)

Bid Proposal Submission Deadline Date & Time:	5/18/2018	10:30 AM
RIVIP Vendor ID #:	67664	
Bidder Name:	LogistiCare Solultions, LLC	
Address:	1275 Peachtree St	
	6th Floor	
	Atlanta , GA 30309	
	USA	
Telephone:	404-888-5800	
Fax:	404-888-5999	
Contact Name:	Andrew Martin	
Contact Title:	Director Proposal Management	
Contact Email:	andrew.martin@logisticare.com	

SECTION 2 - DISCLOSURES

<u>**Bidders must respond to every statement. Bid proposals submitted without a complete response may be deemed nonresponsive.**</u>

Indicate "Y" (Yes) or "N" (No) for Disclosures 1-4, and if "Yes," provide details below

   N   1. State whether the Bidder, or any officer, director, manager, stockholder, member, partner, or other owner or principal of the Bidder or any parent, subsidiary, or affiliate has been subject to suspension or debarment by any federal, state, or municipal governmental authority, or the subject of criminal prosecution, or convicted of a criminal offense within the previous 5 years. If "Yes," provide details below.

   N   2. State whether the Bidder, or any officer, director, manager, stockholder, member, partner, or other owner or principal of the Bidder or any parent, subsidiary, or affiliate has had any contracts with a federal, state, or municipal governmental authority terminated for any reason within the previous 5 years. If "Yes," provide details below.

   N   3. State whether the Bidder, or any officer, director, manager, stockholder, member, partner, or other owner or principal of the Bidder or any parent, subsidiary, or affiliate has been fined more than $5000 for violation(s) of any Rhode Island environmental law(s) by the Rhode Island Department of Environmental Management within the previous 5 years. If "Yes," provide details below.

   N   4. State whether any officer, director, manager, stockholder, member, partner, or other owner or principal of the Bidder is serving or has served within the past two calendar years as either an appointed or elected official of any state governmental authority or quasi-public corporation, including without limitation, any entity created as a legislative body or public or state agency by the general assembly or constitution of this state.

Disclosure details (continue on additional sheet if necessary):

_____
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SECTION 3 - OWNERSHIP DISCLOSURE

Bidders must provide all relevant information. Bid proposals submitted without a complete response may be deemed nonresponsive.

If the Bidder is publicly held, the Bidder may provide owner information about only those stockholders, members, partners, or other owners that hold at least 10% of the record or beneficial equity interests of the Bidder; otherwise, complete ownership disclosure is required.

List each officer, director, manager, stockholder, member, partner, or other owner or principle of the Bidder, and each intermediate parent company and the ultimate parent company of the Bidder. For each individual, provide his or her name, business address, principal occupation, position with the Bidder, and the percentage of ownership, if any, he or she holds in the Bidder, and each intermediate parent company and the ultimate parent company of the bidder.

LogistiCare Solutions, LLC is a wholly owned subsidiary of Providence Service Corporation. The following entities own 10% or more of Providence based upon the disclosure in the Providence Service Corporation proxy statements and on the indirect owner's Section 13 filings which provides information as of the date indicated in such filings.

Providence Service Corporation (100%); 700 Canal Street, 3rd Floor, Stamford, CT 06902; 86-0845127
Coliseum Capital Management, LLC (14.6% indirect); 105 Rowayton Ave, Rowayton, CT 06853; 22-3918079
BlackRock, Inc. (11.1% indirect); 55 E. 52nd Street, NY, NY 10022; 32-0174431

SECTION 4 - CERTIFICATIONS

Bidders must respond to every statement. Bid proposals submitted without a complete response may be deemed nonresponsive.

Indicate "Y" (Yes) or "N" (No), and if "No," provide details below.

THE BIDDER CERTIFIES THAT:

Y   1. The Bidder will immediately disclose, in writing, to the State Purchasing Agent any potential conflict of interest which may occur during the term of any contract awarded pursuant to this solicitation.

Y   2. The Bidder possesses all licenses and anyone who will perform any work will possess all licenses required by applicable federal, state, and local law necessary to perform the requirements of any contract awarded pursuant to this solicitation and will maintain all required licenses during the term of any contract awarded pursuant to this solicitation. In the event that any required license shall lapse or be restricted or suspended, the Bidder shall immediately notify the State Purchasing Agent in writing.

Y   3. The Bidder will maintain all required insurance during the term of any contract pursuant to this solicitation. In the event that any required insurance shall lapse or be canceled, the Bidder will immediately notify the State Purchasing Agent in writing.

Y   4. The Bidder understands that falsification of any information in this bid proposal or failure to notify the State Purchasing Agent of any changes in any disclosures or certifications in this Bidder Certification may be grounds for suspension, debarment, and/or prosecution for fraud.

Y   5. The Bidder has not paid and will not pay any bonus, commission, fee, gratuity, or other remuneration to any employee or official of the State of Rhode Island or any subdivision of the State of Rhode Island or other governmental authority for the purpose of obtaining an award of a contract pursuant to this solicitation. The Bidder further certifies that no bonus, commission, fee, gratuity, or other remuneration has been or will be received from any third party or paid to any third party contingent on the award of a contract pursuant to this solicitation.
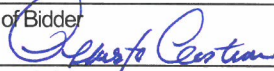
_Y_ 6. This bid proposal is not a collusive bid proposal. Neither the Bidder, nor any of its owners, stockholders, members, partners, principals, directors, managers, officers, employees, or agents has in any way colluded, conspired, or agreed, directly or indirectly, with any other bidder or person to submit a collusive bid proposal in response to the solicitation or to refrain from submitting a bid proposal in response to the solicitation, or has in any manner, directly or indirectly, sought by agreement or collusion or other communication with any other bidder or person to fix the price or prices in the bid proposal or the bid proposal of any other bidder, or to fix any overhead, profit, or cost component of the bid price in the bid proposal or the bid proposal of any other bidder, or to secure through any collusion, conspiracy, or unlawful agreement any advantage against the State of Rhode Island or any person with an interest in the contract awarded pursuant to this solicitation. The bid price in the bid proposal is fair and proper and is not tainted by any collusion, conspiracy, or unlawful agreement on the part of the Bidder, its owners, stockholders, members, partners, principals, directors, managers, officers, employees, or agents.

_Y_ 7. The Bidder: (i) is not identified on the General Treasurer's list created pursuant to R.I. Gen. Laws § 37-2.5-3 as a person or entity engaging in investment activities in Iran described in § 37-2.5-2(b); and (ii) is not engaging in any such investment activities in Iran.

_Y_ 8. The Bidder will comply with all of the laws that are incorporated into and/or applicable to any contract with the State of Rhode Island.

_Y_ 9. Bidder certifies that it is not currently engaged in and shall not during the duration of the contract (if awarded) engage in the boycott of any person, firm, or entity based in or doing business with any jurisdiction with whom the State of Rhode Island can enjoy open trade. Nor shall bidder participate in the boycott of any public agencies, entities, or instrumentalities of any jurisdiction with whom the State of Rhode Island can enjoy open trade. For the purposes of this certification "jurisdiction with whom the State of Rhode Island can enjoy open trade" means national governments who are members of the World Trade Organization.

_Y_ 10. Bidder has complied with and, if awarded a contract with the State of Rhode Island shall promptly comply with, the reporting requirements of the "Reporting of Political Contributions by State Vendors Act", R. I. Gen. Laws § 17-27-1, *et seq.*

Certification details (continue on additional sheet if necessary):

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> **Submission by the Bidder of a bid proposal pursuant to this solicitation constitutes an offer to contract with the State of Rhode Island through the Division of Purchases on the terms and conditions contained in this solicitation and the bid proposal. The Bidder certifies that: (1) the Bidder has reviewed this solicitation and agrees to comply with its terms and conditions; (2) the bid proposal is based on this solicitation; and (3) the information submitted in the bid proposal (including this Bidder Certification Cover Form) is accurate and complete. The Bidder acknowledges that the terms and conditions of this solicitation and the bid proposal will be incorporated into any contract awarded to the Bidder pursuant to this solicitation and the bid proposal. The person signing below represents, under penalty of perjury, that he or she is fully informed regarding the preparation and contents of this bid proposal and has been duly authorized to execute and submit this bid proposal on behalf of the Bidder.**

BIDDER

Date: May 10, 2018

LogistiCare Solutions, LLC
Name of Bidder

[signature]
Signature in ink
Albert Cortina, Chief Administrative Officer

Printed name and title of person signing on behalf of Bidder

LogistiCare®

RHODE ISLAND TRANSPORTATION BROKERAGE SERVICES

Prepared for Rhode Island Executive Office of Health & Human Services
RFP# 7591562

May 18, 2018

LogistiCare Solutions, LLC
1275 Peachtree Street
6th Floor
Atlanta, Georgia 30309
404.888.5800
www.logisticare.com

TABLE OF CONTENTS

1.0 Staff Qualifications

Introduction

LogistiCare was the first statewide Non-Emergency Medical Transportation (NEMT) broker for Rhode Island beginning in May 2014. Since that time, LogistiCare has been committed to providing high quality, recipient-centric NEMT services that serve the needs and goals of all eligible and enrolled Rhode Island recipients with compassion and efficiency. We have been a stable and committed partner during this time of significant growth for the Rhode Island program. Our ability to collaborate, adapt new changes, and evolve with the state based on program needs and requirements has played a key role in our success.

LogistiCare has listened and learned from our clients and members, grown and customized programs, optimized transportation networks, and performed to defined performance metrics with integrity throughout our years of service to Medicaid and Medicare populations. We stay true to our values and belief that every ride and every member matters. We are the largest transportation broker in the nation; and, because of our extensive human and financial resources, we are able to serve as leaders in evolving industry innovations designed to drive predictable execution in how we operate and support each NEMT program we serve.

LogistiCare has implemented and managed more state programs than any other broker, and because we are the current vendor, we are the only broker that can ensure EOHHS a no-risk implementation. Our qualifications exceed the stated requirements and our performance in Rhode Island demonstrates our proficiency in providing quality transportation services. Since implementing our first NEMT program in 1996, we have earned our position as the nation's largest NEMT services broker and have collaborated with more states than any other broker in the development and management of NEMT programs across the nation.

LogistiCare offers state clients and their member populations the benefits of our accountable and published processes and state of the art technologies that continue to evolve and adapt to ever-changing industry, recipient, and client expectations. These processes and technologies govern how we manage each program and are focused on increasing member satisfaction and safety while minimizing costs and opportunities for fraud, waste, and abuse. We offer a proven method to assist EOHHS in achieving and demonstrating its stated goals and objectives. Our resources and experience will provide the Rhode Island program with the following benefits:

- Proven understanding of the demographics and operating environment in Rhode Island ensuring reliable and consistent NEMT services throughout the entire state.
- The operational tools and expertise necessary to successfully lead and adapt to healthcare, transportation, and state desired changes in the program.
- The ability to adapt and evolve processes and resources as the needs of your recipients and the program changes and transforms over time.
- Leveraging technology and best practices to minimize fraud, waste, and abuse (FWA) and increase efficiency through all facets of the program to provide prompt, safe, and cost-effective services.

Since 2014, LogistiCare and EOHHS have effectively collaborated to adapt and improve the program while accommodating significant changes in the overall Medicaid environment. Under the new contract, LogistiCare will ensure all programmatic elements are achieved, including:

- The provision of quality NEMT services to all eligible recipients through LogistiCare's established and fully operational Rhode Island-based call center that is staffed with locally hired and trained Rhode Island residents.
- Fulfillment of all verified trip requests to all recipients, without discrimination, and ensure that all trips are completed safely and on-time using our statewide, existing, robust, and reliable subcontracted transportation provider (TP) network that is monitored for capacity, safety, and performance.
- Addressing TP challenges through continued communication, outreach, and education.
- Collaboration and communication with Rhode Island Managed Care Organizations (MCOs) and Accountable Entities (AE) to provide safe, timely, coordinated, and medically suitable transportation to medical care, including behavioral healthcare.
- Program integrity and focusing on identifying and minimizing FWA.
- Maintain policies and procedures for authorizing, scheduling, managing, and making payments for all NEMT services within the required timeframes while minimizing administrative burdens on transportation providers (TPs).

Throughout our partnership, LogistiCare has continually expanded and improved its operations to ensure the program remains fully compliant and meets or exceeds all stakeholders' quality, performance, and consistency expectations. We have accomplished this through the hard work and compassion of our exceptional people focused on each recipient's health and well-being, our significant investments in critical technologies and infrastructure, and an unwavering commitment to continuous improvement.

Information identified as "Proprietary and Confidential" in LogistiCare's proposal are trade secrets and commercial or financial information exempt from public disclosure pursuant to R.I. Gen. law § 38-2-2(4)(B)."

(a)   Sufficient Levels of Staffing

LogistiCare's experienced and trained supervisory and support staff team is already in place and serving eligible and enrolled NEMT recipients in Rhode Island. This team includes many of the same trusted and familiar key staff that have successfully partnered with the EOHHS to manage the state's NEMT program throughout the years, including current General Manager Edmundo Donatiu. Mr. Donatiu and his team understand the specific needs of the Rhode Island recipients, the geography of the state, and are intimately familiar with the EOHHS' policies, procedures, and service expectations.

Through our established and fully functional operations center located in Cranston, LogistiCare will continue to support the local economy through the employment and training of local Rhode Island residents. Our Rhode Island team consists of a management team and local operations team of 62 employees. This local team will continue to receive support from our corporate and executive team located in Atlanta, Georgia, as well as from our extensive operations teams located nationwide. The corporate resources provide support for key operational and administrative processes such as billing, provider compliance monitoring, staff recruitment, training, and more. This allows our local team to focus on Rhode Island specific needs such as network development, outreach, and nurturing the local relationships between LogistiCare and the NEMT program stakeholders. LogistiCare acknowledges that EOHHS will have the right to require reassignment or removal of any staff supporting this NEMT program that EOHHS finds unacceptable.

Our call center will continue to operate under the existing procedures and technology that have allowed us to produce quality services that are safe, accurate, timely, consistent, and meet the program's requirements. Moving forward, as the NEMT program grows or as needs arise, we will interview qualified RI Works candidates for future employment openings. Our goal will be to achieve hiring at least fifty percent (50%) of new hires from this program. We will post all job openings on the Rhode Island Department of Labor and Training website. LogistiCare's staffing and staffing plan will meet the Scope of Work (SOW) requirements specified in SOW Section 3.8 and its subsections. Details on our staffing plan are provided in (c), located below.

(b)   Physical Location

LogistiCare's non-residential administrative office ("central business office") is located within close proximity to the EOHHS office in Cranston, Rhode Island. This office, located at 30 Chapel View Boulevard; Suite 110; Cranston, Rhode Island 02920, coordinates and conducts our service delivery and general administrative functions during normal business hours Monday through Friday and is co-located with our call center. LogistiCare's key supervisory and supporting staff for this program is in place today and based out of this location. The Business Office and Call Center location meets all requirements of SOW Section 3.9 and provides transportation service to all cities and towns in Rhode Island, including authorized border communities and approved out-of-state trips.

Start-Up Requirements: As the current provider of NEMT services, LogistiCare's start-up requirements are significantly minimized compared to all other NEMT brokers. We have the TP network, staff, call center, and infrastructure already in place and supporting Rhode Island members. We have developed strong relationships across the state with stakeholders that serve and work with members for the betterment of the program and their health outcomes. All other NET brokers will need time to build an adequate network, develop policies and procedures, perform outreach, and set up a functional infrastructure. By choosing LogistiCare, there will be no potential for disruption of services to members during the implementation period. Under the new contract, LogistiCare will continue current operations with the exception of the need to implement any new contract requirements. Collaborating with EOHHS' project team, LogistiCare's General Manager will implement the program work plan, track progress, and oversee quality assurance with each phase roll-out to ensure compliance.

Implementation Requirements

LogistiCare stands ready to meet the required expectations and understands that an effective, well-conceived and communicated implementation plan is critical to immediate and long-term NEMT program success. We have extensive experience implementing and managing statewide NEMT programs to clients' expectations. In Rhode Island, we will leverage our existing operations, staff, technology, and EOHHS-approved policies and procedures to continue to cultivate and improve your NEMT program within budget and with no disruption to your members. In Rhode Island, we will use the same implementation processes that we use nationwide, but will customize these processes based on our current infrastructure and new contract requirements. LogistiCare's implementation approach offers:

- A robust and professional outreach team prepared to partner with Rhode Island's recipients and facilities.
- Network development professionals who know the state and are skilled in recruiting, credentialing, and contracting new providers at fair and competitive rates.

- EOHHS-approved policies and procedures that already meet all contractual requirements and limit the potential for fraud, waste, and abuse.
- Staff that are familiar with the state's program and understand how to administer all tasks from program implementation and service administration, to claims and program reporting.
- Technology to support the entire NEMT solution and provide the scale and flexibility needed to support all stakeholders today and moving forward.

It is our experience that outreach, staffing, IT collaboration (e.g. data exchange), and network development are the most integral aspects when implementing an NEMT program. The following is a high-level overview of our implementation approach that will provide recipients with continuity of care and will meet all Scope of Work requirements as stated in Section 3.10.12 and its subsections.

LogistiCare has provided a draft Implementation Plan as an appendix to this proposal (Appendix J). This plan illustrates our approach to an implementation based on a 90-day timeline. The majority of the activities and milestones indicated in the draft plan provided as part of this proposal have already been completed or met. Under the new contract, LogistiCare will only need to incorporate the new contractual requirements. These is in contrast to all other brokers that will need to establish a physical location and call center, hire staff, build a transportation network, perform education and outreach, and resolve all potential technology challenges (e.g. file exchange process).

No Disruption of Services: By choosing to continue its partnership with LogistiCare, EOHHS can assure Rhode Island's recipients that they will not experience any disruption to the services they currently receive. LogistiCare has relationships and processes in place with facilities and providers statewide to make certain those with critical, life-sustaining needs will continue to have access to these covered services, such as those who rely on standing orders. We are aware of EOHHS' specific service requirements, member experiences, and will continue to encourage and capture feedback from local TPs and other stakeholders that assist in continuing to enhance the program. Working in conjunction with our local staff and diversity partners, this team will continue to support EOHHS, its recipients, facilities, and TPs as they have done successfully since 2014.

