



NEMT Commission Meeting

September 23, 2020

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Services Administration**

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Agenda

- **Welcome & Introductions** Dr. Jennifer Sullivan, FSSA
 - Slides 1-4
- **Announcements** Dr. Jennifer Sullivan, FSSA
 - Slides 5-7
- **Program Updates** Dr. Jennifer Sullivan, FSSA
 - Slides 8-12
- **Network Performance & Access** Jim Degliumberto, SET
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- **Independent Assessment - Burns Report Update** Lindsey Lux, FSSA
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- **Wrap-Up/Next Steps** Dr. Jennifer Sullivan, FSSA
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Welcome NEMT Commission

NEMT Resources

- <https://www.in.gov/fssa/ompp/non-emergency-medical-transportation/overview/>
(<https://www.southeastrans.com/transportationproviders/indiana-providers/>)
- Schedule a Ride: 855-325-7586 (option 1)
- Where's My Ride Line: 855-325-7586 (option 2)
- Quality Assurance/Complaint Line: 888-833-4154



NEMT Commission Members

Name	Association	Name	Association
Vacant	FFS member	Sherri Hampton	American Senior Communities
Sarah Chestnut	INARF	Kristen LaEace	AAAA
Dr. Michael Kaufmann	Dept. Homeland Security	Amanda McClure	Fresenius Kidney Care
Gary Miller	PROMPT Medical Transportation	Dr. Jennifer Sullivan	FSSA
Andrew VanZee	IHA	Rep. Jim Pressel	Indiana House of Representatives
Jim Degliumberto	Southeastrans, Inc.	Rep. Tonya Pfaff	Indiana House of Representatives
Kim Dodson	Arc of Indiana	Sen. Vaneta Becker	Indiana Senate
James Fry	Steadfast Transportation, LLC	Sen. Jean Breaux	Indiana Senate



ANNOUNCEMENTS

Presented by Dr. Jennifer Sullivan, FSSA



ANNOUNCEMENTS

Jim Degliumberto, SET Chief Operating Officer

- Rob Zachrich retired from SET in March 2020
- Southeastrans announced the promotion of Jim from CIO to COO. Jim obtained his MBA from Georgia State and has been with SET for over 11 years. This promotion signifies SET's vision to innovate the industry and promote meaningful technology that advance operational quality and customer satisfaction.
- Jim now takes Rob's seat on the NEMT Commission.



ANNOUNCEMENTS

Elizabeth Darby, Office of Medicaid Policy and Planning's Director of Organizational and Vendor Management.

- Vickie Trout retired in March 2020.
- Elizabeth has worked for the State of Indiana for 9 years - DWD, Indiana Criminal Justice Institute and OMPP. Most recently, Elizabeth was the Director of Gateway to Work for HIP and the Director of Organizational Development both for OMPP. Fun Fact - Elizabeth has received the Governor's Performance Award 3 times from 3 different Indiana Governors.
- Elizabeth will assume the day-to-day vendor management of SET for OMPP.



Program Updates

Presented by Dr. Jennifer Sullivan, FSSA



Program Updates - COVID-19 Impact

- Transportation demand for trips is currently operating at 80% (as of August 31st) of the demand compared to February 2020 and prior to COVID-19, but did dip around 50% earlier this year.
- The transportation network has maintained 97% of the number of providers as compared to before COVID-19.



Program Updates - EMS Partners

- Thank you to our EMS partners
 - Transporting all COVID-19 positive members via EMS to ensure drivers have proper PPE and interactions are as safe as possible.
 - EMS providers are being reimbursed at a minimum basic life support (BLS) rate when transporting members that are COVID-19 positive or symptomatic.



Program Updates - Transportation Network Companies (TNCs)

- In an effort to grow the transportation network, Indiana has enabled TNCs to enroll as Indiana Medicaid Providers. The TNCs are now able to enroll with SET and the transportation brokers utilized by the MCEs.
- There are two TNCs that operate in the State of Indiana - Uber and Lyft.
- SET has Lyft enrolled and began transporting members on 9/3/20. Uber is close to completing their enrollment and credentialing. SET will share more details on this in just a minute.



- In 2019, Lyft served riders in 71 counties throughout Indiana.
- In a Whitepaper (attached to the meeting materials), “Modernizing Medical Transportation with Rideshare” published by Fierce Healthcare, Lyft shows:
 - For AmeriHealth in DC:
 - 40% decrease in emergency room (ER) utilization
 - 15% decrease in low acuity non-emergent (LANE) ER utilization
 - 12% decrease in ambulance utilization
 - 45% increase in compliance rate for 42 HEDIS measures
 - For Centene in Ohio:
 - 66% decrease in member-rider complaints
 - 85% of rides receive a 5-star review
 - 99% on-time arrival rate



Network Performance & Access

Presented by Jim Degliumberto,
Southeastrans Inc.

