Executive Summary

Evolving Nevada's Transportation Program with Innovative, Quality Services

As an entity committed to Nevada Medicaid recipients, the Department of Health and Human Services, Division of Health Care Financing and Policy (DHCFP) seeks a qualified, experienced non-emergency transportation (NET) broker to manage the state's transportation benefit. The successful broker will manage the statewide NET program, performing a wide scope of services, including the overall coordination, management, and reimbursement of the entire system.

To achieve its goals of productivity and cost efficiency, DHCFP needs a broker that can be 100% successful with a statewide NET program of this size and scale. Further, the broker should be an organization that can continue to extend the benefits of the transportation management model, and should have a capable management team experienced in overseeing similar programs with tangible results.

Medical Transportation Management, Inc. (MTM) is DHCFP's best choice for a NET broker in Nevada. With more than 16 years of experience operating programs of similar size and scope around the country, MTM is extremely well qualified and able to take on statewide services. By bringing our industry-leading brokerage model and best practices to Nevada, we can effectively improve program quality and reduce overall costs. By choosing MTM, DHCFP will receive:

- ***Outside-of-the-box thinking with innovative, creative solutions and strategies***
- ***True collaboration and proven techniques to address and solve budgetary concerns***
- ***Solutions for meeting rural transportation needs***
- ***A smooth transition with our Implementation Plan and experienced staff***
- ***In-depth access to and support from our executive team***

As demonstrated in the following paragraphs, as well as throughout the entirety of our proposal, MTM is by far the best NET broker to serve Nevada recipients. Together, DHCFP and MTM can ensure recipients throughout the state receive access to important medical appointments via quality NET service.

Thinking Outside of the Box with Innovative Solutions

In each of our contracts, MTM strives to help our clients gain efficiency throughout their programs with our established, industry-leading processes, as well as new innovations as they arise. As DHCFP knows, the NET industry is constantly shifting, and MTM has the tools to evolve with it. We are ready to change with Nevada's NET program, introducing efficiencies and innovations for long-term improvements.

While it may be rare that one of the oldest, most experienced NET brokers remains the most innovative, in MTM's case it's true. We are the only broker thinking outside of the box for NET programs like Nevada's, and firmly believe that if DHCFP is going to transition to a new broker, it should be to the one that will bring the most value. That broker is MTM. Many of our clients have benefitted from our innovative solutions, including functional assessments and travel training services, routing and scheduling software, and cutting-edge technology. We know these innovations could bring vast improvements to the Nevada NET program, and we look forward to implementing them successfully.

<u>Using Functional Assessments and Travel Training Services for Appropriate Mode Assignment</u>

While many brokers, including MTM, utilize a paper-based process for appropriate mode assignment, MTM has taken this one step further by developing an accurate in-person functional assessment program. This process was designed to determine if a recipient has the physical and cognitive skills necessary to utilize public transit, and is conducted by licensed clinical staff that seek feedback from medical providers treating the recipient.

Along with our travel training services, functional assessments make up our On the Move program. With On the Move, we are able to safely migrate more recipients to public transit services. For example, if through the assessment process a recipient is identified as capable of riding public transit but has no previous experience doing so, we provide one-on-one personalized training on how to

independently access these services. By implementing On the Move in our District of Columbia NET program, we transitioned 23% of recipients assessed to public transit from sedan-level services, resulting in significant savings.

MTM developed On the Move from our experience conducting functional assessments for the Portland, Oregon and Raleigh, North Carolina public transit systems. For these systems, MTM determines if recipients who use ADA paratransit services have the ability to utilize public transit instead. We also implemented functional assessments for ADA purposes in our previous management of the statewide Missouri NET program. During an eight-month pilot of this process for ADA-based assessments, we saved the client nearly $300,000 in transportation costs. We are confident that similar savings can be achieved in Nevada through adequate public transit resources in the Las Vegas and Reno areas, further increasing public transportation utilization. In fact, we are so confident that we are offering DHCFP a shared savings package, in which both MTM and DHCFP will benefit from increased public transit, resulting in a truly effective mode assignment process.

<u>Leveraging Routing and Multi-Loading Software to Reduce Per-Trip Costs</u>

One area where MTM has invested to ensure cost savings for the programs we manage is routing and multi-loading analysis. Using industry-leading StrataGen software, we analyze trip data to identify multi-loading and routing opportunities. We then negotiate rate structures that fairly reimburse transportation providers based on the number of individuals transported and vehicle type.