Staffing: LogistiCare currently has the staff in place to continue to perform the operations for the Rhode Island NEMT program. As needed, we will continue to recruit in the local communities and through the RI Works program to find quality employees who have the compassion and qualifications to provide service excellence to their fellow Rhode Island residents. LogistiCare's team of highly-trained employees understands the unique requirements of the Rhode Island NEMT program and has experience working with EOHHS and its personnel –using EOHHS-approved policies and procedures.

Kick-Off Meeting: After contract award, LogistiCare will schedule a kick-off meeting no later than 30 days prior to the contract's period of performance as set forth in the statement of Intent to Award. The kick-off meeting participants will be used to discuss, document, and distribute:

- The implementation project mission
- Reviewing and revising the proposed implementation plan
- Determine the changes to the deliverable review process
- Define the format and protocol for project status meetings

- Determine the format changes for project status reports
- Define lines of communication and reporting relationships
- Identify and plan resolution of high-risk or problem areas

LogistiCare already has an established and approved secure file transfer to/from RI's Medicaid Management Information System (MMIS). All data transfers are processed according to EOHHS file specifications.

Final Implementation Plan: LogistiCare will develop and submit a Final Implementation Plan for EOHHS' review and approval within ten (10) days of the kick-off meeting. Our plan will include specific completion dates of all tasks and deliverables, steps to accomplish all tasks, and identity of task owners.

During the Implementation phase, LogistiCare's General Manager will oversee the implementation process, track deliverables and report to the EOHHS and LogistiCare at regular intervals. Specifically, the General Manager will perform the following:

- Submit a task-by-task progress report each Friday by COB to EOHHS
- Report any administrative problems encountered
- Serve as direct point of contact for EOHHS
- Liaison between local operation and corporate
- Pre-meetings for all implementation phases and critical activities
- Hold weekly/bi-weekly/monthly progress meetings
- Prepare reports in EOHHS' preferred format
- Create milestone reports and summaries
- Inspect systems, processes, and manuals for compliance

Ongoing Operations: LogistiCare will continue to provide ongoing operations as it does today. During the implementation process, we will incorporate new contractual requirements into our existing infrastructure and procedures. LogistiCare already has an EOHHS-approved Broker Operations Manual, which will be updated and submitted to EOHHS within 30 business days after contract award. We will incorporate any modifications required by EOHHS within (15) business days of receipt. In addition, LogistiCare is proposing new, value-added features and benefits that will continue to enhance the NEMT program while maximizing cost efficiencies for the state. For more information, please refer to Section 2.0 (f).

(c)   Staffing Plan

Our proposed Staffing Plan/Model and resumes for Key Personnel are located in Appendix A. The Staffing Plan and resumes are compliant with the requirements listed in SOW Section 3.8.

Key Personnel: The completed Key Personnel Table is also located in Appendix A and is compliant with the requirements of SOW Section 3.8.1. The Rhode Island team is led by, and will continue to be led by, our current General Manager in Rhode Island, Edmundo Donatiu Hinds. A summary of his experience is provided below. All resumes are located in Appendix A.

General Manager – Edmundo Donatiu Hinds: Edmundo Donatiu Hinds will continue to be the full-time on-site General Manager for the Rhode Island contract. Mr. Donatiu has been serving the recipients of Rhode Island since April 2014 and was promoted to the General Manager role in April 2017. Prior to this role, he served as the Customer Service Manager for a regional health plan from August 2011 to March 2014. Under Mr. Donatiu's leadership, the

Rhode Island team has exceeded the expectations of the contract by facilitating numerous enhancements for the state of Rhode Island since 2014, including the following:

- LogistiCare successfully accommodated a 27% increase in program membership since 2014, which represents an additional 119% in monthly trips.
- LogistiCare increased the TP network by 250% and the number of vehicles by 290% (406 additional vehicles available for Rhode Island members) to accommodate previously unmet demand.
- LogistiCare virtually eliminated EOHHS' long standing problem with unfulfilled trips (NVA), which represented over 1,500 trips per month during the initiation of the contract.
- LogistiCare successfully increased utilization of public transit in Rhode Island from approximately 138,000 trips per year in 2014 to more than 560,000 trips in 2017. This 307% increase in public transit utilization translates into direct program savings of over $9,000,000 since contract inception.

	May 2014	December 2017	Variance
Medicaid Membership	248,534	315,440	27% Increase
Monthly Gross Trips	88,416	194,057	119% Increase
Average Daily Trips	3,650	7,500	105% Increase
Transportation Providers	22	77	250% Increase
Vehicles	140	546	290% Increase
Drivers	468	691	48% Increase
LogistiCare Staff	37	56	51% Increase
Unfulfilled Trips (NVAs)	1,573	1	100% Decrease

Mr. Donatiu and his staff look forward to the opportunity to continue our partnership with EOHHS and build on the successes to-date to improve the NEMT program for all stakeholders.

Key Staff

Based on our experience with the Rhode Island program, and after reviewing the RFP requirements, we determined that 62 full-time employees are required to meet the needs of the Rhode Island recipients. The General Manager and all other key staff are currently located full time at the Rhode Island Business Office and will continue to serve the program from this location under the new contract. The General Manager will continue to lead the team, which includes all management staff and their direct reports. Our Staffing Plan can be found in Appendix A and includes a full listing of key staff/personnel, resumes, and a completed Key Personnel Table.

Staff Retention: At LogistiCare, we recognize that high turnover not only affects the level of service recipients receive, but can also be expensive and drive down productivity. We use proactive strategies to retain our employees and offer professional development strategies to help those that demonstrate our core values and work ethic advance in their career. In an effort to increase productivity and morale while reducing turnover in the call center, we have implemented a Pay for Performance program in our Rhode Island location. This program rewards employees with up to $450/quarter for their performance while maintaining high quality standards. There are three areas of opportunity that are measured and paid off quarterly -

attendance, call quality, and productivity. This new program is designed to reward employees who consistently exceed expectations in all areas. In the 1st quarter of 2018, we paid out $3,500.

Training and professional growth are central to LogistiCare's culture. We identify talent, help cultivate skills, and develop leaders who manage efficient NEMT brokerage programs. We have a longstanding history of promoting from within our organization and mentoring our employees to grow from entry-level staff to senior leaders, as evidenced by our staff in Rhode Island. Our staff leaders hold Talent Development and Succession Planning meetings multiple times each year to discuss Individualized Development Plans with our operations teams. We also establish performance and career goals, and help employees define and achieve realistic developmental milestones to support their advancement. As evidenced in our Key Personnel Table in Appendix A, we have been able to maintain a consistent and reliable team in Rhode Island.

(d)   Organizational Chart

Key Personnel: Below is LogistiCare's organizational chart (Figure 1) depicting all key staff positions described in RFP Appendix VI. This chart represents the key positions and staffing levels required to continue to manage the program in Rhode Island. Immediately following the organizational chart, we have provided contact information for each identified key role.
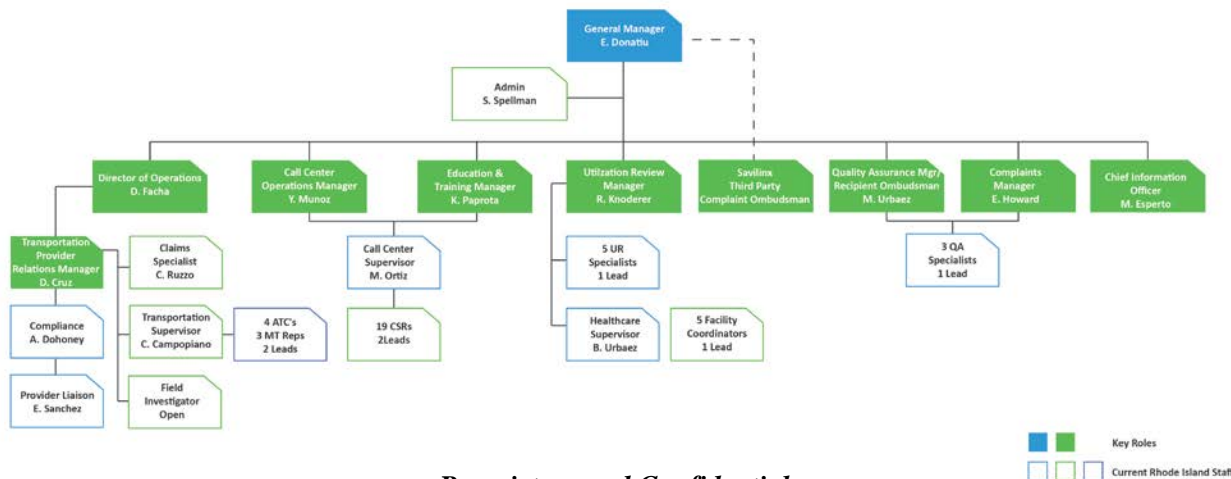
Proprietary and Confidential

Figure 1: Organizational Chart

Key Role Contact Information: The following table contains contact information for all key personnel. This table will be revised with new hire information and contact updates within ten (10) days of any change(s).

Role	Name	Phone #s	Email Address
General Manager	Edmundo Donatiu	O: 855.330.9129 M: 774.400.5022	edmundo.donatiu@logisticare.com
Chief Information Officer	Matthew Esperto	O: 855.330.9129 M: 203.514.9403	matthew.esperto@logisticare.com
Call Center Operations Manager	Yahaira Munoz	O: 855.330.9129 M: 401.612.6600	yahaira.munoz@logisticare.com
Utilization Review Manager	Robin Knoderer	O: 855.330.9129 M: 401.626.2863	robin.knoderer@logisticare.com
Quality Assurance Manager	Michelanet Urbaez	O: 855.330.9129 M: 401.369.3454	michelanet.urbaez@logisticare.com
Transportation Provider	Daniel Cruz	O: 855.330.9129	daniel.cruz@logisticare.com

Relations Manager		M: 401.545.3647	
Complaints Manager	Essence Howard	O: 855-330.9129 M: 401.347.5869	essence.howard@logisticare.com
Education & Training Manager	Kathleen Paprota	O: 855-330-9129 M: 860-428-3198	kathleen.paprota@logisticare.com

2.0   Capability, Capacity, & Qualifications

(a)   Ability to Fulfill Recipient Requests, Trip Requests, and Recovery

Since May 2014, LogistiCare has provided all eligible and enrolled Rhode Island recipients with access to safe, high quality, reliable, and appropriate NEMT services. Recipients, and authorized representatives making reservations on behalf of recipients, can schedule transportation services for covered services by phone, web, email, fax, or through LogistiCare's mobile application, Trip Manager. Transportation requests can be for single, one-time appointments, or for recurring trips and standing orders. LogistiCare accommodates trips with advance notice (made with at least 48-hour advance notification) and same day/next day/urgent trips (e.g. urgent clinic/sick visits). **In 2017, we successfully managed more than 2.3 million trips and received more than 361,000 calls for the Rhode Island program.** Under the new contract, LogistiCare will continue to provide all eligible Rhode Island recipients with the same access to NEMT services in accordance with all operational requirements as specified in SOW Section 3.10 and its subsections.

Multiple Ways to Access Transportation: LogistiCare staffs its Rhode Island call center with local residents that possess appropriate training and work experience to perform all contract requirements on an ongoing basis. Our Rhode Island staff has extensive LogistiCare and Rhode Island-specific experience and is already familiar with the needs of the Rhode Island program. Our CSRs will be available to provide prompt, courteous care from our Rhode Island Call Center Monday through Friday between the hours of 7:00 AM and 5:00 PM EST. Calls received outside of normal business hours are managed by our 24/7/365 operations center in Phoenix, Arizona, which will handle all after-hours ride-assist and urgent trips. The CSRs in our Rhode Island call center include ten bi-lingual (English and Spanish) employees to accommodate the language needs of recipients. The employees located in the Phoenix call center are trained on the EOHHS policy, which ensures recipients receive the same familiar member-centric service regardless of where the call is received. In addition, should hazardous weather or a disaster recovery scenario occur, any one of LogistiCare's other nationwide call centers will have the ability to provide back-up services to Rhode Island's recipients in a moment's notice.

LogistiCare's call center in Rhode Island currently meets all required call center performance standards. Along with ensuring adequate staffing levels and coverage, LogistiCare uses technology to monitor and manage call volume. Each of our call centers includes the following:

- **ACD:** We use an Avaya Automatic Call Distributor (ACD) system that is scalable and provides integrated features in every office to receive and make local and toll-free calls. Specifically designed for high call volumes (over 100,000 calls per hour), our comprehensive telecommunication system includes intelligent routing and a menu system that prioritizes and routes calls based on the reason for the call and separates queues for calls serving different purposes (e.g. scheduling, complaints, etc.).

- **IVR:** LogistiCare's Integrated Voice Response (IVR) system is a customizable tool that improves efficiency, integrates recipient data directly into our systems and makes calls

with members and facilities more personal. The system collects data to identify callers before transferring them to the appropriate queue or allows callers to perform simple tasks on their own, such as trip modifications, cancelations, or confirmations.

- **Workforce Management:** Workforce Management (WFM) software balances our operational efficiency and ensures we have appropriate coverage, at all times. The software collects historical and real-time data from LogistiCare's Avaya ACD system to predict future call volume and determine the number of staff needed to efficiently respond to member inquiries and meet call center performance standards and expectations. The workforce management software considers many factors impacting our employee base such as absences, shift breaks, and meeting/coaching sessions along with forecasted call levels taking both call magnitude and distribution (interval arrival patterns) into consideration, to ultimately derive an employee schedule which ensures our clients' service levels are met or exceeded. The tool's real-time capabilities allows our team to monitor the call center's performance and call volumes, talk times, logged-in agents, speed to answer, and other service levels. When unexpected changes or potential risks arise, our WFM and Real-Time Monitoring teams are advised via systematic alerts and respond with real-time solutions. For instance, when a key metric such as average speed to answer increases, the WFM and Real-Time Monitoring teams are able to identify the issue and make changes to agent schedules, reroute calls to new teams of agents or procure additional supply from less occupied staff to ensure performance metrics are met.

LogistiCare offers multiple methods to access transportation services to accommodate the varying needs of all NEMT program members and stakeholders. We provide dedicated lines and staff for use and support for the different program stakeholders, such as TP and medical facility lines. The various access methods provided for recipients, facilities, and caregivers to contact LogistiCare regarding NEMT services are:

Telephone

Call: CSRs in Rhode Island are available during normal business hours through the use of a dedicated toll-free number. After-hours calls for ride assist and urgent trips are received by our 24/7/365 facility in Phoenix, Arizona - recipients always have access to a live agent.

855-330-9131 is the reservation number that members call to request NEMT services. All routine trips must be pre-arranged at least two business days in advance (two days includes the day of the call but not the day of the appointment). For example, call Monday to request NEMT services on Wednesday.

Speech/Hearing Impaired: Recipients with a speech or hearing impairment may contact LogistiCare using our TTY/TTD lines or via the Federal Communications Commission's Telecommunications Relay Service (TRS).

Emergency Calls: CSRs direct recipients with emergency health care needs to contact 9-1-1 or other local emergency agency. We train our staff to soft transfer members that may require assistance.

Websites	**Member Services Website (MSW):** Members can reserve, modify, or cancel an advanced trip request online using our secure, HIPAA compliant, and user-friendly MSW. Eligibility is automatically determined using eligibility data provided by the EOHHS. The trip determination (approval or denial), pick-up time, and other pertinent details are viewable online.
	TripCare - Facilities: This secure facilities web portal allows medical providers, case managers, or approved designees to submit transportation requests on behalf of members. Facilities can submit single-trip and/or standing order requests online at their convenience. The portal also supports the submission and review of medical necessity forms and attendance verification for standing order trips. Upon receipt of a request, LogistiCare reviews the submitted information and promptly informs the facility of the authorization determination.
Mobile App	LogistiCare's Trip Manager™ mobile application is free for users with an iOS or Android smartphone or tablet. The application accommodates scheduling requests and trip confirmations, modifications, or cancellations. It also enables will-call requests and trip status updates.
Fax	A dedicated fax line is available to receive requests for NEMT services or exchange documentation. The requesting entity simply completes a trip request form and faxes it to our operations center. LogistiCare uses RightFax enterprise faxserver appliances in a high- availability configuration to provide electronic desktop faxing for all employees.
	Using electronic fax servers increases employee productivity, reduces wasted paper, and helps to maintain the privacy and security of a member's personal health information (PHI). The faxservers also provide optical character recognition functionality to allow us to store documents within our enterprise document management system for easy searches and retrieval.
E-mail	Encrypted email provides a secure and efficient way to communicate with facilities or agencies scheduling routine or specialized trips.

LogistiCare is committed to using technology and innovation to produce transportation programs that increase member access to care. We understand the Medicaid population and deliver individuality in program services to demonstrate our belief that every member and every ride matters. All NEMT programs administered by LogistiCare are managed within our proprietary transportation management platform, LogistiCAD.

LogistiCAD: Multiple Features, One Unified System: LogistiCAD is a service-oriented solution comprised of integrated features designed to:

- Ensure continual compliance by exercising proper gatekeeping through the use of business rules established by the EOHHS's contractual rules and regulations
- Link to multiple applications to allow convenient access and optimal reporting
- Streamline and automate processes to enhance efficiency and improve the recipient experience
- Seamlessly transfer services for after-hours care or permit business continuity during a disaster
- Integrate with multiple internal and external platforms
- Minimize opportunities for fraud, waste, and abuse
- Provide a simplified view of the recipient profile, plan information, special needs, trips, forms and activity

LogistiCAD is a cloud-based system that not only supports our workload and infrastructure, but also allows us to build and scale our system to fit the unique needs of each program. Using a services approach, we reduce costs and minimize the time required by our IT team to deploy the system when implementing new programs or when making program-specific updates.