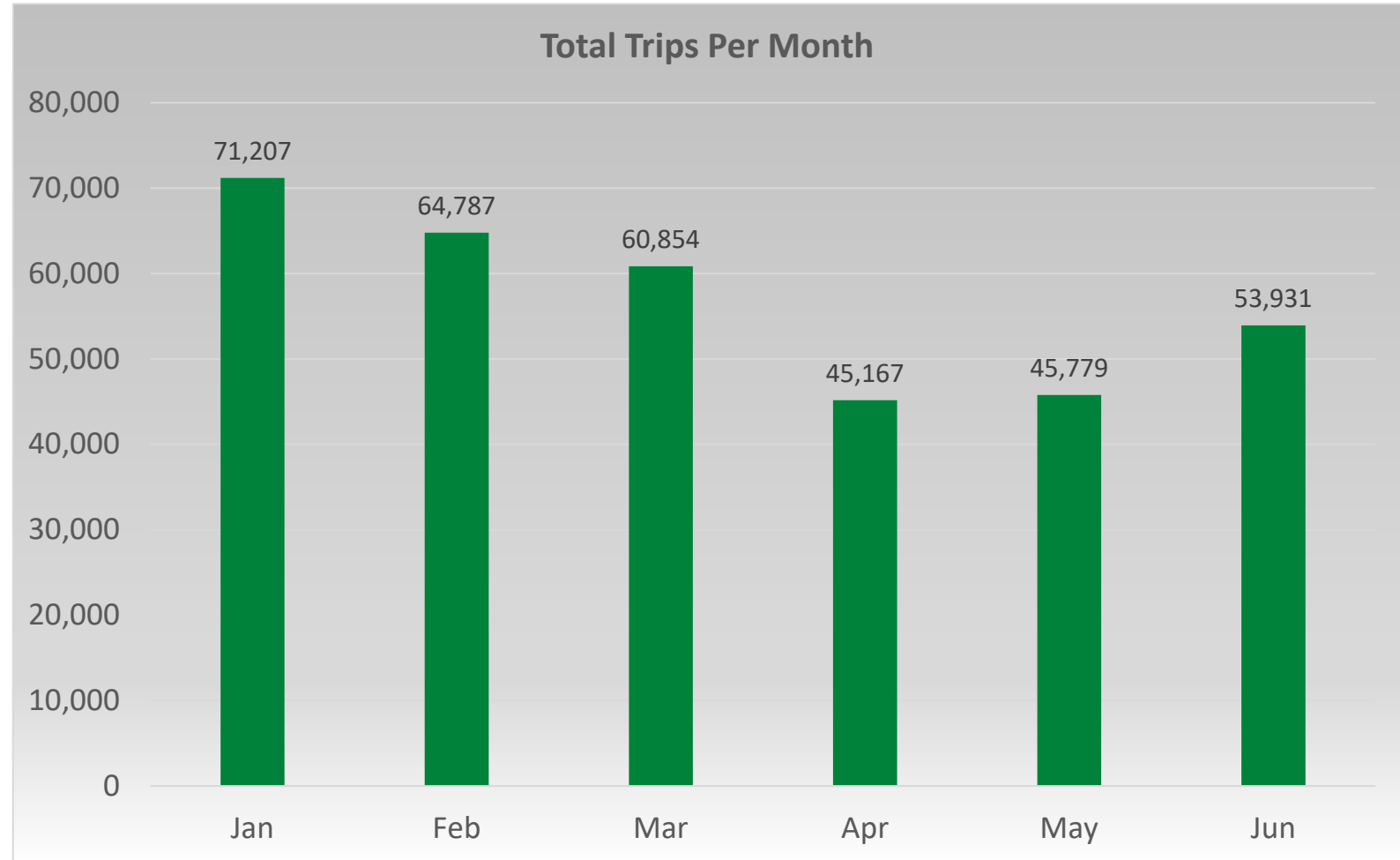


NEMT By the numbers 2020

Q1	Q2	Measure
940	444	Average Calls for Trip Requests per Day
2,058	975	Average Calls Handled per Day
8,479	4,857	Average Members Served per Month
65,616	48,292	Average Trips per Month
94.20%	97.70%	Fulfilled Trips
1,477	1,391	Active Drivers
1,490	1,418	Active Vehicles
39.90%	52.30%	Ridership - High Risk Members
94.80%	95.40%	Provider Satisfaction
172,624	124,795	Claims Received
1,611	2,365	Unclean Claims/Claims Rejected
6,336	4,355	Claims Denied
166,288	120,586	Claims Paid