In Nevada, we have identified several areas where such analysis could be beneficial, including:

1. *Turning vehicles that transport recipients on a recurring basis into pseudo-routes that are available to pick-up other non-recurring trips, such as primary care visits*
2. *Developing feeder routes to transport recipients to bus stops, allowing them to complete their trips on cost-effective public transit routes*

3. ***Identifying opportunities for possible public transit route expansion, which we will share with the applicable transit entity***

These opportunities and others currently exist in the Nevada NET program and, through StrataGen software, MTM can identify and maximize the routing and multi-loading potential of this contract. We have experts in routing, scheduling, and paratransit operations who will focus on developing these solutions, resulting in a more efficient Nevada NET program.

<u>Introducing Cutting-Edge Technology for Program Enhancements and Efficiencies</u>
Important to the success of our operations is the deployment of state-of-the-art, reliable technology. In an effort to continually reduce administrative costs of the programs we operate, MTM has developed and refined management software that is more reliable and consistent than that of our competitors. This software system includes web-based portals for every key aspect of our management model: trip dispatch, reconciliation and payment, provider credentialing, reports, complaint entry, and more. These portals have been developed as a companion to our core system, programmed specifically for Medicaid NET management.

By allowing NET stakeholders, including medical providers, transportation providers, recipients, and clients, access with portal technology, we can reduce duplication of administrative activities, increase transparency, and enhance satisfaction. We have also started the development process for MobiliNET, a mobile application that will let transportation providers collect trip data from a handheld device like a tablet computer or smart phone. This same application will expedite the credentialing and inspection process for our Network Management staff, allowing them to assure each transportation provider is qualified and in compliance with our standards.

In addition to web-based tools, MTM employs state-of-the-art telephony systems and other technology that is fully redundant and backed-up, geared at delivering efficient and reliable administration. Partnering with MTM guarantees that DHCFP is working with a company capable of expanding and growing its operations without any impact on day-to-day activities.

Collaborating with DHCFP to Address Budgetary Concerns
As previously mentioned, MTM is committed to introducing innovative solutions to help our clients address their budgetary concerns. We understand the pressures faced by state agencies like DHCFP in today's economic climate, and strive to help our clients do as much as possible with

their NET allocations. Further, with potential Medicaid expansion on the horizon, it is important that contingencies are in place to accommodate the possible future NET needs of thousands more Medicaid recipients. MTM recognizes this possibility, and has veritable processes and procedures in place that will allow us to help DHCFP meet its goals.

Since 1995, MTM has developed innovative solutions to reduce NET program costs and increase overall efficiency. Some of these solutions, which we intend to introduce in Nevada, include:

- *Assigning the Correct Mode of Transportation: MTM uses our standard, paper-based Level of Need (LON) assessment, along with our aforementioned functional assessment process, to ensure each recipient is assigned to the most appropriate, least costly mode of transportation to fit his/her needs.*
- *Preventing and Reducing Fraud and Abuse: Multiple tools and reports allow us to prevent, reduce, and detect fraud and abuse, including monitoring recipients who are "frequent flyers," case managing recipients with recurring trips, and ensuring each trip actually occurred through a 100% trip verification and signature review process.*
- *Paying Transportation Providers Only for Services Rendered: Our trip reconciliation process allows us to check trip manifests for recipient signatures and verify attendance with the medical facility, ensuring the trip was actually rendered prior to payment.*
- *Using Volunteer Drivers: Through our Provide a Ride program, MTM utilizes localized networks of volunteer drivers to provide more cost effective transportation, often allowing opportunities for multi-loading that result in further cost savings.*
- *Enforcing Closest Medical Provider Specifications: During the trip scheduling process, MTM checks to ensure each recipient is utilizing the closest, most appropriate medical provider to meet his/her needs. As allowed by DHCFP, we may deny transportation if a closer and equally appropriate medical provider exists.*
- *Utilizing Reloadable Debit Cards for Mileage Reimbursement: While we have offered mileage reimbursement using trip logs and mailed checks to recipients throughout our history, we are currently piloting a reloadable debit card program that allows recipients to forgo the check process, cutting down on postage and administrative fees.*

Addressing Rural Transportation Needs

While MTM understands that the vast majority of NET trips for Nevada recipients will occur in the urban and surrounding suburban locations of cities like Reno and Las Vegas, other trips will take place in the far rural reaches of the state. The chosen NET broker should have experience

with and solutions for meeting rural transportation needs. With nearly 20% of our total trip volume occurring in rural locations, MTM has strategies in place for addressing the concerns that stem from rural transportation.