LogistiCAD employs a Business Rules Engine (BRE) that allows us to configure program rules and guidelines into our transportation management platform that is used for gatekeeping and trip reservations. Although we manage approximately 240 programs, the BRE enhancement enables us to remain nimble as we customize each program to the distinctive needs of our clients and their members. BRE allows us to incorporate automated decision-making based on real-time data into our workflow for consistency and accuracy, and program contractual rules into our processes to enhance compliance, reduce FWA, and improve the overall member experience.

Trip Scheduling via Web-Based Services: As detailed above, we provide a wide range of methods to submit transportation requests, which makes transportation more accessible and member-centric. Through a direct interface with LogistiCAD, members and facilities are able to use our web-based and mobile applications and portals to schedule NEMT services - the Member Services Website (MSW), TripCare for Facilities Web Portal, and/or Trip Manager mobile app.

Since 2014, LogistiCare has seen a steady increase in the number of trips scheduled through both the member and facility web portals. As an example, approximately 28% of trips are scheduled through the use of the TripCare for Facilities Web Portal. Over the course of our time in Rhode Island, utilization of the portal has trended upwards from approximately 4,000 a month to nearly 60,000 trip requests a month. The ease of use and convenient 24/7/365 availability of these options enhance the member experience and support reliable access to care.

Urgent Trips, Scheduling Changes, and Trip Recovery

Urgent Trips: As mentioned above, LogistiCare accommodates urgent trip requests, which are defined as unplanned trips provided within 48 hours of scheduling as a result of a recipient's need for medical care due to illnesses or injuries that require prompt attention but are not of such seriousness as to require the services of an emergency room. When a CSR receives an urgent trip request, he/she submits the request into LogistiCAD, including all pertinent information, and flags the request for follow-up by the Transportation Department. The request is verified with the medical provider by LogistiCare's Utilization Review team and escalated to the Transportation Department for assignment to a TP. LogistiCare will provide urgent/same day transportation within a maximum of three hours of the time the request is made. Urgent trips accounted for 1.2% of total trips in 2017 equating to almost 29,000 urgent trips being processed. Given the unique

needs of the substance abuse population which represent roughly 50% of all trips provided, LogistiCare collaborated with EOHHS and the Substance Abuse and Mental Health Leadership Council of Rhode Island to update the Urgent Trip Process to allow Substance Abuse/Methadone Treatment to be classified as an urgent transport in certain circumstances.

Scheduling Changes and Trip Recovery: LogistiCare's approach to network capacity management planning uses predictive analytics to prepare for the unknown, such as when schedules change or the assigned TP does not arrive on time. In these situations, because we strive for 115% network capacity at all times (see our response to Section 3 for more details), LogistiCare has the ability to adapt and assign an alternative transportation option. On a daily basis, we evaluate the service level needs of the Rhode Island recipients and identify any gaps in levels of service/mode of transportation and available TPs to cover the anticipated utilization and geographical regions.

In addition, our GPS/AVL ('AVL') software tool provides access to a local map view that displays all TP vehicles, including identification of those running behind schedule. Routers and our subcontracted TPs can immediately see vehicles that are running late and can take proactive action to recover the trips to ensure members arrive in time for their scheduled appointments. This tool provides us with the real-time information we need to activate recovery vehicles in order to reduce late pick-ups and no-shows. Additional information about our AVL solution can be found in our response to Section 2.0 (f).

Although the amount of recovery trips is minimal due to the strength of our network, through special arrangements with select TPs (e.g. Lyft and on-demand (or back-up) providers), when necessary and appropriate for the required level of service, we use these vehicles for B-Leg/will-call trips, trip recovery, and other same day trips. Our on-demand drivers offer a safety net for trips that cannot be accommodated by the original allocated TP. Services from these providers allow us to maintain our on-time performance standards, meet contractual requirements, and ensure members are on-time for their scheduled appointments or their destination.

Managing Member No-Shows

Member no-shows involve members who fail to cancel a trip or are not present at the pick-up location at the scheduled time. Similar to how we expect our TPs to be on-time for scheduled trips, we also expect members to be prepared for pick-up at the time and location specified. When members are not ready or do not show, it affects the TP both financially and from an on-time performance perspective. Members who consistently disregard scheduled appointments could also be at risk for deteriorating health conditions. For these reasons, LogistiCare has specific processes and procedures in place to help minimize member no-shows.

In an attempt to minimize member no-shows, LogistiCare confirms all trip details with the member during the initial trip reservation process (e.g. at the end of the call or via email if reservation is made through the Member Services Website). This confirmation will include pick-up times and locations. In addition, LogistiCare will provide an automated appointment reminder at least 24 hours before the scheduled pick-up time. During this appointment reminder process, the member can make changes or cancel the appointment, if needed. There is also an option for the member to speak directly with a CSR, if needed. Recipients have the option to opt out of the automated appointment reminders.

If the issue continues to occur, LogistiCare provides correction through education. In addition to working with the member's case manager to help resolve the issue, our Member Experience Team (MET) works with the member and provides an additional level of trip monitoring and oversight.

The MET is a team of specialists that focuses on resolving complaints and monitoring quality assurance. This team proactively manages the experience for members who have expressed dissatisfaction in the past and follows up with identified members that have a pattern of no-shows to inform them of the attendance policy. In addition to providing education, the MET places frequent reminder calls to prevent future occurrences from happening. The MET is described in more detail in our response to Section 3.0 (g).

LogistiCare requires TPs to report all cancellations and member no-shows. These occurrences are recorded and tracked in LogistiCAD and we monitor for trends with specific members, which can lead to potential escalation to EOHHS.

Process Requests for Disenrollment

If a recipient demonstrates a pattern of noncompliance with program guidelines (e.g. no-shows or disruptive behavior), a TP may submit a disenrollment request to LogistiCare. In instances such as these, LogistiCare recommends the implementation of a written policy and procedure that would be applied when a recipient exhibits inappropriate behavior, is a danger to him or herself or others, or engages in illegal activities while being transported. This process is summarized below and complies with SOW Section 3.10.1.3. A draft version of LogistiCare's proposed policy and procedure is located in Appendix B.

As standard policy, LogistiCare asks all TPs to report all incidents of members who display inappropriate behaviors during transportation. These reported incidents are entered as complaints on associated trips. LogistiCare's Quality Assurance Department will investigate the complaint and, if the incident is found to be valid, the QA Specialist will take steps to discourage a repeat of the behavior, including up to the termination of curb-to-curb service. If curb-to-curb service is terminated, the member will only be eligible for mileage reimbursement or mass transit. However, prior to notifying the member, the General Manager and/or the Director of Operations will approve the action and EOHHS will receive a summary of the incident and the rationale behind our recommendation**.**

Each incident will be viewed on a case-by-case basis. LogistiCare will take into consideration the member's level of service, age of offender, rider notes, severity of the incident, and the time between incidents. All requests for disenrollment will be made in writing to EOHHS for approval. TPs will continue to provide transportation services to the recipient until notified by EOHHS via the 834 file that the recipient has been removed and is no longer eligible for the service.

Preventing Unsuccessful & Late Trips

Arriving on schedule for required treatments is critical to the health of Rhode Island recipients, especially those with chronic health conditions. Under the new contract, LogistiCare will require all contracted TPs to use AVL technology at all times, which will assist in preventing unsuccessful and late trips. Our highly trained, compassionate employees use technologies such as AVL software and other automated tools to make alternative arrangements when necessary to ensure members arrive to their appointments on time. As required and specified in SOW Section 3.10.1.9, drivers are required to promptly report any issues delaying their arrival for a member pick-up to LogistiCare so that alternate arrangements can be made. If a TP has multiple no shows or late arrivals, we take immediate action to correct performance concerns.

Hazardous Weather Plan

LogistiCare has an EOHHS-approved Disaster Recovery Plan (DRP) (as required in SOW Section 3.10.1.10) that details how we maintain essential operations in the event of hazardous

weather or catastrophes (emergency, flooding, power failure, loss of phone systems, etc.). With more than two decades of experience providing NEMT services and dealing with real-world disaster recovery in the face of local and regional emergencies, LogistiCare has processes in place to continue operating successfully during a disaster. Our DRP is included in Appendix C.

Maintaining Critical Transportation Services & Basic Operations. Inclement and severe weather can have an impact on the daily operations of the operations center, its call center, and the provision of critical NEMT services. Staffing levels and timely transportation are the primary factors that will be affected. Occasionally, inclement weather can cause power outages or otherwise transform into a natural disaster. LogistiCare's primary objective during inclement weather is to:

- Maintain essential operations in the operations center.
- Maintain essential call center functions and operations.
- Ensure the safety of employees, TPs, and the members we serve.
- Prioritize and ensure safe transport for dialysis, chemotherapy, and other critical care members.

Therefore, in the event of a weather emergency, LogistiCare will implement special procedures to ensure adequate staffing levels while also making reasonable allowances for transportation difficulties. These special procedures address:

- Key personnel and their roles and responsibilities in the event of a weather emergency.
- Ensuring the safe transport of clients, especially dialysis, chemotherapy, and other critical care members while maintaining the safety of our TPs and their employees.
- Contact phone and fax numbers for county/state emergency centers and key LogistiCare employees.

Although inclement weather can interrupt services to members, operational functions do not completely cease. Except in extreme cases for safety, all efforts are done to continue transportation services for all clients, especially dialysis and chemotherapy patients. A high-level summary of how we maintain business continuity during a disaster is provided below.

Continuous Call Center Service: Depending on the situation, telephony services will roll over to another LogistiCare operations center or to an available individual agent. Our call center technology and infrastructure allows us to seamlessly shift calls to CSRs across the country to utilize available capacity once an event occurs. LogistiCAD provides CSRs with the appropriate call center scripts through a display on their screen, along with links to the appropriate statements of work (SOW) and covered services. This means that any CSR, in any of our operational call centers during any emergency, has the same call script and information used by the Rhode Island operations team instantly available to them. A sample call script has been provided in Appendix D.

Maintaining Communication with all Stakeholders: We will notify EOHHS when we modify our operations due to weather or other circumstances. Throughout the emergency, we will update EOHHS of any additional modifications to our operations or change in status.

Network Transportation Providers: We proactively contact TPs in the affected areas to identify their availability (volume of vehicles, drivers, etc.) for urgent trips to aid in the prompt assignment and needed trip recovery. Based on specific areas, we also communicate information such as road closures by law enforcement due to down power lines or impassable roads. Once we have established the availability of providers and the level of operations and routes available, we

then maintain communication with the network verbally and via available means until regular business operations resume.

Medical Practitioners and Facilities: We contact medical practitioners and facilities to determine if they will remain open or plan to close during or after an event.

Members: We reach out to members with appointments at facilities that are closed or operating on a limited schedule to reschedule their trips, if possible. We also reach out to members to reschedule less critical appointments to free up limited resources for the most critical trips, such as those for dialysis, radiation therapy, chemotherapy, and wound care.

Annual Evaluation: On an annual basis, LogistiCare's senior management team reviews and updates our Disaster Recovery Plan. Following the implementation of the Disaster Recovery Plan, LogistiCare will conduct an after-incident review to evaluate effectiveness. We then modify the Disaster Recovery Plan accordingly based on lessons learned, evolving needs, and/or recommendations provided by the Department.

Experience with the Weather of Rhode Island: In March 2018, Rhode Island was impacted by three snow storms, each one of them requiring a different response plan based on when they hit and the inaccuracy of the weather forecasts. On March 7th, the first snowstorm struck the area around noon and we invoked a partial disaster recovery mode and 70% of our staff stayed on-site until the end of the business day. Because of this, minimal assistance from other operations was required. A week later, although the forecast called for a mild snowstorm, accumulation was much heavier than expected and we invoked our DRP sooner than expected in order to send staff home before 12:00 PM. Our Rhode Island office was closed the next day as the storm continued and our back-up call centers in Virginia, Georgia, and Arizona answered Rhode Island calls with no impact to our performance. The third and final storm of the month occurred only a few days later and began after all staff had arrived at the office. As the day progressed, we monitored the storm and invoked our DRP around noon. Again, our back-up call centers were able to receive our calls as we permitted our staff that lived outside the Cranston area to go home. Since we knew the storm was coming, we successfully rescheduled and completed all dialysis trips scheduled for that day on the day before or after the storm. In all three scenarios, we prioritized life sustaining trips and were able to maintain expected performance levels.

> **Testimonial from a Facility**
>
> Re: January 10, 2018 – Snow Storm
>
> Robin:
>
> "I always tell our team that, "We are as strong as our weakest link!" Unfortunately the weakest link for the Blizzard was us! We made a very late decision to close at 4PM and then we changed every patient's time, shift day etc. Your TEAM was amazing! You have a well-oiled machine running over there with the A Team! You delivered service under the worst conditions. I can't tell you how impressed I was with your entire team. I really appreciated that you were open the day of the Blizzard so I could continue to work on transportation problems. Each day I am met with incredible professionalism with your team.
>
> Thank you for all you do.
>
> Kathy Rosener, Fresenius Medical Center

(b)   Verifying Recipient Eligibility

LogistiCare uses its people, processes, and technologies to verify recipient and service eligibility in Rhode

Island. Through our call center in Cranston, we process trip requests in a timely manner, meeting all performance expectations. Last year, our Average Speed to Answer (ASA) was less than half of the required metric and recipients' hold time was less than one minute on average. In order to verify program eligibility, LogistiCAD employs a Business Rules Engine (BRE) that allows us to configure program rules and guidelines into our transportation management platform used for gatekeeping and trip reservations. Although we manage approximately 240 programs, the BRE enhancement enables us to remain nimble as we customize each program to the distinctive needs of our clients and their members. All new program requirements under the new contract will be converted into "business rules" that will be configured into our transportation management platform, LogistiCAD. These business rules guide CSRs, and recipients making reservations independently, through the process with 100 percent compliance. Regardless of how a trip request is initiated, LogistiCare consistently applies these business rules using the following process, which complies with SOW Sections 3.10.1 through 3.10.3 and their subsections.

Step 1 - LogistiCAD Verifies Recipient Eligibility: When a reservation is requested by phone, fax, email, web (portal) or application, we verify eligibility for each trip using, at the minimum, an EOHHS-provided eligibility file (currently provided on a monthly basis), web portals supplied by RI state agencies, or documentation from any authorized EOHHS staff. Transportation services are provided on a non-discriminatory basis to eligible recipients. LogistiCare performs a "needs test" using the following seven steps to review a request for NEMT services from a Medicaid member or medical provider:

- Is the individual an active Medicaid member and eligible for transportation? LogistiCare receives eligibility data from the state, and has online access to the state file if there is a question concerning an individual's eligibility status.
- Can the member walk to his/her medical provider? Members who live within ½ mile of their medical practitioner and whose health and mobility are such that the member can safely walk that distance (weather permitting) should walk, and not request NEMT services from LogistiCare.
- Is where the member asks to be taken a Medicaid covered service?
- Is the service provided by a Rhode Island Medicaid enrolled provider? Verify that transportation is not covered by any other programs or funding.
- Does the member have an appointment at the medical provider?
- Is the type of transportation being requested appropriate and medically necessary in light of the member's medical condition and mobility? Our staff will ask questions to assess the member's mobility and any special needs. Based on the answers to those questions LogistiCare will determine what level of service (mass transit, ambulatory, wheelchair, stretcher, basic life support or advanced life support) best meets the member's mobility and medical needs.
- Is the timing of the request in keeping with the required advance notice?
  - According to Medicaid policy, requests for routine non-emergency medical transportation should be received 48 hours in advance.
  - Requests for urgent transportation are taken 24/7 but LogistiCare will have to speak to the medical provider if the member says that he/she needs urgent transportation. The medical provider must say that the member needs to come in immediately and that treatment cannot be delayed to another day. Otherwise the member will have to reschedule the appointment.

If the recipient is deemed eligible and the request is for covered NEMT services (see Step 2 below), the system advances the requestor to the next stage to determine the appropriate level of service. LogistiCare's Policies and Procedures Manual includes written policies and procedures that detail how LogistiCare schedules transportation services specific to the rules and requirements of the Rhode Island NEMT program, including but not limited to:

- Using EOHHS eligibility file to verify the address of the recipient
- Alternative or temporary addresses
- Verifying whether the purpose of the trip is for a Medicaid, TANF or ETP covered service

If LogistiCAD determines there is a reservation exception, such as an inactive plan status in the system, no recipient profile, or the request is for a non-covered service, our Utilization Review Department will use the methods described above to verify eligibility, such as accessing the EOHHS eligibility web portal or calling our designated contact at DHS directly to identify the recipient's status in real-time. If, after contacting the department, the recipient is determined to be ineligible, we deny the request for service and notify the recipient both verbally and through written notification that includes the State approved procedures to file an appeal.

Step 2 - Determining LOS: In order to determine the proper level of service, we rely on exploratory questioning, and in some instances, input from the recipient's medical provider(s) to learn more about the recipient and their specific needs. CSRs or recipients making the trip request independently using the mobile app or member web portal are led through a series of questions generated by on-screen prompts. The prompts address details about mobility, vehicle access, and special needs. These questions are designed to discover facts about:

- Mobility limitations
- Distance and accessibility to public transit
- Requirements for wheelchair or stretcher services
- Special care needs that require coordination (especially for minors, elderly, disabled, or frail members)

These factors and questions can be modified at EOHHS' request so that all considerations are accounted for when determining the recipient's needed level of transportation and ability to provide for his or her transportation outside of the NEMT program, pursuant to EOHHS' NEMT policy. However, if the recipient is unable or unwilling to respond to these gatekeeping questions, the CSR and the recipient cannot advance to the next stage in the process. LogistiCAD automatically evaluates all responses, and, with consideration of EOHHS' contractual rules, LogistiCare assigns the lowest cost mode that meets the recipient's LOS needs. The assigned mode will be stored as part of the recipient's profile and used to streamline future reservations.