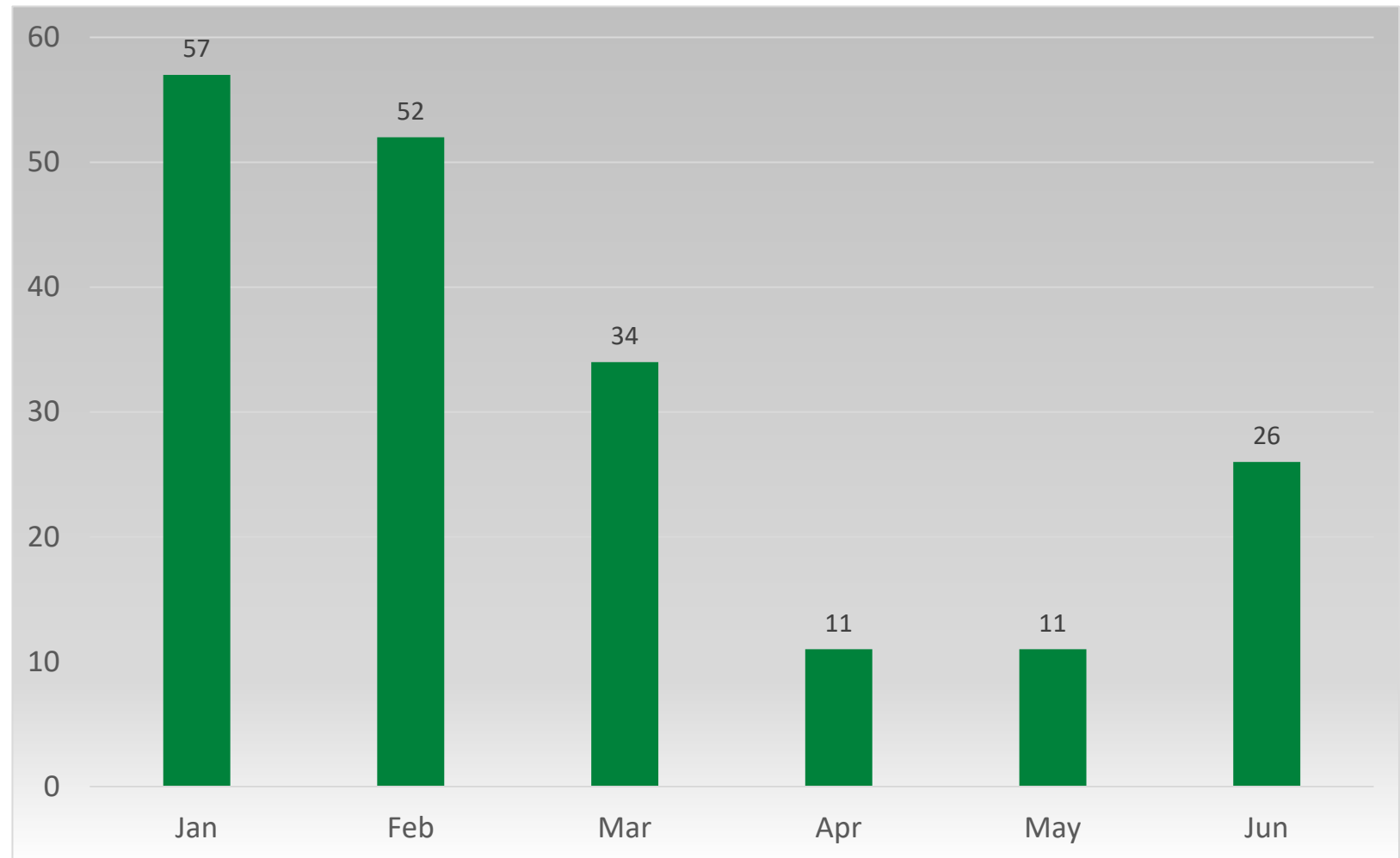


Impact of Covid-19 on Trip Volume





Total Complaints





Customer Experience

- SET completes an automated customer satisfaction survey for members nightly of completed trips. (Excludes members in a facility).
- SET averaged a 94% satisfaction rate.

Time Period	# Respondents Satisfied	% Respondents Satisfied	# Respondents Dissatisfied	% Respondents Dissatisfied	Total # Respondents
January 2020	5,558	93.26%	402	6.74%	5,960
Feb 2020	5,059	94.07%	319	5.93%	5,378
March 2020	4,606	94.81%	252	5.19%	4,858
April 2020	3,083	95.39%	149	4.61%	3,232
May 2020	3,279	95.29%	162	4.71%	3,441
June 2020	3,761	94.43%	222	5.57%	3,983
Total/Average	25,346	94.54%	1,506	5.46%	26,852



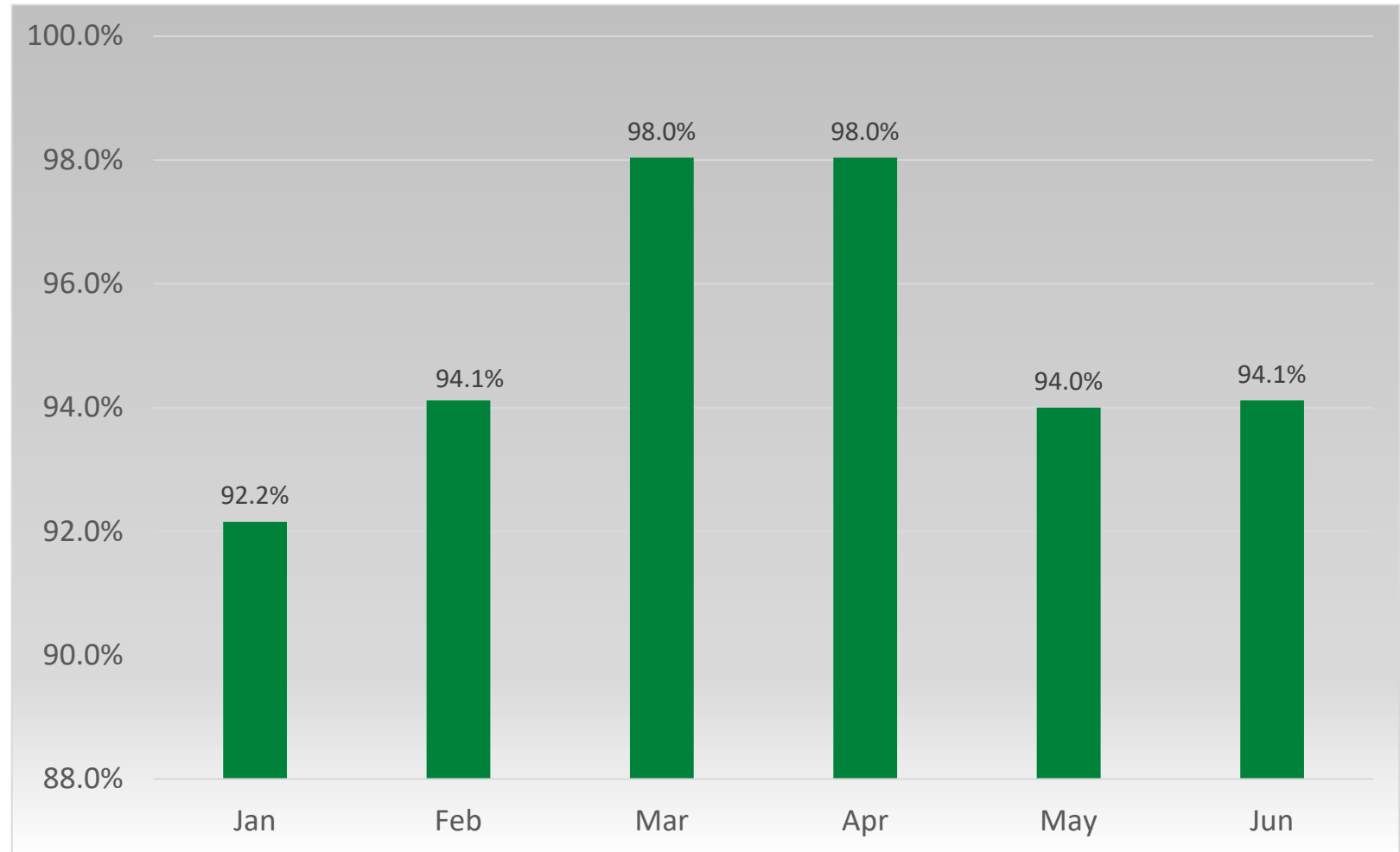
Customer Experience

- SET contracts with a third-party vendor to complete at least 50 calls regarding satisfaction with the call center and at least 50 calls per month regarding satisfaction with providers.
- The first half of 2020 averaged nearly 97% in call center satisfaction and 4.8/5 in satisfaction with the providers.

Time Period	Percent Overall Call Center Satisfaction	Provider Satisfaction level (1-5, 5 is best)
January 2020	98.1%	4.65
February 2020	94.1%	4.75
March 2020	98.0%	4.96
April 2020	96.1%	4.90
May 2020	94.1%	4.76
June 2020	100.0%	4.80
Average	96.7%	4.80