If a recipient is either unwilling or unable to use their assigned mode, LogistiCare will follow EOHHS' protocol for escalation, which includes the use of the EOHHS-approved Medical Necessity Form (MNF), which requires a physician's approval to offer members a higher LOS.

The current policy is that LogistiCare will notify the recipient of the authorization decision and provide written notice to the recipient within ten business days after the business day on which we receive the service authorization request. While this process takes place, LogistiCare will provide courtesy trips for 30 days. The recipient will also receive confirmation of the transportation arrangements and LogistiCare will confirm with the recipient the pick-up time for transportation.

Step 3 - Trip Assignment & Optimization: After finalizing the LOS and mode, our technology platform automatically assigns trips based on an algorithm that evaluates the following three TP attributes:

- Quality
- Geographic Location
- Cost Efficiency

While the algorithm we use evaluates all three (3) of these factors, we prioritize TP quality; and, we measure this quality factor in terms of percentage of complaints, on-time performance, reroutes, and no-shows. Based on these four (4) quality factors, TPs are given a score on a scale of one (1) through five (5) (five is the highest). LogistiCare uses this score in conjunction with the geographic location and cost of the provider to automatically assign trips to the highest quality, most cost-effective provider that meets the geographic and level of services needs for the recipient. In some cases, we use default metrics to override this automated trip assignment process to ensure we are using the network in the most efficient way possible, such as for multi-loading purposes. In addition to this automated trip assignment process, we have the ability to optimize the route that the TP should use based on the trips assigned. Automated trip optimization is currently being deployed in several markets across the nation; and, will be added in Rhode Island under the new contract.

Once trips are assigned, TPs are required to confirm their acceptance of a trip assignment. If, for any reason, a trip is rejected, the trip is routed back to LogistiCAD for re-assignment. Trips rejected 24 hours or less before the reservation-time are automatically escalated to the Transportation Department for manual trip assignment. Our trip assignment process meets the requirements in SOW Section 3.10.3.4.

Trip Broker: At the conclusion of the automated trip assignment process, some trips may remain unassigned. LogistiCare allows TPs that meet specific criteria (high quality scores and available capacity) to view and accept these unassigned trips through our online TP portal. These trips are available only to the higher performing TPs and can be accepted on a first come, first serve basis. This functionality will be implemented during the second quarter of 2019.

Urgent Trips: In addition to advance notice reservations, LogistiCare also accommodates unplanned trips provided within 48 hours of scheduling. Urgent trip requests are scheduled for medical care due to illness, injuries, and substance use disorders (SUD) which require prompt attention. Requests can be made by calling into the dedicated reservation line and recipient eligibility is determined in a manner similar to routine trips (described above), with the exception that we require a medical provider to confirm the necessity of the appointment. In 2017, urgent trips accounted for 1.2% of all trips in Rhode Island – amounting to almost 29,000 trips.

The following is an overview of the process.

- The CSR records the urgent trip reservation in LogistiCAD, including all pertinent details, and flags the request for follow-up.
- If the request is initiated by a member, the CSR puts the member on hold and contacts the medical provider to verbally confirm an urgent trip is required.
- Upon approval, we forward the urgent trip to the transportation department for priority scheduling and manual assignment.
- Using the Router Assist Tool, our transportation department determines the most appropriate available transporter with the highest quality and lowest cost.

- We verbally confirm the trip with the transporter and notify the member of their trip details.

If a provider accepts a trip but is not able to accommodate, we require immediate notification in order to quickly re-assign the trip to an available local TP. LogistiCare will continue to provide urgent/same day transportation within a maximum of three (3) hours of the time the request is created.

Standing Order Trip Eligibility: We understand that members with advanced medical needs, such as those undergoing dialysis, cancer, or substance abuse treatment, sometimes require round-trip transportation

Top Five Member Destinations (2017)

■ Substance Abuse ■ Adult Daycare ▦ Dialysis ▣ Clinic Visit ■ Mental Health

several times a week. In 2017, LogistiCare provided in excess of 1.8 million standing order trips for Rhode Island recipients, including approximately 900,000 SUD standing order transports. Standing orders accounted for 77% of all trips managed in 2017. To address the needs of key stakeholders, we allow facilities to make "standing order" trip requests over the phone or through the Trip Care portal. Perpetual standing order requests, such as those for dialysis or SUD treatment, remain in the system with no end date, and are re-confirmed every three months (90 days). Standing orders for temporary conditions, such as wound care, are given an end date based on the member's care plan and re-confirmed every three months.

Pre-Trip and Post-Trip Verifications: LogistiCare performs both pre-trip and post-trip verifications to ensure services are provided appropriately. The majority of post-trip verifications performed by LogistiCare are completed using the post-trip attendance report for standing orders, which represented 77% of all transports provided in 2017. LogistiCare's post-trip attendance report validates and confirms member appointment attendance with each facility directly to ensure provider billing aligns with member attendance. Currently, we are performing post-trip audits on approximately 35% of all trips, which exceeds the SOW requirement of 10% for post-trip verification reviews. We perform pre-trip verification for 100% of all urgent trips, trips with excessive mileage, out-of-state requests, or to services that may be questionable based on program rules and our practical experience. Following this process, LogistiCare's pre-trip verifications program exceeds the SOW requirement of 10%. Both the pre-trip and post-trip verifications ensure proper service delivery while also demonstrating our commitment to monitoring costs and minimizing opportunities for fraud, waste, and abuse.

Collection of Copayments: LogistiCare understands that the state is looking for strategies to help collect the required copayment for the Non-Medicaid Elderly Program. LogistiCare's proposed method relieves the elderly population and the drivers of the responsibility of collecting and tracking these payments prior to or during transport. LogistiCare's TP Manifest already includes a column for the copay information, which the TP can use to track the required copay per recipient per month. The TP will then be able to bill the recipient once a month in order to eliminate the collection and exchange of cash during the trip. Because we are already using this EOHHS-approved form, this strategy would be easily integrated into our overall process. In addition, by receiving a monthly bill from the TP, caretakers or family members of the elderly using the service would have the option to view and pay the bill, as opposed to having to ensure the recipient has cash on hand during the trip.
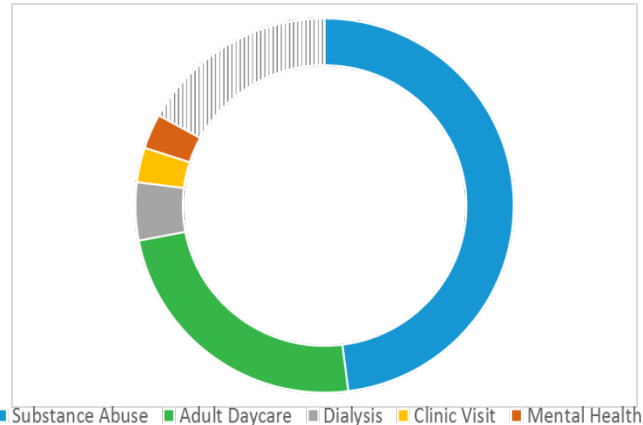
Process Denial of Service Determinations

Service Denial

LogistiCare may deny trips for reasons specified by EOHHS and the NEMT program policies and procedures. LogistiCare's reservation process includes an objective and consistent method of correctly determining whether the request for services is approved, denied, or offered at a different mode or level of service. Our process includes call scripts and a list of corresponding codes available to the CSR for coding denials or reduction in services. LogistiCare's process meets the requirements of SOW Section 3.10.3.3.

Whenever a trip request is denied, the reason(s) will be recorded in LogistiCAD using a specific code and the CSR will verbally notify the recipient of the denial on the same day. LogistiCare will also generate and mail the recipient a current Rhode Island EOHHS approved denial letter accurately conveying the reason for the denial which will include appeal and fair hearing information. A sample Denial Letter, already in use and approved by EOHHS, has been provided in Appendix E. We report all denials and reductions in mode or level of service to EOHHS in an approved format and record all trip denials in the recipient's profile in LogistiCAD. In addition, information regarding the denial and appeals process will be available on the Member Services Website and in recipient educational materials, such as brochures detailing how to access NEMT services.

(c)   Transportation Provider Reimbursement

LogistiCare partners with TPs to help members achieve better health outcomes. Knowing that many of our partners are small businesses that rely on timely payments, we ensure on-time payment of claims using an electronic billing system. Our history of reliability provides both the department and TPs the assurance that timeliness is our priority. As described in more detail below, LogistiCare provides payment to each TP based on authorized services rendered and in accordance with the terms of the contract between LogistiCare and each provider.

Transportation Provider Payment Process. Our claims process was developed to mitigate risks and errors in the TP billing and payment process and meets the requirements of SOW Section 3.10.6 and its subsections (3.10.6.1 and 3.10.6.2). We currently meet these specified requirements in Rhode Island. TPs are responsible for submitting selected information via the AVL software, Transportation Provider web portal, or manually, which allows the Claims Department to validate a trip has occurred. Once submitted, the system exchanges information about claims directly with the provider.

Failure to submit the required information for any job will result in denial of payment. The TP can resubmit the denied trips for reconsideration of payment after corrections. TPs are able to view their payment detail reports online via the TP web portal. The report indicates all trips processed, paid or denied. If denied, it will indicate the reason for the denial.

Auto-Adjudicated Trips. The system reviews the information submitted and also calculates the lesser of the billed amount and the contracted rate. Once auto-adjudication is completed, we create an invoice in LogistiCAD and use an automated verification system before payment. This includes a review of all trip log images, trip wait times, and use of attendants.

Invoice payments are denied if any information is inconsistent or missing, such as a recipient signature. In addition to auditing 20 percent of our approved claims from auto-adjudication, we also review all denied trips for accuracy.

After the billing specialist approves payment for all trips in an invoice batch, a report is generated that indicates, by TP, the number of billed trips for each date of service, when LogistiCare received the invoice (claim), when the invoice was submitted to accounts payable for payment, when it was paid, and the amounts billed and paid.

Through specific validation and verification procedures, we reduce opportunities for fraud, waste, and abuse and ensure each trip submitted for billing meets the following criteria:

- Valid authorization number
- Accurate mileage invoiced (validated using the geo-base programming definitions)
- Invoice submittal by the authorized transportation company assigned the trip
- Vehicle and driver are in compliance
- Recipient signature captured, if physically able to sign
- Actual pick-up and drop-off times are provided (automatically obtained with AVL software)
- Escorts provided are documented
- Recipient appointment verification
- Provider reimbursement request is for the authorized level of transport

If a TP chooses to appeal a denied claim, it is resolved by the reimbursement supervisor or, if necessary, the director of claims. A dispute resolution and arbitration process is in place and is a part of the TP contract. Our goal is always to resolve issues through open communication with the TP. However, in the event there is a claim or controversy that cannot be resolved in the normal course of the complaint and appeal process, each party shall designate a member of its senior management to meet in an attempt to resolve the dispute. If the dispute cannot be resolved, the dispute is referred for binding arbitration.

In addition to communicating our claims resolution process in the TP Manual, contract, and during TP orientation, we will continue to display our policies publicly on the Rhode Island-specific NEMT website, as well as the TP web portal.

Automated Verification: As we continue to deploy AVL technology to our TP network in Rhode Island (currently at 13% adoption), we are also integrating AVL software into our claims process, which expedites claims adjudication and allows automated verification of pickup and drop-off times, mileage, and member attendance (with electronically captured signatures). We teach TPs how to use our automated systems to submit their claims for payment during the TP Orientation. Additional training and support is also available through our online portal and via the toll-free help desk line.

Process Retroactive Eligibility Claims

When ambulance providers provide a non-emergency trip, LogistiCare has a process in place when we receive their requests to bill for these trips retroactively. TPs are required to bill the recipient's primary insurer before submitting a claim for Medicaid NEMT services to LogistiCare. LogistiCare will pay such claims only after all other possible insurers have denied payment; and, if the service meets the payment terms of the Transportation Agreement. TPs must attach the original denial notice to the LogistiCare billing invoice, as applicable. Providers are afforded a 90-day window from the date of service to bill these claims without penalty.

(d) Accidents, Injuries, & Incidents Reporting

LogistiCare has formal accident, injuries, and incidents procedures to establish an accurate factual record of all occurrences for training, counseling, corrective action, and litigation purposes. These procedures are contained in our NEMT Provider Manual and procedures for handling accidents are a part of the TP training program. LogistiCare will report an accident/incident with injury to EOHHS within six (6) hours of the accident and within twenty-four (24) hours if the accident does not involved an injury. LogistiCare will cooperate with EOHHS during any ensuing investigation. Accidents are also included as part of our complaint process. Accidents resulting in injury are considered Tier One complaints and accidents without injury (with/without police assistance) are considered Tier Two complaints.

In addition, LogistiCare employees and TPs are trained to report any suspected case of any recipient abuse to include physical, emotional, sexual, financial exploitation, or abandonment. All suspected abuse cases have been and will continue to be reported immediately to all three (3) departments required by RFP Section 3.10.1.7.

(e) Describe how the Broker will monitor performance and consumer satisfaction

From initial contact with the member at the time of reservation through the completion of the trip, LogistiCare has integrated methods to monitor and respond to factors impacting quality, performance, and satisfaction of NEMT services. We use scorecards to internally evaluate our CSR performance, and we also use scorecards to evaluate and benchmark the performance of our TPs. Use of scorecards is augmented by user satisfaction surveys using net promoter scores following calls and trips. Examples of these processes include the following:

CSR and Call Monitoring

We provide all CSRs thorough training/tools to help them meet the quality standards of our clients and our own performance expectations. Consistent dialogue and coaching are provided to help CSRs develop competency, and ensure they provide exceptional customer service. We use scorecards to measure delivery of effective customer service in various areas, including quality standards, professionalism, respect, integrity and courteousness towards the recipient. CSRs that are unable to meet these standards participate in additional training to improve their quality achievements. If no progress is made, we will determine if they will be more effective in a different department or whether to continue the CSRs employment with LogistiCare.

Post-Call Surveys: Each month, our Quality Monitors and team leads use a combination of direct supervision, call monitoring, and post-call surveys to evaluate every CSR. During the trip reservation process, the caller is presented with the opportunity to participate in a quick post-call survey. The survey questions pertain to the caller's experience during the reservation process and allow an opportunity to leave comments at the end of the survey. The performance review scores CSRs based on baseline quality factors. Using this information, we are able to gain more insight into the CSRs performance and ability to provide an enhanced experience to members from multiple perspectives.

CSR Performance Issues: LogistiCare works with all employees to improve issues with quality and performance. Whether the issues result from gaps in skills or knowledge, we rely on supervisory intervention and employee initiative to overcome challenges. If performance remains below standards and does not improve with coaching and re-training, the CSR can be placed on a Performance Improvement Plan (PIP). Persistently poor performance over the life of the PIP will

stimulate leadership to reassign the employee to a different role or terminate their LogistiCare employment.

Call Monitoring: We proactively identify and correct performance issues that may negatively affect the quality of our operations. Using our Quality Assurance Program deployed in all operations centers across the nation, we ensure staff consistently delivers a high level of service that creates positive experiences and aligns with program expectations.

- CSRs are evaluated four times a month and graded based on their compliance and performance exhibited on monitored calls. In turn, this information is used for training and coaching.
- Each CSR is required to achieve an overall evaluation scoring percentage of at least 90%. CSRs that do not satisfy the scoring requirement will receive supplemental training to improve quality.

NEMT Provider Quality and Performance Monitoring

Performance Scorecards: TPs receive a monthly Performance Scorecard that benchmarks their performance compared to other providers. The TP Performance Scorecard includes complaints, on-time performance, credentialing compliance, cancellations, re-routes, no-shows, post-trip surveys, and the number of trips provided. This scorecard will be published online for public viewing to help stakeholders and TPs track their performance in comparison to other providers.

To retain the best performing TPs, we employ incentives that reward providers that meet our prescribed performance metrics. TPs who consistently achieve high scores on the scorecard over the course of a year receive additional trips, while, poorly performing providers will see their trips reduced.

On a quarterly basis, LogistiCare's local Provider Relations Team meets with each TP to discuss performance review ratings. The review is an objective, documented assessment of performance quality. These face-to-face meetings have proven to be a significant driving force of performance improvements.

Other methods we use to ensure TP quality include:

- GPS/AVL Software
- Post-Trip Surveys
- Random On-site Visits & Field Observations
- Interagency Blitz Program
- Mystery Rider Program
- Corrective Action Plan and Performance Improvement Plans
- Transportation Provider Meetings

All of these methods are described in detail in our response to #3 (c) below.

Quality Assurance Plan

LogistiCare has developed, published, and maintained an ongoing Quality Assurance Plan to support the provision of high-quality NEMT services to members in the state of Rhode Island. This plan will meet the requirements stated in RFP Section 3.10.9 (and its subsections) and will include at a minimum:

- Key quality indicators related to scheduling and delivery of NEMT services.
- A description of how LogistiCare plans to monitor these key quality indicators.

- Descriptions of how LogistiCare will develop, implement, and evaluate corrective actions, or modifications to overall operations, as necessary, to address quality concerns.
- A description of how LogistiCare will monitor the quality of TPs.
- A description of the staffing resources responsible for quality assurance activities.
- Samples of all reports related to quality assurance and performance monitoring, along with descriptions of their use and who is responsible for reviewing them.

The Quality Assurance Plan includes general LogistiCare standards and has been customized based on EOHHS requirements. LogistiCare will submit a final Quality Assurance Plan to EOHHS for review and approval at least thirty (30) working days prior to the start of operations. LogistiCare will not begin operations without an approved Quality Assurance Plan. LogistiCare will incorporate any EOHHS-required modifications to the Quality Assurance Plan within ten (10) working days of notification. LogistiCare will review the quality assurance plan at least annually and submit any revisions to EOHHS for review and approval at least thirty (30) days prior to implementation. We have included our proposed Quality Improvement and Operations Plan in Appendix F.