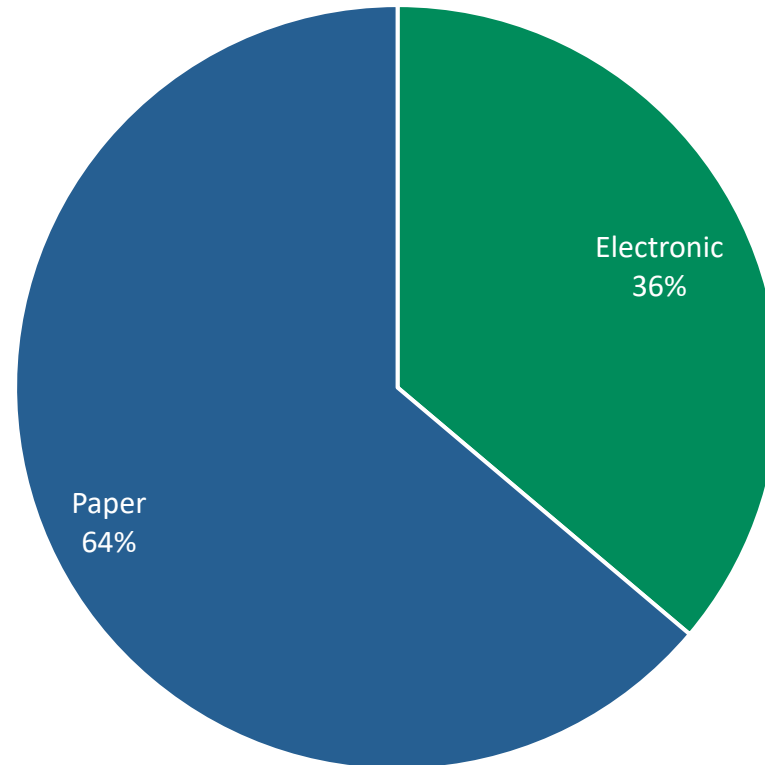
Transportation Provider Satisfaction





Provider Claim Submission Methods

Paper vs Electronic
Jan 1 - July 31 2020



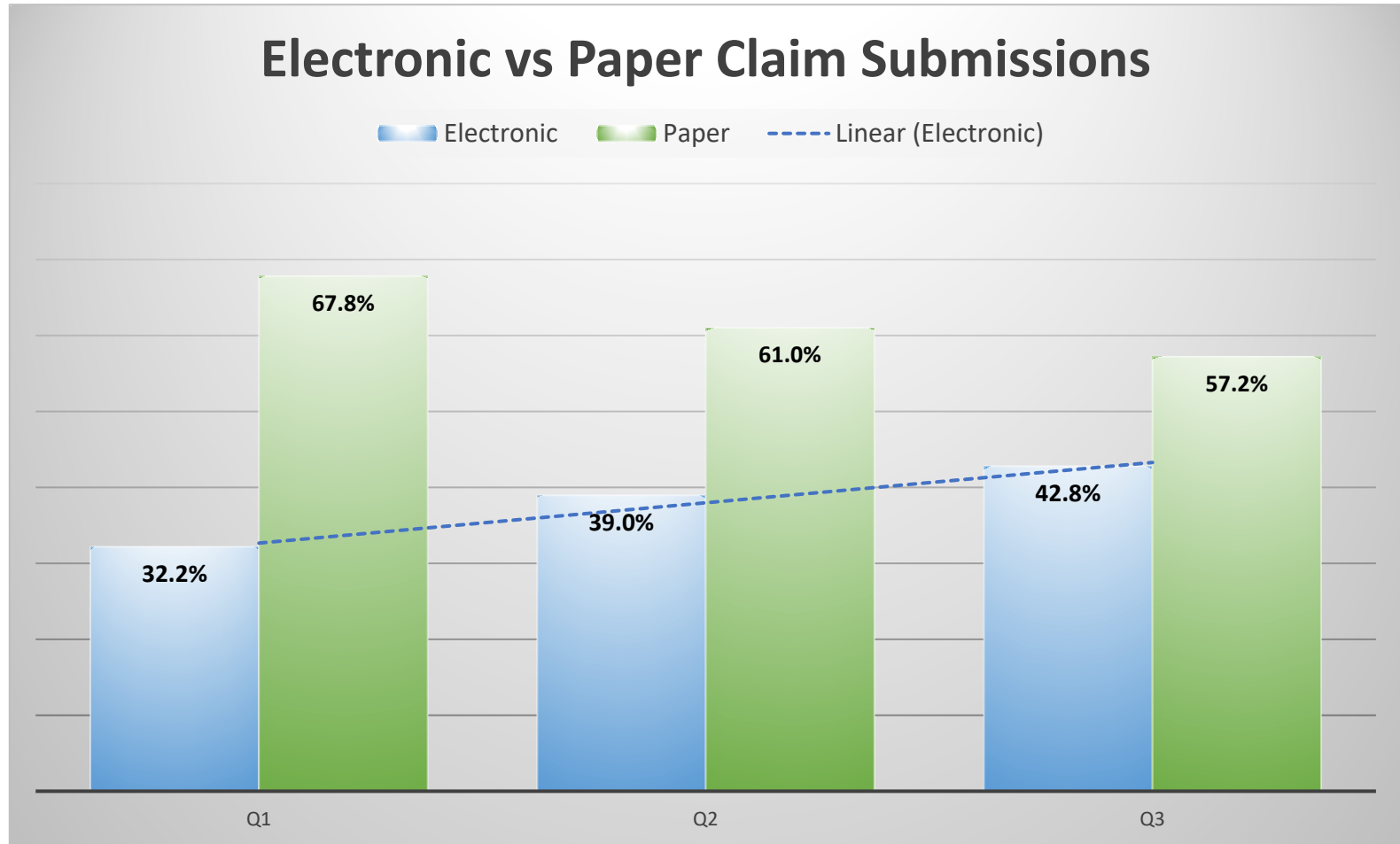
■ Electronic ■ Paper

16 Day Claim
Payment Cycle



Electronic vs Paper Claim Submissions

Electronic Paper Linear (Electronic)



Jan 1 thru July 31



EMS Billing Update

- Phase 1- Enhance the 1500 form process
 - 90-day timeline
 - Add “Run Number” within a claim in Insight for billing reconciliation.
 - Completed 1500 forms can be electronically uploaded for processing
 - Completed by December 31, 2020
- Phase 2- Allow direct 837 file integration
 - 6-month initiative
 - Provide EMS providers the ability to submit 837 files
 - SET is developing a process to process the 837
 - Form attachments
 - SET is developing a process to return an 835
 - Ancillary reports
 - SET is developing a process for denied claim resubmission
 - Currently a manual process
 - Completed by April 30, 2021



Transportation Provider Network Growth Strategy

- Expand Existing Transportation Providers
 - An ambulatory transportation provider expanded from two vehicles to 14 vehicles
 - Original hub Hamilton County; adding a new hub in Grant County with preferred coverage areas - Hamilton, Grant, Allen, Huntington, Wells and Adams counties
 - Will eventually add wheelchair vehicles
- Add Strategic Partners
 - Large ambulatory transportation provider in Marion County
 - New ambulatory / wheelchair provider establishing business in the southern region of Indiana
 - Coverage areas - Vanderburgh, Warrick and Posey
 - Will expand as needed

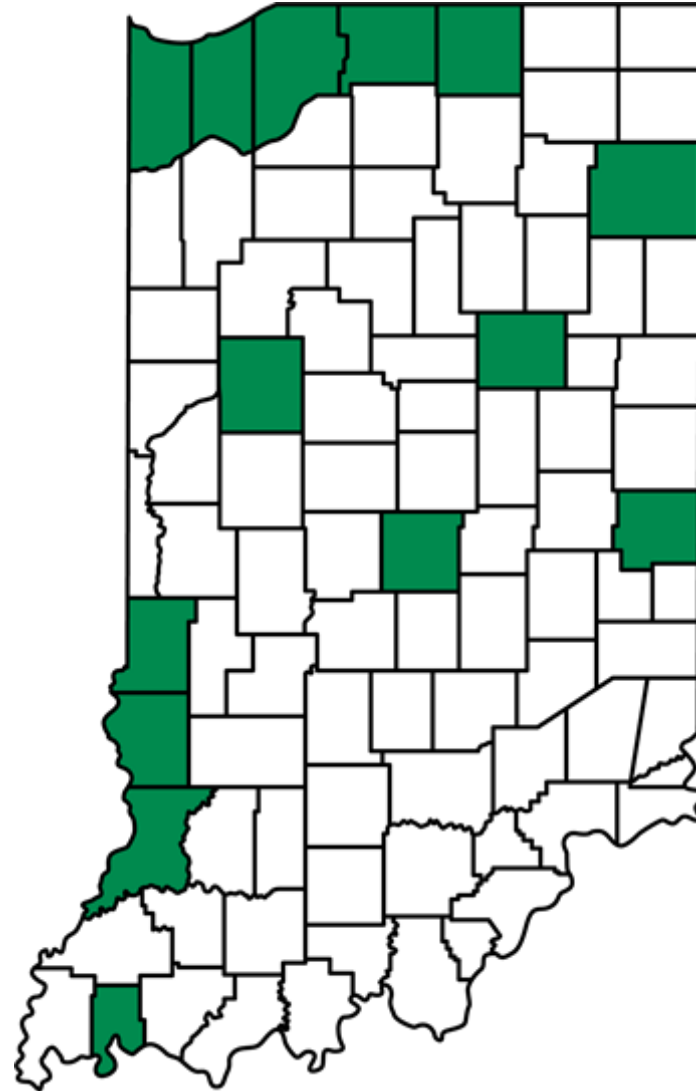


Transportation Provider Network Growth Strategy

- Enroll Facilities as Transportation Providers
 - Facility Outreach Managers meet ongoing with facilities to discuss:
 - Benefits of being transportation providers
 - Review reimbursement processes
 - Provider Relations walk thru enrollment and onboarding processes.
- Ongoing expansion efforts of preferred counties, mobility types and hours and days of operation
- Use of TNCs

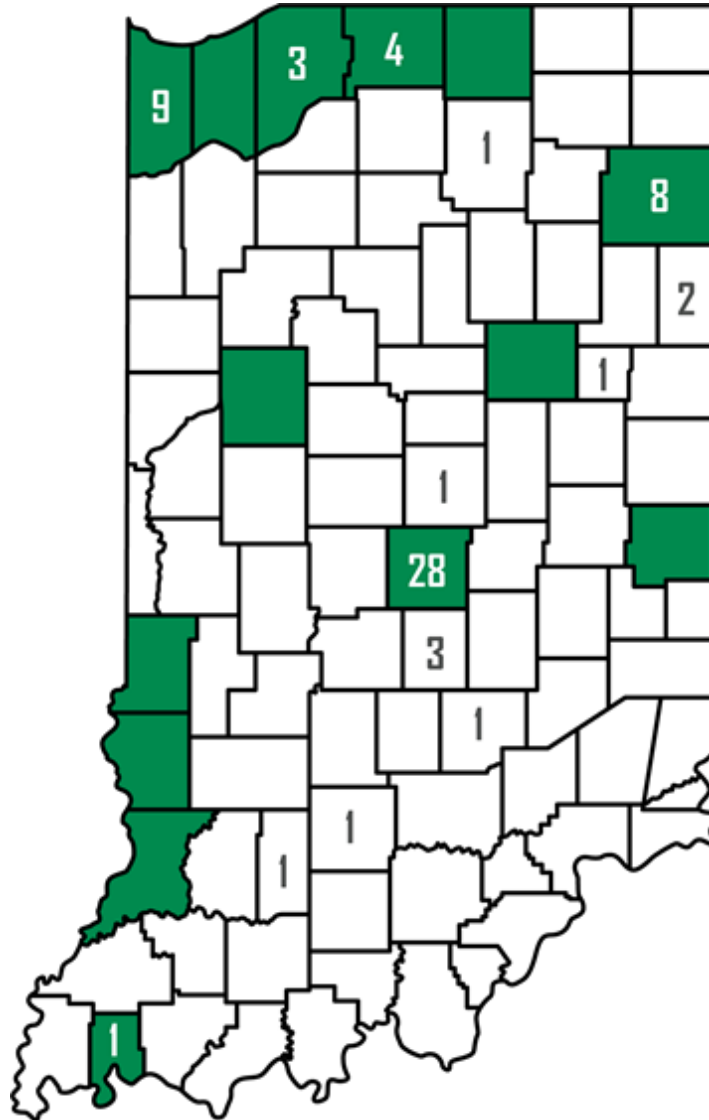


Transportation Provider Area of Need*



County
Allen
Elkhart
Grant
Knox
La Porte
Lake
Marion
Porter
St. Joseph
Sullivan
Tippecanoe
Vanderburgh
Vigo
Wayne

*Determined by a volume of greater than 13 trips per month requested without an available provider to assign.