Quality Improvement: We have invested heavily in quality enhancing technology and resources to increase transparency, minimize the potential for fraud, waste, and abuse, and improve member access to our services.

Understanding that quality improvement is a company-wide activity, we developed a Total Quality Management Program, Q365, to guide our management team and to ensure all staff and subcontractors provide the highest level of service and efficiency to members and clients. This intent is translated into our daily operations and used to monitor our efforts for continual improvement.

The Q365 program is a corporate and locally managed initiative supported by corporate sponsors and governed by our Quality Management Committee (QMC). It defines the standards and schedule of review for assessing our management, control, and supervision of our contracts. This model and accountability metrics ensures we are in compliance with state and federal rules and regulations and requirements of the Rhode Island NEMT program contract. Quality management at LogistiCare begins with reporting and reviewing key performance indicators (KPI) on a monthly basis (minimally).

In Rhode Island, the General Manager is responsible for creating the Rhode Island QMC to align and support all quality related activities including fraud, waste, and abuse investigations; reporting; and holding providers accountable for performance standards through established PIP, quality improvement projects (QIP) and corrective action plan (CAP) processes. The QMC meeting forum is designed to provide specific details as well as educated and experienced perspectives for all service aspects provided by the Rhode Island operation. Additionally, the QMC develops guidelines for processes applicable to specific projects and sets service quality monitoring standards that are specific to the Rhode Island NEMT program. This thorough review and monitoring process enables LogistiCare to proactively identify and resolve service trends whether they occur at the member, call center, operations, or TP level.

The Rhode Island QMC will enforce proactive monitoring and management solutions that focus on analyzing systems and processes to identify flaws and control issues before they become severe. Our teams will undertake a thorough key quality indicators (KQI) review to monitor call center and provider performance, and gauge EOHHS satisfaction. The KQI review is inclusive of all functional areas.

The Rhode Island QMC will develop, implement, and monitor corrective action plans (CAPs) to address service opportunities. During both the monthly and quarterly meetings, the operation center's General Manager will provide the committee with PIP progress updates. Representatives of EOHHS are invited and encouraged to attend these meetings, if desired. Regardless of EOHHS' attendance, the General Manager will provide monthly updates on trends and action items.

Quality Assurance Process

Program Quality: LogistiCare invests in the following ongoing processes and initiatives to improve quality and overall satisfaction with our NEMT program:

- URAC Accreditation enterprise-wide, including each of our operation centers and our corporate office
- Our Total Quality Management program, known as Q365 and detailed above, defines an ongoing and systematic review (at least monthly) of internal monitoring processes to achieve the highest quality standards.
- Quarterly Consumer Advisory Committee Meetings allow us to gather feedback from program stakeholders to determine how we are performing, and identify solutions which will help us improve.
- Post-call and post-trip surveys
- On-going performance monitoring of our TPs and operations center staff
- Continued investment in innovative technology to improve Member experience and satisfaction
- Program Integrity Committee
- Member Experience Team (MET) is a team of specialists that focuses on resolving complaints and monitoring quality assurance.

URAC Accreditation: As demonstration of our commitment to quality, all of our operations centers are certified by the Utilization Review Accreditation Commission (URAC). URAC certification means that a governing body of quality experts has rigorously examined our systems, processes, and performance to ensure we meet pre-determined criteria identified in the following core competency areas:

- Access and Availability
- Complaints and Appeals
- Consumer Communication Practices
- Contracting and Regulatory
- Delegation
- Employee Standards
- Human Resources
- Information Technology
- Organizational Structure
- Organization Documents
- Quality Assurance Management

CORE
Expires 05/01/2020

LogistiCare Earns Nation's Most Comprehensive URAC Accreditation for Medical Transportation, Healthcare Organizations
To read in its entirety;
URAC_Press Release

URAC President and CEO Kylanne Green: "By applying for and achieving Core accreditation, LogistiCare has demonstrated a commitment to quality healthcare. Quality healthcare is crucial to our nation's welfare and it is important to have organizations that are willing to measure themselves against national standards."

We are the only NEMT broker that has earned the URAC CORE Accreditation for all of our local operations centers as well as our corporate office. This achievement is indicative of URAC's confidence in our Total Quality Management program and consistent adherence to all requirements; and, demonstrates a high level of confidence from CMS.

Quality Assurance Program: As described above, LogistiCare's Total Quality Management (TQM) Program, Q365, provides the standards and schedule of review for assessing our management, control, and supervision of program operations. The program is used to address service gaps that may exist and offers solutions to deliver excellence to our clients.

Consumer Advisory Committee Meetings: LogistiCare currently participates in regularly scheduled meetings with key program stakeholders including the Long-Term Care Council of R.I., Managed Care Organizations (MCOs), the Office of Program Integrity, Alliance for Better Long-Term Care, and others. Aside from participating in these community and regional meetings, we will conduct quarterly Consumer Advisory Committee meetings throughout the state under the new contract to encourage communication between local TPs, facility staff, members, MCO's, healthcare associations, advocacy groups, and representatives of EOHHS. The meetings will be used to train, share information, discuss concerns, and identify successes and deficiencies within the program.

The Consumer Advisory Committees will be used to facilitate ongoing communications critical to developing and maintaining positive working relationships with all NEMT stakeholders. Our success developing these groups in other states has enabled us to gain insight into the many perspectives of the stakeholder community, quickly respond to stakeholder needs, and identify emerging trends.
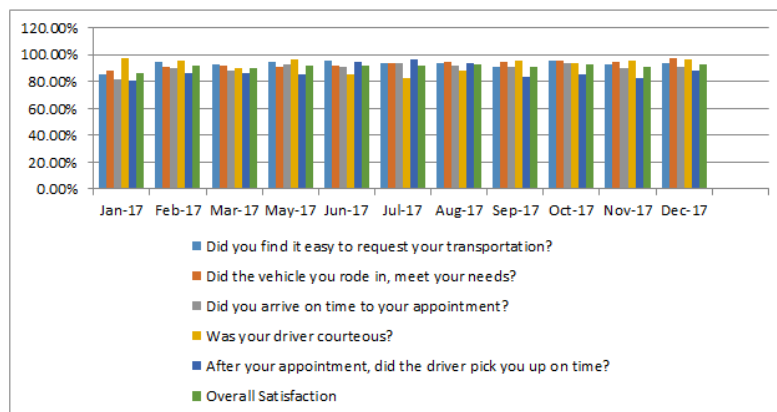
Surveys

To objectively assess LogistiCare's performance, we continually engage the stakeholders we serve to better understand the stakeholder experience and implement improvements as needed. These survey options described below allow for real time feedback and have proven to improve member satisfaction. Our satisfaction survey policy is specifically

LogistiCare Rhode Island Monthly (Post-Trip) Member Surveys

designed to align with the requirements of EOHHS, and comply with the requirement as noted in section 3.10.1.12 in the Scope of Work in the RFP.

LogistiCare will perform the following surveys to measure our performance:

- **Post-Trip Survey Tool:** Members can complete a brief post-trip survey, and rate their ride, including the driver's professionalism, friendliness, timeliness, etc.
- **Post-Call Survey:** Our telephony system allows callers to participate in a post-call satisfaction survey to rate LogistiCare CSR's performance immediately following the interaction. EOHHS will pre-approve any survey questions.

The graph below details the results of our post-trip surveys for 2017 and a sampling of the questions that were used.

Stakeholder Satisfaction Surveys: Stakeholder satisfaction surveys are an important tool in managing a statewide, multifaceted NEMT program. Under the new contract, we will proactively solicit feedback through satisfaction surveys from each segment of our stakeholder community, including members, facilities, and TPs. Findings from the surveys will be captured, analyzed, and reported on at monthly Q365 and Consumer Advisory Committee meetings for collaborative discussion about areas for potential improvements.

The following table demonstrates the frequency and types of surveys we have implemented in similar markets, and will utilize in Rhode Island.

Stakeholder	Consumer	Medical Provider	NEMT Provider
Survey	Quarterly	Quarterly	Quarterly
Topic	Survey questions touch on every aspect of the LogistiCare managed program, including service delivery, driver behavior and appearance, timeliness, and length of time in vehicle.	Survey questions will include professionalism of staff, timeliness in resolving or returning calls, ease of trip scheduling, timeliness of TPs, and member wait time.	Survey questions will include professionalism of staff, timeliness in resolving or returning calls, satisfaction of claims processing, and timeliness of payment.
Method	We will survey 6% of the active membership monthly	We will survey 6% of the major active facilities monthly	Electronic (all TPs)
Results	Reported to EOHHS	Reported to EOHHS	Reported to EOHHS

(f)   Websites, Mobile Applications, & Other Innovations

LogistiCare's invests in technology to further the safety, quality of service and on-time performance in all of the programs we manage. All of our program innovations, new technologies, and improved processes are designed to provide our clients and their members with a much improved transportation experience, including:

Trip Care for Facilities Web Portal: A secure facilities web portal is provided that allows health care providers, case managers, or approved designees to submit a transportation request on behalf of a member. Facilities can submit single-trip and multiple-trip/standing order requests at their convenience. The portal also supports the submission and review of medical necessity forms and attendance verification for standing order trips. Upon receipt of a request, LogistiCare reviews data and promptly informs the facility of the authorization determination. We receive approximately 60,000 trip

requests a month via the Trip Care for Facilities Web Portal.

Member Services Website (MSW): Members can reserve, modify, or cancel an advanced trip request online using our secure, HIPAA compliant, and user-friendly Member portal. Eligibility is automatically determined using EOHHS provided data. The trip determination (approval or denial), pickup time, and other pertinent details can be reviewed online. Currently, 2% of our reservation requests from members are processed through the MSW. Under the new contract, we will continue to promote the use of this method of access.

Trip Manager Mobile App: This free mobile app, available for download to a personal smartphone or tablet using either the iOS (Apple) or Android platforms, reduces the need for members to call in to book a ride. Using the app, the Member may request/modify/cancel a trip request, request a return trip pick-up (will-call), or check on the status of their transport.

To enter a new reservation, users follow an easy-to-read, step-by-step process, and our system automatically determines the Member's eligibility. Trip determination (approved or denied), pickup time, and other pertinent trip details are viewable on the app. Members who elect to use the Trip Manager app can sign up for our text alert system which will send an appointment notification via text message 24 hours prior to their ride.

GPS/AVL ('AVL'): LogistiCare uses AVL software for real-time electronic tracking and monitoring of on-time performance. TPs can download the software free of charge or integrate our AVL application with their current third party GPS software solution. LogistiCare offers this technology to all of our providers and once deployed, LogistiCare's transportation routers can immediately see vehicles that are running late and can take proactive steps to ensure members arrive in time for their scheduled appointments. LogistiCare has already deployed this technology to 13% of its Rhode Island TP network and will ensure 100% compliance with the new contract requirements.

Benefits of our AVL system:

- Real-time vehicle tracking and the ability to proactively activate recovery vehicles minimizes the number of late pick-ups and no-shows. This results in cost savings, better on-time performance, and improved member experiences.
- We can minimize opportunities for fraud and resolve complaints through verification of mileage and drop-off locations by comparing the exact latitude/longitude coordinates for pick-up and drop-off in comparison to the scheduled latitude/longitude coordinates.
- Complaint resolution including instances when a member reports that a TP was late, did not show, or was speeding. AVL allows us to track the exact movements and speed of each trip tracked through the system.
- Trip data from the AVL tool is electronically relayed to LogistiCAD to improve reimbursement timelines and maximize efficiency during the claims adjudication process.

The GPS/AVL functions are still available even in rural areas that lack reliable cellular/wireless coverage. When access to a cellular network is limited, the technology is fully functional and all data points are captured. Once access to the network returns, all data associated with the trip is updated in the system.

The Rhode Island team has five staff members that serve as trained local operation representatives to support any TPs experiencing technical issues with the AVL software. They are available to assist TPs with troubleshooting, training drivers, or even demonstrate to TPs on how to use the software to assign trips to each driver and complete billing. If any of these issues

cannot be resolved at the local level, we have corporate IT support that can provide immediate assistance.

Automated Appointment Reminders: LogistiCare provides automated appointment reminders the day before scheduled transports, which provides the member with details regarding the TP and offers members a chance to modify or cancel the trip reservation or even speak with a CSR, if needed. This pre-trip communication helps to reduce member no-shows by providing a reminder or a method to make changes to the reservation. Recipients have the option to opt out of the appointment reminders.

Qlik Sense® Reporting Dashboard: We provide EOHHS with access to real-time data through our self-service business intelligence tool, Qlik Sense®. This dynamic dashboard is already in place and meets the requirements of SOW Section 3.10.1.13. The EOHHS-approved dashboard offers key operational and performance metrics, including trip fulfillment and complaint information. Using this tool, EOHHS can securely access our data repository 24/7/365 to create ad-hoc, customized reports from the identical data LogistiCare uses to manage our operations each day and from which we generate standardized reports. The self-service tool does not replace reports provided by LogistiCare, but allows EOHHS to access the same data, independently, at any time. This benefit is designed to increase program transparency by giving EOHHS direct access to all program data.

Integrated Voice Response (IVR): LogistiCare's IVR system is a customizable tool that improves efficiency and makes calls with members and facilities more personal. The system collects data to identify callers before transferring them to the appropriate queue or allows callers to self-serve and perform simple tasks on their own, such as cancelations or confirmations. We have found that the IVR minimizes call times, reduces hold times, personalizes the member experience, and provides an additional mechanism to ensure each call is routed to the proper queue and is answered by an agent trained to handle the call-type. IVR technology also allows LogistiCare to send customized outbound phone messages on behalf of EOHHS to specific populations. This service can be used to communicate targeted information to members related to health screenings, upcoming health events, or other initiatives specific to your market.

Network Capacity Management Tools: LogistiCare's capacity management planning technologies use predictive analytics and network health tools to determine that our TP supply will meet and exceed the trip demand of our members on the network. This allows us to maintain high levels of service and member satisfaction. Additional details regarding our capacity planning tools and technologies are provided in our response to Question #3.

Trip Optimization and Trip Broker: We plan to offer new trip optimization and trip bidding features across all markets in the near future. Our trip optimization will enhance and automate the trip assignment and optimization process to achieve the highest cost and operational efficiencies possible. Trip Broker, another future feature, will allow the highest performing TPs to bid on unassigned trips. These features are currently being deployed in some markets and are planned for nationwide deployment by 2019.

Member Experience Team (MET): LogistiCare's MET is an additional feature provided as part of our drive to resolve complaints and monitor quality assurance. The MET is a select team that proactively manages the experience for members who have expressed dissatisfaction in the past and surveys a random selection of members to discern satisfaction with the program. The MET is comprised of key personnel from the Quality Assurance Team. These individuals work directly with all departments, plus other functional teams, to investigate complaints, uncover root

causes, identify a targeted or high risk list and provide retrospective monitoring of these members to improve their experience. The goal of the MET is to enhance the overall NET program, define a tracking and trending process and feedback loop to ensure and provide the highest level of customer service. This proactive approach is designed to minimize, if not eliminate, recurring issues and has proven to greatly enhance the member experience.

Designated/Devoted Office Space for the EOHHS: LogistiCare will provide dedicated office space at our Cranston location for EOHHS personnel to work side-by-side with our operations team. This will facilitate quick and efficient responses for member escalation issues with EOHHS being able to address these interactively with LogistiCare operations personnel. It offers EOHHS an opportunity to monitor calls in person, hear interactions with recipients, and gain an overall understanding of the processes and procedures used in the call center.

3.0 Work Plan

(a) Policies and procedures for authorizing, scheduling, managing, and making payment for all transportation services.

LogistiCare has EOHHS-approved written policies, procedures, and processes in place to determine if members are eligible to receive services, authorize services, manage trips, and make payment for all transportation services under the current contract. In accordance with this scope of work, we will update our policies and procedures to reflect any and all changes associated with the new contract. LogistiCare is highly proactive in the development and maintenance of our policies and procedures and has worked directly with the state to develop and update these as program rules or expectations have evolved.

Our Rhode Island call center is managed using the same documented operational procedures used across all of our nationwide, URAC accredited call centers. These procedures are outlined in our EOHHS-approved Policies and Procedures Manual, a copy of which is posted on our website for TPs. All forms, reports, and protocols/scripts used during the administration of the services under this contract either have been already, or, will be mutually agreed upon and approved by EOHHS before use.

Our policies and procedures comply with all federal and state confidentiality policies and procedures. This includes full support and compliance with HIPAA requirements for PHI. As part of our HIPAA Compliance Plan, we verify that member's PHI is released only as permitted under HIPAA regulations. CSRs and other staff members participate in annual training regarding CMS and HIPAA regulations, and learn the importance of respecting a member's right to privacy and confidentiality.

(b) Describe how the Broker will subcontract for the actual transportation services with transportation providers

LogistiCare is a true transportation broker and offers the EOHHS the most experience recruiting and contracting the services of locally qualified TPs to deliver safe and reliable transportation services to Rhode Island recipients. Prior to LogistiCare assuming operations in 2014, member access was limited and suppressed, TPs were scarce, and complaints were high. Since LogistiCare assumed management of the program, membership has risen by nearly 27%, access has increased by over 100%, complaints have decreased significantly, and stakeholder satisfaction is at an all-

time high. A snapshot of what the program looked like in 2014 vs. what it looks like today clearly demonstrates the improvements made by LogistiCare over the last several years.

	May 2014	December 2017	Variance
Medicaid Membership	248,534	315,440	27% Increase
Monthly Gross Trips	88,416	194,057	119% Increase
Average Daily Trips	3,650	7,500	105% Increase
Transportation Providers	22	77	250% Increase
Vehicles	140	546	290% Increase
Drivers	468	691	48% Increase
LogistiCare Staff	37	56	51% Increase
Unfulfilled Trips (NVAs)	1,573	1	100% Decrease

Network Composition: Our current transportation network in Rhode Island consists of 77 contracted TPs, including 691 drivers. We are proud of the network of providers in Rhode Island and its ability to be flexible in meeting recipients' level of service (LOS) needs and the state's geographical demands – often with little to no advance notice. Our network is based on the needs of each specific population being served (Medicaid, ETP, and TANF) and the levels of service required under this contract (curb-to-curb and door-to-door). We consistently monitor our network via capacity management analysis tools to ensure it remains sufficient for those we serve. LogistiCare permits an additional person to accompany the recipient if medically (physical or mental health) justified and communicated during the reservation. Children under the age of 18 must be accompanied by an escort.