Provider Pipeline

County	Onboarding*	Credentialing^
Adams	0	2
Allen	6	2
Bartholomew	1	0
Blackford	0	1
Hamilton	0	1
Johnson	2	1
Kosciusko	0	1
Lake	8	1
LaPorte	3	0
Lawrence	1	0
Marion	19	9
Martin	1	0
St. Joseph	3	1
Vanderburgh	0	1

These are new providers not currently operating in the network.

*Onboarding - Provider Relations begins building business file

^Credentialing - Compliance begins driver training and vehicle inspections



TNC Update

- Lyft- Contracted
 - September 3rd Launch
- Uber- In Contract Review
 - Launch TBD
- Trip/Member Must Qualify
- Specialized Call Center Team
- Safety Net Provider





TNC Lyft Experience

- Took their first member trip on 9/3/20.
- Lyft has transported 45 trip legs from 9/3/20 - 9/11/20.
- Customer Surveys show a 100% satisfaction rate with Lyft.



Independent Review
conducted by Burns & Associates
Presented by Lindsey Lux, OMPP



Independent Review Recommendation Categories

1. Broker Contract Improvements
 - FSSA and SET signed a contract amendment for year three of the contract (6/1/2020-5/31/2021) to strengthen performance. The contract includes a 3% capitation withhold. SET must meet several performance metrics in order to earn the withhold dollars, which also must be approved by this Commission.
2. Reporting Manual Improvements
 - FSSA created a new reporting manual with several new reports and reporting requirements to strengthen our program oversight and performance monitoring.
3. Provider Education Improvements
 - SET initiated improved provider education materials and protocols.
4. Other



Independent Review: Broker Contract

Recommendation: FSSA should develop a contractual requirement threshold which must be met for timely and successful trip dispatching. Once the thresholds are set, FSSA should establish a financial penalty when thresholds are not met.

Action Taken: Contract was amended to require the contractor to employ an auto-routing system to assign > 90% of requested trips to a transportation provider within 48 hours of receipt of the request. This measure is within the requirements for SET to earn back withhold dollars in the Pay for Outcomes program.



Independent Review: Broker Contract

Recommendation: Strengthen call center Call Abandonment rate performance measure and the call resolution definition.

Action Taken: The contract was amended to require 5% or less of calls are abandoned (previously 7%). The call resolution definition was updated to: A call is deemed resolved on the first call if no further action is necessary after the call ends on the part of the caller or call handler as all issues have been addressed.



Independent Review: Broker Contract

Recommendation: The FSSA should strengthen the language in the SET contract regarding its requirements about educating clients and reporting the rate of client no-shows.

Action Taken: The FSSA enhanced performance requirements for SET in this area in order to achieve withhold dollars. SET must attempt to contact and educate all members who do not appear for a scheduled pick up within 5 business days of the no-show. SET is also charged with reducing the rate of no-shows, which we will monitor in reporting.



Independent Review: Broker Contract

Recommendation: Consider an incentive payment to providers who take-up the use of electronic claim submission.

Action Taken: FSSA amended the contract to encourage SET to incentivize providers in order to increase electronic claims to 70% vs. paper by requiring this be met in order to be eligible to earn back withhold dollars. SET is averaging 36% for the first half of 2020, but has improved from 29% in January. While FSSA has not mandated a payment at this time, SET is developing a more robust plan to increase electronic claims submissions. FSSA may reconsider mandating a provider incentive in the next contract year.



Independent Review: Broker Contract

Recommendation: Consider adding to SET's scope of work the task of sending reminder notifications to clients (e.g., robo-calls or texts) of upcoming trips 48 hours in advance.

Action Taken: SET implemented this recommendation on 3/4/2020. FSSA memorialized the requirement in the contract amendment.



Independent Review: Broker Contract

Recommendation: The FSSA is encouraged to work with SET to find ways to either grow the provider base or expand the capacity of the existing provider base.

Action Taken: The FSSA fast-tracked a system change to allow TNCs to become Indiana Medicaid providers. FSSA enrolled Lyft and Uber. FSSA has required SET to contract with TNCs. Nursing Facilities can now enroll as a provider without a motor carrier certification to transport their residents. FSSA has also partnered with IDOI to investigate insurance options for providers who state the high cost of insurance is a barrier to market entry or maintenance. Network access work will continue to be a high priority for NEMT.



Independent Review: Reporting Manual

Recommendation: FSSA should re-examine the suite of monthly reports required to be submitted by SET and work with SET to submit reports that provide more context on measures.