To meet the needs of Rhode Island's Medicaid, ETP, and TANF recipients, we currently use or will use the following types of TPs:

- **Commercial Transportation Providers:** Dedicated and non-dedicated commercial TPs support all levels of service in all geographies. These commercial TPs can include public motor vehicles, multi-passenger vans, wheelchair vans, non-contracted taxis, and ambulances (stretcher van, ALS/BLS). Stretcher van service, ALS, and BLS will be provided to Medicaid eligible recipients as an alternative mode of transportation for pre-authorized trips consistent with EOHHS policy. Last year, approximately 42% of total gross trips fell in this category (3% were wheelchair level of service).

- **Public Transit:** To encourage the use of cost-effective services that best meet the overall needs of members, LogistiCare promotes the use of public transit wherever possible. **Since 2014, we have successfully increased utilization of public transit in Rhode Island by 306% from approximately 138,000 trips per year to more than 560,000 trips in 2017. This increase in public transit utilization translates into direct program savings of over $9,000,000 since contract inception.** Public transit is commonly used for ambulatory members located near a fixed route pickup/drop-off point. LogistiCAD alerts CSRs if a member meets the parameters for public transit based on the EOHHS established guidelines used during the call intake and reservation process. It also offers information for routes, pick-up and drop-off times, and distance from the member's intended destination. Members that are assigned public transit receive tickets or a monthly pass, dependent upon the number of trips and anticipated cost. In 2017, public transit accounted for nearly 25% of total gross trips. To assist members that may be unfamiliar or

uncomfortable with public transit, we will leverage our relationship with the local public transit agencies or other community groups to coordinate travel training for members.

- **On-Demand Vehicles:** Through special arrangements with select TPs, LogistiCare will contract with on-demand vehicles reserved in standby for designated periods of time and/or for specific locations to handle return B-Leg/will-call trips, trip recovery, and any other same day trips. On-demand vehicles provide a good safety net for trips that, for any reason, cannot be accommodated by the original allocated TP. Services from these providers will allow us to maintain an excellent level of service and improve overall member experience.

- **Independent Volunteer Driver Network:** Under the new contract, we will encourage qualified individuals and organizations that meet our credentialing standards to provide transportation to and from eligible appointments using their private vehicles. In other markets, our Independent Volunteer Drivers are a valuable supplement to the commercial provider network and are often the preferred type of provider for long distance trips for ambulatory or wheelchair levels of care in all geographies. They will meet all the same credentialing requirements as the contracted commercial TPs. LogistiCare intends to continue its outreach to senior centers, churches, community centers and other support systems of the membership community to enlist volunteer drivers under the new contract.

- **Mileage Reimbursement:** In many markets, we have found that mileage reimbursement is a popular alternative for members who have access to a vehicle. If allowed under the new contract, LogistiCare will promote the use of mileage reimbursement as a cost-effective way to transport recipients in Rhode Island. We have found that mileage reimbursement offers the greatest flexibility and is often the lowest cost transportation mode. If mileage reimbursement is permitted under the new contract, LogistiCare's CSRs will offer this option first, supporting it with the amount of reimbursement the member receives based on their actual trip mileage. The recipient, friend, or family member responsible for transporting the Medicaid recipient will only qualify for mileage reimbursement if they are unable to provide transport without financial assistance. Mileage reimbursement will not be available for the ETP program.

Safe & Reliable NEMT Services: Member safety is paramount in all we do at LogistiCare. Identification of our safety standards and quality metrics begins with our initial contract with the TP. The Transportation Provider Service Agreement and the Transportation Provider Manual outlines our performance expectations, on-boarding process, credentialing of drivers and vehicles, required training, and on-going monitoring of safety standards and quality metrics. Regular evaluation of TP performance using performance scorecards, as well as scheduled or random inspections of vehicles by our field monitors, allow us to ensure our service meets the needs of our members.

No Disruption to Current Transportation: LogistiCare is the only NEMT broker that offers EOHHS a no-risk implementation of NEMT services. We are the current provider of NEMT services and our TP network, staff, call center, and infrastructure are already in place and supporting Rhode Island recipients. We have developed strong relationships across the Rhode Island landscape over the past several years with stakeholders that serve and work with members for the betterment of the program and their health outcomes. All other NEMT brokers will need time to build an adequate network, develop policies and procedures, perform outreach, and set up

a functional infrastructure. By choosing LogistiCare, there will be no potential for disruption of services to members during the implementation period.

(c)   Development of a successful transportation provider network.

Transportation Network: LogistiCare is a true transportation broker and offers EOHHS the most experience recruiting and contracting the services of local, qualified NEMT providers to deliver quality transportation services to Rhode Island's recipients. Since 2014, we have successfully grown the provider network by 250% including an increase of 406 provider vehicles to accommodate previously unmet demand. We will continue to maintain oversight of our NEMT provider network, which currently includes 77 contracted TPs operating more than 500 vehicles. Our network meets the requirements of SOW Section 3.10.4 and its subsections. We continually monitor performance quality to ensure we consistently exceed contract requirements through the use of network capacity and health tools. In the following sections, we detail how we currently develop and retain an adequate network and how we will establish and maintain mileage reimbursement, volunteer driver, and public transportation programs to enable cost-savings as we have done for Rhode Island over the past four years.

Transportation Provider Recruiting: LogistiCare has a stable and robust TP network already transporting recipients in Rhode Island. To maintain the health of our network, we review daily utilization data as well as all available relevant information that could influence trip volume and network capacity. Using this information, coupled with data gained from our knowledge of Rhode Island trends, we will continue to aggressively maintain and recruit a diverse group of TPs to meet the levels of care required by members throughout the state, including the rural and urban areas. These partnerships throughout all five counties of Rhode Island enable the continuity of care for members, facilities, and TPs. As depicted in the

graphic to the right, since assuming our role in 2014, unfulfilled trips has decreased by 100%.
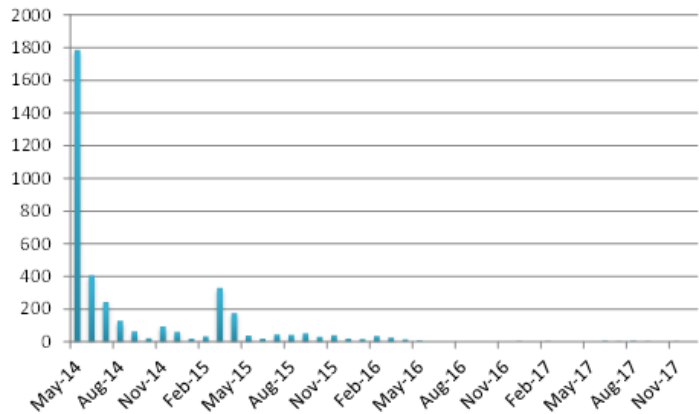
Rate Negotiation: Prior to contracting, our Network Development Team negotiates competitive but fair rates. Our rates are based upon local economic and population density indicators that include but are not limited to current fuel prices, population density, usage density, maintenance cost and insurance. Rates are reviewed annually for substantial economic changes.

Network Adequacy

LogistiCare is proud of the robust and stable TP network it has built in the state of Rhode Island since the inception of this NEMT program. LogistiCare's staff in Rhode Island has built very strong ties to the TP community and believes that these relationships have contributed to the overall success of the program. Our network development methodology includes network capacity planning strategies and tools that have been customized to meet the specific needs of Rhode Island. Our goal is to build a network that has the capacity and flexibility to handle up to 115% of the estimated member demand, hour-by-hour, day-by-day. This excess capacity

percentage is designed to allow us the flexibility and agility to respond to specific network disruptions and increased demand.

To successfully meet and exceed this goal, we analyze all available data, i.e. the number of trips, level of service/mode of transport required, NEMT utilization and usage trends, regulatory barriers, and the geography of the service area. LogistiCare's methodology takes advantage of predictive analytics and capacity planning tools to determine that our supply meets and exceeds the demand of the members on the network. This allows us to maintain high levels of service and member satisfaction. Our network has been established using the methods and guidelines specified in SOW Section 3.10.4.1.

Capacity Planning Tool: LogistiCare's Capacity Planning Tool was developed using a combination of historical LogistiCAD data sets and calculations to provide local Network Development teams the ability to proactively understand and assess the health of the network from a capacity perspective. This tool gives us a heightened understanding of current capacity and network gaps through demand and supply analysis.

With it, we can quickly recognize operational needs at an actionable level of detail and support network development activities with data to make decisions. The Capacity Planning Tool is enabled through a business intelligence and data analytics tool (Qlik Sense® further explained in our response to Section 2.0 (f)) for ease of use, analysis of information, and standardization and transparency across all markets. The key steps of our process include:

Capacity Analysis: We review the current capacity and utilization for each county and identify capacity issues with the existing network. This information is reviewed by both our operations at an actionable level of detail that includes level of service, day of week, and time of day.

A standard view within the capacity model ranks the lowest capacity counties to highest capacity counties based on the "County Capacity Ranking." This view supports the required activities to close capacity gaps by obtaining additional supply from existing TPs within the county, shifting surplus capacity from existing TPs in other counties, finding new providers, or any combination thereof.

We also analyze multiple trip data reports on a daily basis to gain insight into the health of our network:

- **Complaint Analysis:** LogistiCare reviews and analyzes complaint trends and provides weekly reports to the leadership team. Any trends identified with TPs are discussed during quality meetings and the information is used to determine any gaps in network adequacy.

- **Daily Trip Performance Data:** The local transportation team ensures we maintain an adequate number of providers, vehicles, and drivers, especially in rural regions and areas of low access. We consider a wide range of factors, including:

  - **Number of Vehicles by County:** The number and type of vehicles available for the NET services in each county, compared to membership and current trip volume.

  - **Provider Capacity:** The operations team conducts regular capacity analyses to ensure each TP has an appropriate trip load by reviewing the types of vehicles available, average trip mileage, and number of trips that can be completed in a day.

  - **Program Data:** The TP Relations Manager and Assistant General Manager are responsible for reviewing data such as on-time performance, County utilization, provider no-shows, and provider complaints to perform reroute and complaint

analyses, and present their findings during the Quality Management Committee meetings.

- **Reroute Analysis:** Our operations team reviews and analyzes reroutes on a daily basis (trips returned by the TPs). When a TP reroutes a trip, a code is used to detail why the trip is rerouted. This allows LogistiCare to better identify the root causes and address any systematic issues in the planning and assignment process.

Capacity Management: We perform detailed "what if" analyses and perform action planning for both the current and projected state of capacity versus demand to identify:

- Where capacity gaps exist within specific counties based on utilization needs
- Providers who serve these counties
- Provider's actual operational capabilities in terms of the number of trips they can provide by level of service.

LogistiCare's capacity management tools provide us the information we need to ensure we have adequate geographical coverage. These valuable tools are used daily by our Rhode Island operations team to monitor our network capacity, increase the quality of service for members by maximizing on-time performance and minimizing no-shows, and help us proactively identify where adjustments are needed in our network. Collectively, these tools create a fluid system that drives the analytics to achieve and maintain our goal of 115% network capacity across all time blocks and geographies. We believe no other NEMT partner is willing to invest this amount of resources (human and financial) into the tools and processes required to monitor and maintain a healthy network.

Provider Performance: During the credentialing process and ongoing thereafter, expectations are set with each TP regarding performance. Our EOHHS approved Transportation Provider Service Agreements and Transportation Provider Manual reiterates these expectations and serves as operating guides and written plans for monitoring and oversight of performance of our TPs. All program rules and requirements are included in these documents, including service rates, penalties for inadequate performance, pickup and drop-off times, and compliance with member confidentiality and HIPAA requirements. All of this information is reiterated during the Transportation Provider Orientation. We have provided a copy of our current EOHHS-approved Transportation Provider Service Agreement as Appendix G. This contract meets the requirements of SOW Section 3.10.4.2.

LogistiCare has a TP monitoring plan in place to ensure compliance with the terms of the contract, including HIPAA compliance. The following paragraphs provide details about the methods and tools LogistiCare uses to monitor and oversee the TP network for performance and compliance.

Performance Scorecards: TPs receive a monthly performance report that benchmarks their performance compared to other providers and factors in tracked complaints, on-time performance, cancellations, re-routes, no-shows, member surveys, and the number of trips provided. As an incentive to continually meet and exceed performance expectations, TPs that meet our prescribed performance metrics and maintain the highest scores on the performance scorecards are rewarded with more trips. TPs that consistently receive low scores on the scorecards receive fewer trips.

AVL Software: LogistiCare will continue to deploy its AVL software, which provides real-time vehicle tracking and on-time performance monitoring. LogistiCare has already deployed AVL technology to 13% of its TP network, excluding public transit. Once deployed, LogistiCare's

transportation routers and TPs can immediately see vehicles that are running late and are able to take proactive steps to ensure members arrive in time for their scheduled appointments. We also use the data generated by our AVL solution to prevent fraud and improve the member experience. The data captured by AVL can also be used during the complaint investigation and resolution process. TPs that use the AVL solution have improved trip no-shows and late arrivals by more than 30 percent in comparison with TPs that do not use this technology. Additional information about our AVL solution can be found in our response to Section 2.0 (f).

Post-Trip Surveys: LogistiCare provides members with the ability to complete a brief post-trip survey in the days following the completion of their trip. This value added service allows riders to rate the driver's professionalism, friendliness, timeliness, etc. These results are compiled, stored, and used when developing the TP's Performance Scorecard.

Interagency Blitz Program: This program has been used successfully in other markets and will be a new feature under the new contract. The Interagency Blitz Program is a coordinated, live-observation event involving NEMT stakeholders such as EOHHS, facilities, and LogistiCare staff. The blitz provides an excellent opportunity to monitor driver and vehicle operations, cultivate working relationships among stakeholders, and identify areas for improvement or innovation in the NEMT program. On the day of the blitz, designated staff and program stakeholders will conduct on-street observations for compliance and quality service. If an observer identifies a concern, this may trigger an audit of the TP.

Mystery Rider Programs: This program has been used successfully in other markets and will be a new feature under the new contract. The Mystery Rider Program covertly transports LogistiCare employees, posing as members, so that they can objectively evaluate TP performance in real-time. This program provides LogistiCare employees with first-hand experience of the NEMT service we provide to the members we serve. While LogistiCare will pay the TPs for these trips, the cost of these trips will be excluded from the EOHHS encounters and utilization reports. The valuable feedback from program participants is used to identify service deficiencies and discover opportunities for improvement.

Accident/Incident Investigation: LogistiCare has established policies and procedures to address complaints, accidents, and incidents. Relative to the scope of the allegation, LogistiCare may perform provider/driver specific unscheduled audits to verify facts, establish base causation and determine corrective action to ensure drivers adhere to best practices. Because all Rhode Island TPs will use our AVL technology, we will be able to use the data from this software to assist with accident and incident investigation.

Corrective Action Plan: TPs that do not maintain high quality scores, per their contracted metrics with LogistiCare, participate in meetings with our regional management team to discuss areas where their performance falls below quality standards. LogistiCare and TPs agree on a performance improvement plan to resolve issues in a prescribed timeframe, and consequences for continued under-performance during the meetings.

Our formal corrective action plan process varies based on the identified area of need, and can range from driver re-training to vehicle re-inspection. In instances that improvements are not made in the prescribed timeframe, the provider may be removed from LogistiCare's network and trips will be re-assigned to other providers. Performance is tracked once the plan is initiated and typically improves within the first 30 days. If improvement is not noted we take corrective measures such as decreasing the number of trips assigned and reassigning trips to our highest performing TPs with available capacity.

Transportation Provider Meetings: Each quarter, LogistiCare's transportation management staff conducts face-to-face, WebEx, or phone meetings with each TP to review the Performance Scorecard and discuss performance in relation to contracted expectations and changes in the program. Ongoing training will be provided and "update" memos are distributed to educate TPs on current issues and trip management policies and procedures. Topics include:

- Post-Trip Surveys and results
- AVL technology updates
- On-Time/Daily Trip Count/Manifest Validation
- Complaint and Incident Reporting
- Billing and proper completion of trip logs

TPs that do not meet program standards are at risk of termination. If termination is considered, LogistiCare will notify EOHHS in writing of the intent and reasons in accordance with contractual requirements.

Addressing the Rhode Island Network Deficiencies: As evidence of our ability to develop a successful transportation provider network, the following highlights provide a comparison of what the program looked like in 2014 vs. what it looks like today which clearly demonstrates the improvements made by LogistiCare over the last several years.

- Membership has experienced a 27% increase.
- Monthly Gross Trips has risen by 119%.
- Average Daily Trips has more than doubled.
- The number of TPs (22 in 2014) has increased by 250% (77 in 2017).
- The number of unfulfilled trips (NVAs) has decreased by 100%.

(d) Ensuring all drivers and vehicles providing transportation services meet the minimum provider and vehicle requirements listed in the RFP.

Provider Credentialing: Prior to transporting any members, all drivers and vehicles providing transportation services under this contract will meet the minimum requirements listed in SOW Section 3.10.5. Credentialing reviews occur prior to transporting recipients and at least annually thereafter. As the current broker, we are familiar with and meet or exceed these requirements today. Our management oversight controls include the verification and credentialing of drivers and vehicles based on federal, state, local, and contractual requirements. Under the new contract, we will require, at a minimum, demonstrated proof of the following:

- All vehicles and drivers comply with the applicable laws, regulations, and ordinances of federal, state, and local agencies in the jurisdictions in which they operate, including public motor vehicle and taxicab authorities (RI PUC), and ambulance authorities (RI DOH).
- All contracted TP vehicles/drivers will have operational AVL capabilities.
- All contracted TPs will be supplied with a copy of the Americans with Disabilities Act (ADA) vehicle requirements and inspect for compliance. Vehicles shall comply with the ADA Accessibility Specifications for Transportation vehicles, 49 CFR Part 38, Subparts A and B. Vehicles will be in compliance with applicable ADA vehicle requirements in order to be approved for use under this program.

- LogistiCare will obtain and keep on file copies of required permits and licenses from the municipalities in which the contracted TP operates.

- All contracted TPs maintain a physical address in Rhode Island, are registered with the Rhode Island Secretary of State and maintain sufficient liability insurance as required by Rhode Island law and regulations.

- Meet all minimum qualifications as specified in SOW Section 3.10.5.6.

- Evidence that required insurance is in effect

- Meet any other state requirements for coverage applicable to commercial transportation

- Meet all applicable requirements in the Rhode Island Scope of Work as well as federal and state laws and regulations

- Are not debarred, suspended, or otherwise excluded from participating in procurement activities as specified in SOW Section 3.10.5.10.

TPs and drivers must also submit:

- Current licensure and/or certification as applicable

- Three-year motor vehicle record check

- Sufficient commercial and/or liability insurance

TPs have the ability to scan and upload clear images of their documents to LogistiCare's Transportation Provider Web Portal, which expedites the credentialing process. This practice enables us to immediately capture information in LogistiCAD and reduces the opportunities for potential errors. LogistiCare terminates any driver from the program when substandard performance is identified or under the direction on EOHHS.

Provider Training: Well-trained drivers are the foundation of a safe, reliable NEMT program. Every TP, including volunteers, is required to participate in an orientation session as part of the credentialing process. We document all driver information, including orientation attendance and training records, in LogistiCAD, monitor for compliance, and report to EOHHS as necessary. EOHHS is welcome to attend any of our orientations sessions. Our provider training is EOHHS-approved and includes passenger assistance and soft skills such as cultural diversity and disability awareness and sensitivity training. Our training program meets the requirements of SOW Section 3.10.5.8 and we verify successful completion of initial and ongoing training, such as NEMT Orientation; Community Transportation Association of America (CTAA) Passenger Service and Safety (PASS); Customer Service, Courtesy, and Sensitivity Awareness; Driver Conduct; Vehicle Orientation and Pre-Trip Inspection; National Safety Council Defensive Driving (or equivalent); Recordkeeping; Proper Handling and Securing of Mobility Aids; Use of Spill Kit and Removal of Biohazards; National Safety Council First Aid/Automated External Defibrillator (AED)/Cardiopulmonary Resuscitation (CPR) (or equivalent); Member Information Confidentiality and HIPAA Compliance; and, etc.)

Provider Orientation: Prior to a TP's start date, LogistiCare conducts an in-house orientation to review program policies, procedures, and initial training for service and performance. We conduct these orientations periodically and individually to cover all TP related topics, including contract standards, billing, AVL, and the Transportation Provider Manual to name a few. Updates to the processes and procedures are provided in quarterly provider meetings.

Vehicle Inspections: Not only do we ensure drivers are qualified to transport members, our CTAA-PASS certified field monitors inspect all vehicles used for transporting members for safety

and reliability. LogistiCare inspects all vehicles initially upon contracting and then again on an annual basis and we maintain a record of all vehicles inspected, which is available upon request. Unlike some NEMT brokers that use Face Time (or similar technology) to perform inspections, LogistiCare performs all vehicle inspections in person to ensure the safety and wellbeing of our members. All vehicles transporting members currently meet the requirements of SOW Section 3.10.5.11.

During inspections, our field monitors use tablets that interface with LogistiCAD to capture vehicle images and to record the inspection date, time, and geo-location, in real-time. All inspection information is stored and monitored by our Compliance and Credentialing Department. To aid with recordkeeping, we email TPs a copy of their vehicle inspection report and share an electronic version on the secure TP web portal.

At the completion of an inspection, a sticker is affixed to the vehicle. Vehicles that pass the inspection receive a green sticker. Vehicles that fail the inspection process due to a health, safety, or serious comfort issue receive a red sticker and are restricted from providing services until deficiencies are corrected and verified by LogistiCare. When a vehicle passes an inspection, LogistiCare issues a date-stamped green inspection sticker that remains valid for one (1) year assuming the vehicle is maintained in proper working order.

A vehicle fails to pass an inspection when it violates any of our standards or EOHHS' requirements. Our field monitors also take pictures of noncompliance issues (such as a frayed seatbelt) and upload the picture to the vehicle's record indicating a need for future follow up and repair confirmation. LogistiCare marks the vehicle with a red sticker and orders it removed from service until the TP corrects all identified deficiencies and it passes a complete re-inspection. The network team updates the system with the violations and suspends all future trips. Additionally, if the TP attempts to submit claims using the suspended vehicle the claim is denied. Once the TP has corrected the issue(s) and the vehicle complies, our field monitor re-inspects the vehicle to confirm all issues are resolved before placing the vehicle in service again. All credentialing and inspection paperwork certifying the safety, reliability, and compliance of TP vehicles is available for EOHHS to review.

Random On-site Visits & Field Observations: LogistiCare conducts and shares findings of field observations and on-site visits at pick-up and/or drop-off locations to ensure driver, vehicle, and trip compliance and safety as specified in SOW Section 3.10.5.14. Under the new contract, LogistiCare is committing to randomly inspecting vehicles in our network monthly as well as the annual inspections. Our field monitors from our Rhode Island operations center will use a tablet and cloud-based application that directly interfaces with LogistiCAD for immediate upload of inspection/observation data.

(e)   Describe how the Broker will provide ongoing education throughout the life of the contract by the Broker for medical providers, TPs, and recipients.

Education and Outreach Program

LogistiCare has a formal plan in place to provide ongoing education and outreach to NEMT program stakeholders. Our company values collaborative relationships and takes full advantage of all opportunities to connect with medical/health care providers, facilities, and community-based organizations within each program we manage. In 2017, we facilitated more than 20,000 outreach and education sessions nationwide through face-to-face meetings, regularly scheduled webinars, newsletters, and other methods of communication. In Rhode Island, we facilitated or

attended 544 educational or outreach events in 2017 that included site visits, monthly emails, community presentations and meetings, weekly webinars, and phone calls providing instructions to TPs and facilities on topics such as the Transportation Provider Portal, GPS/AVL, and Trip Care for Facilities Web Portal. As part of our outreach efforts, our Outreach Manager and/or an Outreach Coordinator personally visited facilities to review policies and procedures, troubleshoot issues, or offer assistance. Facilities visited included, but were not limited to substance abuse clinics, nursing homes, dialysis centers, hospitals, adult daycares, assisted living centers, and physicians' offices.

In our experience, many of the most common problems arise when changes are made to an existing NEMT program that can be minimized or totally avoided by investing the necessary time and resources into a defined outreach plan. LogistiCare has an established outreach plan already in place with NEMT stakeholders throughout the state, and the resources in place to carry it out. Our EOHHS approved education and outreach program in Rhode Island meets all requirements specified in SOW Section 3.10.7 and its subsections and will be updated to reflect new contract requirements upon contract award. Our strong relationships with these stakeholders have been, and will continue to be, critical to the success of the Rhode Island program.

Medical and Transportation Provider and Outreach Approach: In order to manage a program such as this, it is critical that we remain a trusted partner to the Rhode Island healthcare and transportation community. Outreach is one of the most important components of an implementation, as it opens the lines of communication and supports our mission to improve member health outcomes and experiences. Having served this state since 2014, Rhode Island's program stakeholders are intimately familiar with our processes and procedures. We have a team of experienced and professional staff in place today that conducts continuous outreach with our healthcare stakeholders and facilities, local community groups, and TPs throughout the state in order to coordinate excellent levels of service for the most fragile rider populations. This has proven beneficial in that these interactions have allowed us to clarify issues by listening to their concerns, which has led us to make changes in our policies and procedures that benefit day-to-day operations for them, our providers, and LogistiCare. Our initial and ongoing education program for program stakeholders meets all requirements of the SOW.

In addition, LogistiCare uses many communication mediums to provide information to program stakeholders regarding the Rhode Island NEMT program. For example, we publish important program information on a public website specific to Rhode Island to ensure members, medical providers/facilities, and TPs maintain consistent access to general program education. Devoted websites specific to each stakeholder (members / facilities TPs) are also maintained so that each stakeholder has a specific platform to retrieve informational material tailored to their needs.

Our outreach activities continue with regular on-site visits and education sessions with caseworkers, facility staff, and healthcare professionals. During these sessions, LogistiCare listens to stakeholder and member feedback and responds appropriately with improved processes and tools that enhance the member's experience. Our call centers have dedicated staff in the facilities department via the facilities line assigned to address requests from case managers and other facility staff, which reduces the wait time these individuals have to spend in arranging transportation. Typical communications include, but are not limited to reservation assistance, eligibility, utilization review, complaints, and Incident/Accident Reports.

In order to increase collaboration with the state's Managed Care Organizations (MCO) under the new contract, LogistiCare will provide weekly Advanced Trip Notice Reports to each MCO.

This report will be tailored to each MCO and will provide them with a list of members scheduled to receive transportation services in the coming week. Prior to go-live, LogistiCare's outreach representatives will identify the appropriate point of contact and establish a BAA that will allow us to work with each to develop a method to exchange data and determine a reporting format that suits their needs.

LogistiCare places a high emphasis on outreach to healthcare facilities and has designated staff assigned to meet regularly with social workers and other patient advocates in order to coordinate excellent levels of service. Under the new contract, we will proactively conduct Consumer Advisory Committee meetings throughout the state to encourage communication between local TPs, facility staff, members, healthcare associations, MCOs, community groups, and representatives of EOHHS. These meetings will be used to train, share information, discuss concerns, and identify successes and deficiencies within the program. LogistiCare takes the information gleaned from these town-hall-type meetings back to the operations team for analysis to make program adjustments as necessary. This has proven beneficial in that these interactions have allowed us to clarify issues by listening to stakeholder concerns, which has led us to make changes in our policies and procedures that benefit day-to-day operations for them, our providers, and LogistiCare.

Member Education and Outreach: LogistiCare's approach to member education and outreach includes the production and distribution of information to members to inform and educate them about the NEMT program. LogistiCare provides materials in a clear and concise manner and to a sixth grade reading level. All educational materials are provided to EOHHS at least 30 days in advance for review and approval prior to distribution and use. Sample member education material has been provided in Appendix H.

Ongoing communication regarding program changes, member rights, and methods to access NEMT services and benefits is provided to stakeholders in several ways:

- **Member Website:** Member Services Website (MSW) is a public platform for information sharing and will be provided in all required languages. This website is already in place and is being updated with EOHHS approved content. The website allows members to view Rhode Island-specific information, such as frequently asked questions (FAQ), program brochures/forms as well as their rights and responsibilities, policies and procedures that govern program delivery, and methods to access covered services and benefits. In addition, the site provides contact telephone numbers members or other stakeholders can use to request additional information.

- **IVR:** LogistiCare has the ability to provide program-specific outbound messaging for all members or specific groups of members by using the IVR system. EOHHS can designate the group of members and messaging that should be provided.

- **Educational Materials:** Members can download educational materials from the website or potentially pick up a physical copy from their facility or medical provider's office. The
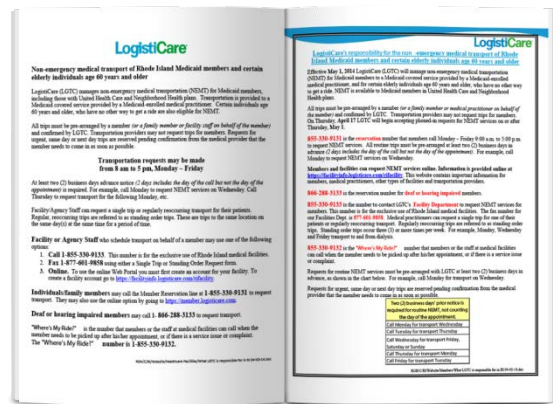
brochures provide a comprehensive overview of the process to access NEMT services or how to contact LogistiCare for complaints and trip assistance.

Proactive Outreach: For the high acuity members who require recurring (standing order) trips, this outreach is the most critical aspect of the transition to ensure the needs of these members are proactively addressed. Healthcare facilities maintain and manage the care plans for these members and it will be imperative to build close relationships with these facilities so that these fragile members' needs are adequately addressed. This is an area of potential risk that could lead to a delayed implementation, network inadequacy, and even the potential for tragic member health outcomes. Our outstanding and current relationship with Rhode Island stakeholders mitigates that risk. LogistiCare's outreach and education program is in place today and fully operational which minimizes the risk of any service disruptions that could occur during implementation.

Community Engagement & Outreach Events

LogistiCare's team in Rhode Island is actively involved in the local communities that it serves. This includes both participation in healthcare and transportation related organizational meetings and charitable events. Some of the local events, meetings, and workshops in which we participate include:

- Long-Term Care Council of Rhode Island
- Office of Program Integrity
- Alliance for Better Long-Term Care
- Multidisciplinary Meeting at Central Falls with Dr. Michael Fine
- Implementation Council in Newport
- Rhode Island Organizing Project
- The Age-Friendly RI Transportation Committee
- Alzheimer's Association
- Rhode Island Partnership For Home Care

In addition to these healthcare and transportation related events, LogistiCare also organizes and participates in other types of charitable and relationship-building opportunities, including the National Kidney Foundation (NKF).
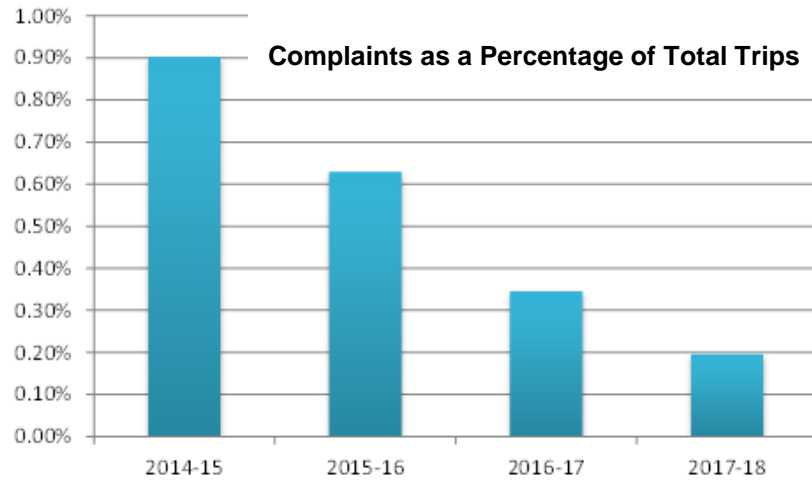
(f)   Marketing Materials

LogistiCare already has EOHHS-approved marketing materials that meet SOW requirements. These marketing materials are integrated into our NEMT program stakeholder and member outreach and education policy. LogistiCare will incorporate any new contract requirements into future marketing materials and will submit to EOHHS for approval at least 30 days in advance of use. This includes plan materials developed or distributed by TPs.

(g)   Complaint Process

LogistiCare constantly seeks feedback from recipients, TPs, facilities, and other stakeholders to improve services and quickly resolve issues. We clearly communicate the methods for submitting a complaint, either verbally or in writing, in our written and online materials as well as during the phone reservation process. As a result of our diligence in addressing complaints, there has been a steady decrease in the number of complaints compared to trips, as shown in the graphic below.

The following paragraphs detail our complaints process, which complies with SOW Section 3.10.8 and its subsections.

Under the new contract, LogistiCare has elected to collaborate with an independent organization to serve as a third-party Ombudsman that will act as a central point of contact for complaint management and oversight. SaviLinx, a New England-based provider that has no affiliation with LogistiCare, will provide these complaint management services for the Rhode Island program. Not only will this innovative new process provide another level of independence and improve program integrity, it will also significantly enhance any transparency issues that arise and resolve any concerns related to complaint management.

Please note that this is a separate function than the Recipient Advocate position (Ombudsman) that is required under this RFP. That position will be filled by our Quality Assurance Manager. Our Recipient Advocate (Ombudsman) will assist and advocate on behalf of Rhode Island Medicaid recipients in many areas, including expediting resolutions of any recipient concerns.

SaviLinx, established in 2013, is a woman-owned, small business that received HUBZone Certification in March 2017. As a New England business, they are very familiar with the diversity of this region and the issues that may commonly affect Rhode Island recipients. Under our agreement with SaviLinx, complaints will be handled in the following manner:

- SaviLinx will provide 24/7/365 operations and inbound phone services from their Brunswick, Maine facility. SaviLinx will receive and manage all complaint-related calls and notifications based upon training and procedures provided by LogistiCare.

- If a LogistiCare CSR receives any statement of dissatisfaction, the first priority will be to address any service issue, if applicable. Once LogistiCare addresses the service issue, or if there is no service issue to address, the CSR will transfer the caller to our 24/7/365 toll-free complaint line, managed by SaviLinx. A dedicated representative of SaviLinx will record the dissatisfaction, verbatim, directly into LogistiCAD; and, will assign a tracking number that will alert LogistiCare's Quality Assurance Department to perform a complaint investigation. LogistiCare will record any communication, investigation findings, and resolutions in the complaint file.

- If a program stakeholder chooses to register a complaint via the Interactive Voice Response (IVR) system, the IVR will automatically transfer the caller directly to the SaviLinx-managed complaint line. As stated above, if a recipient or stakeholder is experiencing a service issue, CSRs will first address this service issue before transferring the caller to the toll-free complaint line, managed by SaviLinx. Once the caller is transferred from the IVR system (or the CSR) to the SaviLinx toll-free line, a

representative of SaviLinx will record the dissatisfaction, verbatim, directly into LogistiCAD.