Action Taken: A full review and revision of the reporting manual was conducted by FSSA staff and new reporting templates were created. The templates included embedded performance measure indicators when appropriate. SET received the manual and templates in July 2020 and is required to use them in October after allowing a period to re-program and train as necessary.



Independent Review: Reporting Manual

Recommendation: Develop a methodology to assess gaps in supply at the regional level, modality level and regional/modality level. Ensure monthly reporting of gap information.

Action Taken: FSSA requires monthly reporting on regional modality and gaps, including creation of state-wide heat map. FSSA strengthened the reporting instructions, provided templates and aligned regions with the EMS regions for consistency of analysis.



Independent Review: Reporting Manual

Recommendation: SET should track and trend new status codes. Require SET to report on the trips requested within each calendar month into one of the status codes. During a year-end reconciliation process, ensure that SET has reclassified all trips in “dispatched” status prior to the reconciliation.

Action Taken: FSSA created a new report to track all status codes called the Trip Status by Category (MO-TSC). SET is updating their system to move trips out of “dispatched” when they are past timely filing of 180 days, which will be monitored via the new report.



Independent Review: Reporting Manual

Recommendation: Require SET to report the volume of unclean and rejected claims . Provider education should be given if providers hit an unacceptable threshold rate of rejected claims.

Action Taken: SET began reporting unclean/rejected claims in February 2020. This requirement was also added to the new Reporting Manual. SET reports the percentage of unclean claims as under 2% of claims received for Q2-20. SET conducts individual education with providers when trends are identified.



Independent Review: Reporting Manual

Recommendation: FSSA should add a report related to vehicle and driver compliance.

Action Taken: FSSA created a new report for the 2020 manual. There is now a log for Non-Compliant Vehicles & Drivers (MO-SET5). In addition, there is a corrective action log Corrective Action Summary (MO-SET3) that will capture all corrective actions, including, but not limited to driver/vehicle suspension or termination.



Independent Review: Reporting Manual

- **Recommendation:** SET needs to ensure that the compilers of FSSA monthly reports are using the most relevant and complete data sources and should validate results prior to submission.
- **Action Taken:** The new reporting manual requires an SET Executive to attest to the completeness and accuracy of each submission. Additionally, submitting complete and accurate reports is a performance metric for SET to earn withhold dollars.



Independent Review: Reporting Manual

Recommendation: Information from the revised monthly reporting package should be summarized in dashboard reports to show trends for internal review (FSSA Leadership) and external review (compliance with SEA 480, reporting to the NEMT Commission). Specifically, B&A recommends three one-page dashboards:

- A dashboard that is client-focused (e.g., trips requested and delivered, client complaints)
- A dashboard that is provider-focused (e.g., vehicle/driver inventory, coverage areas, status of vehicle/driver compliance)
- A dashboard that is SET operations-focused (e.g., claims adjudication and payment, call center statistics)

Action Taken: FSSA is in the process of designing these dashboards and will be prepared to utilize once SET is using the new reporting manual.



Independent Review: Provider Education

- **Recommendation:** Clarify trip status codes for providers. Example: “Dispatched Trip”
- **Action Taken:** SET created a quick reference document to define trip status codes and definitions, which has been placed on the SET provider portal for providers and is named Insight Trip Status Codes.



Independent Review: Provider Education

- **Recommendation:** The FSSA should allow SET to put in provider contracts the notification of a penalty on payments for trips delivered if a provider's no-show rate exceeds an established threshold.
- **Action Taken:** The FSSA is not in favor of a blanket mandate to penalize providers at this time and prefers an educational intervention, which SET does daily.



Independent Review: Provider Education

- **Recommendation:** The FSSA should allow SET to lift some of the claim denial overrides that were put in during the transition period and allow the claims to deny. Related to this, however, is the responsibility of SET to educate providers on the reasons for claims being suspended or denied.
- **Action Taken:** FSSA delayed this due to the public health emergency, however a tentative schedule has been set to implement on January 1, 2021. SET is currently developing training and communication materials for providers on this change.



Independent Review: Other

- **Recommendation:** The FSSA should add physical therapy to the list of services waived from the 20 trip per year limit.
- **Action Taken:** The FSSA drafted a State Plan Amendment to do this permanently that is being reviewed by CMS. Currently, Prior Authorization is waived due to the public health emergency.
- **Recommendation:** The FSSA should develop a policy that results in consequences to clients who chronically no-show.
- **Action Taken:** The FSSA will consider this once we can determine the impact of reminder calls to members and post pandemic. However, FSSA is more in favor of a carrot than a stick approach to member compliance.



Independent Review: Conclusion

- Tremendous amount of work has been completed in 2020, but work continues:
 - Dashboard reports will be created and published end of Q4-20 – early Q1-21.
 - We continue to look for ways to expand the network. TNCs are a great achievement, but we look for ways to support the existing traditional provider network and grow it.
 - SET will implement the claims denial reasons recommended by Burns & Associates on January 1, 2021 provided the provider education and awareness campaign is successful and timely.



Wrap up & Next Steps

Conducted by Dr. Jennifer Sullivan, FSSA



Commission materials will be available at:

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