- If a program stakeholder chooses to register a complaint online, the complaint will automatically be forwarded to SaviLinx and uploaded into LogistiCAD. Once this takes place, an alert will be provided to LogistiCare's Quality Assurance Department to perform a complaint investigation.

Regardless of how the complaint is received or who registered the complaint, we will follow the same documentation and tracking process and provide a timely resolution. The SaviLinx call center offers the following features and advantages:

- SaviLinx has the ability to make real-time call monitoring available on request.
- SaviLinx complies with HIPPA, PHI, PII, and all other applicable laws.
- SaviLinx provides quality monitoring of recorded calls using tools and procedures specified by LogistiCare. In addition, SaviLinx will document every customer contact as specified by LogistiCare.
- SaviLinx will securely transmit call recordings to LogistiCare staff via secure cloud storage or secure e-mail, upon request.

Complaint Management Procedures

Unlike some NEMT brokers, we record every indication of service dissatisfaction into LogistiCAD and assign a unique tracking number. This tracking number is attached to the reservation record and/or stakeholder profile, if applicable. The following figure offers an overview of LogistiCare's complaint process.

All complaints recorded in LogistiCAD are automatically assigned a Tier (I through III) based on the severity of the issue and its category. The graphic below depicts the different tiers assigned and common actions taken by LogistiCare. We respond to all complaints and requests for appeals about services under this contract within 24 hours of receipt of a complaint or appeal. We respond in writing within 72 hours.

Investigation of Complaints. Before determining the best resolution, Rhode Island's Quality Assurance Department will perform a thorough investigation of all complaints, which may include reviewing a call or trip information stored in LogistiCAD or the GPS/AVL Portal, if used by the TP. For instance, when investigating a provider no-show or late trip complaint, we will listen to the initial reservation call, review the TP's GPS coordinates for pick-up and drop-off (if available), and pull the assigned vehicle's time/date stamp to substantiate the complaint. Prior to closing the complaint, we document all corrective actions and provide a notice of resolution. If a

serious safety violation occurs, such as violence or a sexual offense, we will determine whether immediate termination and referral to the appropriate law enforcement agency is necessary.

Oversight of Complaint Process. To enhance transparency and integrity in complaints reporting, *SaviLinx will audit 20% of LogistiCare's resolutions* to ensure complainants receive a timely and appropriate response and will report these findings at the quarterly Consumer Advisory Committee meetings with stakeholder groups.

Complaint Reporting. EOHHS will have access to near-real time complaint information through Qlik Sense®, our data discovery tool that allows users to access operations information, including summarized data or detailed information about complainants, issues, or trends at any time through a web browser. We report all complaints, both written and verbal, and their resolutions to EOHHS on a monthly basis or sooner, if requested. After contract award, LogistiCare will facilitate a meeting between LogistiCare, SaviLinx, and EOHHS to review the complaint intake process and obtain EOHHS approval for this new approach and methodology. Complaints are reported to EOHHS via secure e-mail or other EOHHS-approved method based on the timelines specified in SOW Section 3.10.8.1. We notify EOHHS of any complaints that are not closed within five (5) business days.

Right to Appeal: As part of the complaints process, recipients have the right to appeal any action taken whereby services are denied or reduced in any way. We provide the recipient with a Notice of Action in writing within the required timeframe that explains the action we have taken (or intend to take), the rationale, and details regarding the recipient's right to file an appeal and a State Fair Hearing, and how to exercise these rights.

Member Experience Team (MET): LogistiCare's MET is an additional feature provided as part of our drive to resolve complaints and monitor quality assurance. The MET is a select team that proactively manages the experience for members who have expressed dissatisfaction in the past. The MET is comprised of key personnel from the Quality Assurance Team. These individuals work directly with all departments, plus other functional teams, to investigate complaints, uncover root causes, identify a targeted or high risk list and provide retrospective monitoring of these members to improve their experience. The goal of the MET is to enhance the overall NEMT program, define a tracking and trending process and feedback loop to ensure and provide the highest level of customer service. This proactive approach is designed to minimize, if not eliminate, recurring issues and has proven to greatly enhance the member experience. An overview of the MET process is provided below.
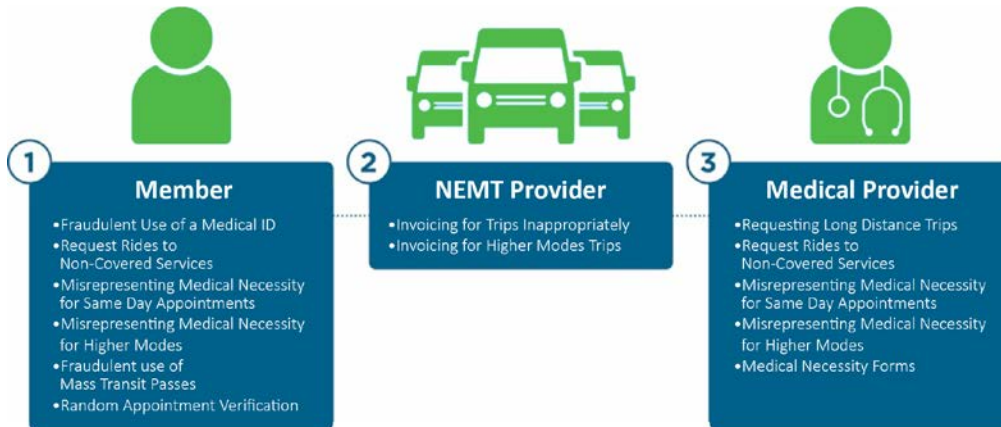
MET Complainant Trip Monitoring Process
The MET monitors all complainants closely. Once a member makes a complaint, all future

MET Complainant Trip Monitoring Process
trips for that member are proactively monitored for a 30 to 60 day period. This monitoring period begins when the first complaint is received. The amount of time monitored is dependent upon the number of trips taken by the member.
The MET calls both the TP and the member prior to a scheduled trip, to confirm receipt of the trip detail, and to remind the provider of the need for a timely arrival for this high priority member.
The MET also calls the member after the trip has occurred to inquire about the trip experience. If a member did not have a good experience, the complaint process is initiated. The additional issue must be recorded with a resolution.
If the member makes an additional verified complaint, the tracking period will be extended for another 30 days. Members are removed from the active MET monitoring list if no further issues are uncovered after the designated tracking period.

MET Complainant Tracking Contribution
Complaint tracking allows the QA Representative to work with the transportation team to resolve a verified member issue, determine the root cause, and continually improve our service. Additionally, we aim to show the member we care and are truly invested in the service we provide.
The QA Representative is able to identify TP trends that are leading indicators of likely issues and alert the management staff to take action. In addition, they also provide and present reports associated to trends in the monthly Quality Management Committee meetings (described further in our response to Section 2.0 (e), Quality Assurance).

Fraud, Waste, & Abuse Reporting

Fraud, waste, and abuse (FWA) detection and prevention are fundamental components of the quality assurance processes in place for each of LogistiCare's contracts. Safeguarding against fraudulent activity by contracted TPs, recipients, and healthcare providers requires safeguards that are woven into our software applications, processes, and monitoring efforts.

Our approach to FWA includes extensive training, front-end processes, and technology with internal safeguards and tailored solutions designed specifically for Rhode Island's population in compliance with the EOHHS's policies and guidelines. We list some of the ways TPs, recipients, and medical providers commit fraudulent, wasteful, or abusive activities in the following graphic.

Member
- Fraudulent Use of a Medical ID
- Request Rides to Non-Covered Services
- Misrepresenting Medical Necessity for Same Day Appointments
- Misrepresenting Medical Necessity for Higher Modes
- Fraudulent use of Mass Transit Passes
- Random Appointment Verification

NEMT Provider
- Invoicing for Trips Inappropriately
- Invoicing for Higher Modes Trips

Medical Provider
- Requesting Long Distance Trips
- Request Rides to Non-Covered Services
- Misrepresenting Medical Necessity for Same Day Appointments
- Misrepresenting Medical Necessity for Higher Modes
- Medical Necessity Forms

Preventive FWA measures are part of our standard gatekeeping process. At the time of trip reservation, we verify the recipient is eligible to receive NEMT services, and that the service requested is covered by the healthcare plan. Trips are only assigned after confirming this information. When a trip is assigned, we provide a trip number that must be used for claims as well as the pickup and drop off address, which TPs are not allowed to change.

Processes to make certain TPs are only paid for legitimate transportation continue on the backend. LogistiCare uses a specialized team of FWA specialists, along with our Utilization Review Team, to perform a deep analysis of data to identify outliers that require us to modify procedures on the front end. We also train (and continue training) our employees on the latest FWA procedures based on industry and internal best practices. After a trip is completed, TPs must submit a claim to receive payment. Any quality reviews that generate suspicion will be cause for pending a trip or payment.

In addition, we train our staff to detect and eliminate FWA during the claims and invoicing process. These employees analyze utilization trends, compare signatures, and rely on field investigations to detect opportunities or possibilities of FWA. We also train all employees involved in trip authorization, recordkeeping, and utilization review to recognize the common indicators of potentially fraudulent activity. This awareness and recognition training contributes significantly to elimination and mitigation of FWA in the states and communities we serve.

We use our technology, such as LogistiCAD, to aid in the detection and prevention of FWA. This is accomplished by creating reports that track travel trends by recipient, TP, medical provider, and type of service. LogistiCare uses these reports to identify outlier patterns that may suggest abuse.

Types of fraud, waste, and abuse prevention reviews include the following:

- Reviewing levels-of-service to ensure the most appropriate mode of transportation is scheduled.
- Employing field monitors to visually monitor the actual mode of transport provided to recipients at healthcare facilities with very high percentages of higher modes of transport.
- Review of trips with excessive miles for the closest provider. Each trip is verified for covered services and that a closer provider does not exist.

LogistiCare will notify EOHHS of any FWA notifications or tips received. We will report suspected fraudulent or abusive activity following the conclusion of our initial investigation to EOHHS in writing within forty-eight (48) hours using a state-provided template. We consolidate

these reports and submit a monthly report to EOHHS documenting open and closed cases of suspected FWA. In addition, as part of our approach to FWA, we participate in Medicaid Fraud and Control (MFCU) quarterly meetings.

(h) Describe how the Broker will develop a plan to demonstrate its readiness to begin operations under a contract with EOHHS as outlined in section 4.5.12 Implementation of this RFP.

LogistiCare is familiar with the state of Rhode Island's operational readiness review process and is prepared to meet all requirements in SOW Section 3.10.13. Because we are the incumbent vendor, LogistiCare is already operational and meeting the current contractual requirements. After contract award, we will finalize our implementation plan to include any new contractual requirements and perform the applicable tasks to exhibit operational readiness as required. In addition to demonstrating that our staff, technology, processes, and network are compliant, we will provide any further documentation needed to assist EOHHS with its review (such as the items listed in SOW Section 3.10.13.3).

4.0 Approach Proposed

(a) Providing Quality Service Delivery Approach

Having served as the industry leader for over two decades, we have learned the best strategies for providing high quality customer service. The figure and paragraphs below provide an overview of our NEMT customer service model and demonstrate how we manage an NEMT program from start to finish with minimal risk and maximum quality.
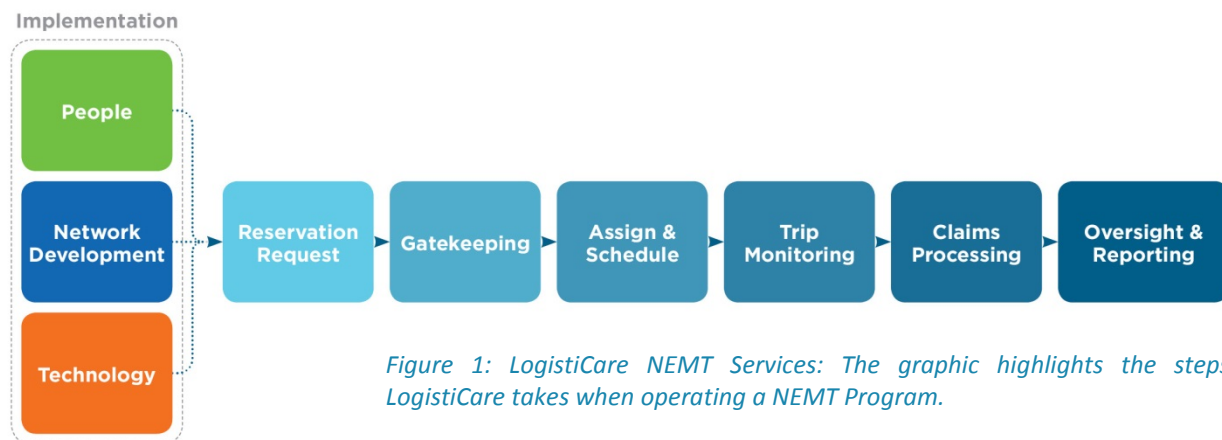

Figure 1: LogistiCare NEMT Services: The graphic highlights the steps LogistiCare takes when operating a NEMT Program.

An effective, well-conceived implementation plan is a critical factor in the long-term success of an NEMT program. Collaborating with EOHHS's project team, LogistiCare's General Manager will implement the program work plan, track progress, and oversee quality assurance with each phase roll-out. A summary of the implementation and management process is provided below.

Implementation - NEMT Program for Rhode Island Recipients Already in Place: Because we are the incumbent vendor, our implementation process is already complete. Our staff is in place, our network of TPs is robust and reliable, and our technology is increasing efficiencies and improving the member experience.

- **People - Qualified, Familiar, & Trusted Staff.** We staff our operations centers with employees dedicated to improving the member experience and supporting the business and operational goals of the program. Our call center is staffed with 62 Rhode Island residents who have been trained in EOHHS and LogistiCare policies and procedures.
- **Network Development.** The core of any NEMT program is to transport members to healthcare appointments consistently and in accordance with all contract requirements. A responsible NEMT manager supports this objective by building a sufficient transportation network to ensure the program has access to a network of safe vehicles, trained drivers, and reliable TPs. LogistiCare has already built a healthy and stable transportation network in the state. We accomplished this through our advanced recruiting and outreach, training processes, regular communication with each TP, and efficient payment process. We leverage local small businesses and provide them with resources and training to grow, which drives economic development in the communities we serve.
- **Technology.** LogistiCare is committed to using technology and innovation to produce best-in-class transportation programs that increase access to care. We understand the populations we serve and deliver individuality in program services to demonstrate our belief that every member matters. We continually invest in innovations that improve our service to stakeholders and drive efficiency.

LogistiCare's NEMT Customer Service Model: The following paragraphs provide a high-level overview of the complete customer service model - from trip reservation intake through oversight and reporting back to EOHHS.

- **Reservation Request.** LogistiCare recognizes that stakeholders have different preferences and needs when accessing NEMT services. As such, we offer multiple methods for making trip reservation requests - including telephone, web portal, mobile app, fax, or email.
- **Gatekeeping.** Gatekeeping involves verifying the member's eligibility at the time of the trip and then verifying the appointment is to an appropriate covered service. We meet all requirements of this RFP and Scope of Work when performing gatekeeping and assigning/scheduling of trips. LogistiCare consistently applies EOHHS' gatekeeping rules using our LogistiCAD management platform.
- **Assign & Schedule.** Determining the appropriate mode of transport for each member is critical to a safe, successful, and cost effective NEMT program. LogistiCare assigns the most appropriate transportation at the right level of service for the least cost by assessing each member's individual medical needs and capabilities.
- **Trip Monitoring.** LogistiCare's trip monitoring process uses several different methods to ensure a quality, consistent experience for members as well as ensuring adherence to the contractual requirements. LogistiCAD supports complete TP compliance through monitoring, credentialing, data collection, analysis of insurance, coverage areas, certifications/training, and inspection expirations/renewals.
- **Claims Processing.** Many of the TPs in our network programs are small businesses who rely on consistent cash flow to ensure financial stability. To expedite the process, TPs have the ability to submit their claim forms online using our secure provider web portal and advanced GPS/AVL systems for rapid processing. Once submitted, the system is able to interact and exchange information directly with the provider.

- **Oversight and Reporting.** Throughout our organization, we establish and measure key performance indicators and monitor utilization of each member population using the NEMT services. We monitor call center and TP performance against program expectations and produce a wide range of standard and ad hoc reports that provide a snapshot of NEMT performance from several perspectives.

Quality Improvement & Operations Plan

We have provided an overview of our overall approach to providing a quality service delivery in our response to Section 2.0 (e), Quality Assurance. As the current NEMT broker in the state, we have an established Quality Assurance Plan that details our quality assurance activities and monitoring approach, including those listed in SOW Section 3.10.9.3.

LogistiCare has included a draft Quality Improvement & Operations Plan in Appendix F. Our plan meets the requirements of SOW Section 3.10.9 and its subsections. We will submit a final plan to EOHHS for review and approval at least thirty (30) business days prior to the start of operations and any required modifications will be incorporated within ten working days of notification. The plan will be reviewed and updated annually during the duration of the contract.

Data Reporting

As stated earlier in our proposal, LogistiCare provides standard reporting to the state that meets the requirements listed in SOW Section 3.10.10. These reports are provided in an EOHHS-approved format on the fifteenth day of each month. LogistiCare has provided a sample of each of the mandatory reports listed in 3.10.10.1 of this SOW in Appendix I.

Qlik Sense® Reporting Dashboard: As part of our service, we provide EOHHS with access to real-time data through our self-service business intelligence tool, Qlik Sense®. Using this tool, EOHHS can securely access our data repository 24/7/365 to create ad-hoc and custom reports using the same data we use to manage our operations each day and from which we generate standardized reports. The self-service tool does not replace reports provided by LogistiCare, but allows EOHHS to access the same data, independently, at any time. This benefit is designed to increase program transparency by giving EOHHS direct access to all program data.

Other Reporting Requirements: LogistiCare will deliver any records requested by EOHHS within five (5) business days. The records will be submitted in the specified EOHHS format upon negotiation. LogistiCare meets the records retention requirements specified in 3.10.10.1.9 to maintain all required documentation or to provide such records to EOHHS upon request.