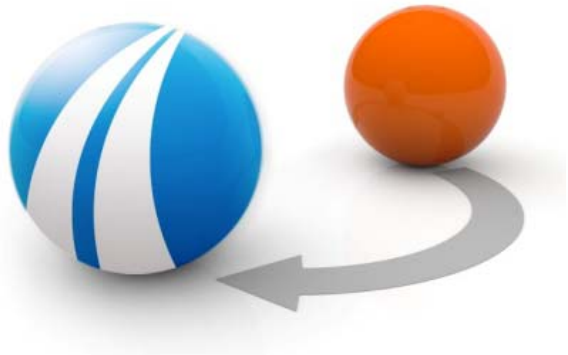
Perhaps the biggest worry for agencies administering NET programs in rural locations is the lack of transportation resources. Rural transportation's unique challenges require proactive planning and the ability to properly utilize assets for the best, most appropriate mode of service at the lowest cost. To address these challenges, MTM utilizes a variety of specific methods, including:

- *Using rural public transit systems*
- *Providing gas reimbursement to recipients*
- *Maximizing free volunteer services with our Provide a Ride program*
- *Recruiting independent subcontracted drivers*
- *Working with providers to station vehicles and drivers outside their normal zone of coverage*
- *Multi-loading and routing as many trips as possible*
- *Partnering with not-for-profit agencies*

MTM has had success providing rural transportation in areas like Missouri and Kansas, where we increased access to transportation for recipients while cutting per trip costs. We will utilize these same strategies in Nevada to ensure recipients in rural areas can access the medical care they need.

Ensuring a Smooth Transition Period with an Experienced Team

Because we have managed dozens of programs of similar size and scope, achieving the results sought by this RFP, DHCFP can be assured of a smooth implementation process with MTM. We understand the Medicaid population being served and their transportation needs, and can adequately plan to meet them during the implementation period. To do so, MTM will ensure continuity of care by maintaining and contracting with current transportation providers. Additionally, we will strive to assign all recipients to their current provider. This will



eliminate any issues with incorrect addresses and special needs requests like "pick-up in the alley" or "honk on arrival." It will also be key for the maintenance of driver/recipient relationships. Essentially, it will be business as usual for the recipient from the last day of the current contract to the first day of MTM's services.

With our 16-year history of smooth, successful implementations, DHCFP can research online MTM's clean transition history. While many implementations have minor speed bumps, MTM has minimized the effects of these issues; in fact, in most cases, these situations are not even recognized by recipients and other stakeholders. Our competitors cannot say the same. Negative news stories have caused some major NET brokers' names to become synonymous with rough implementations, recipient dissatisfaction, and transition chaos.

This will never be the case with MTM. Our low complaint rate and high satisfaction rate during implementation and beyond is our status quo. MTM can and will achieve positive implementation results for the Nevada NET program through thorough planning, appropriate staffing, and considerable education, training, and outreach among all stakeholders.

Providing More Executive Attention

As a small company with large corporate resources, MTM can provide the Nevada NET program with dedicated, high-touch service from our Nevada-dedicated staff, as well as our executive staff. Our executive management team, including CEO Alaina Maciá, will be instrumental in guiding proposed Program Manager Nathan Mueller through implementation and beyond. Nathan, with his nine years of experience with MTM, is an expert in NET management and is extremely customer service-oriented. His expertise in all aspects of NET operations will allow him to manage the Nevada program with ease and dedication. In his experience, Nathan has served as an Account Manager for several large managed care plans, as well as the Program Manager of our previous operation of the statewide Missouri NET program. This experience with similar programs will allow him to undertake his Nevada responsibilities appropriately and to the satisfaction of DHCFP.

Proposed Program Manager Nathan Mueller

Further, our status as a privately held, family owned company allows us to focus on long-term projects such as this one instead of short-term quarterly profit targets. This ultimately results in satisfied customers and better outcomes. With these objectives and resources, MTM can provide DHCFP with more attention and dedication than our larger, publicly held competitors can offer.

MTM is DHCFP's Best Choice for a NET Broker in Nevada

MTM is the best potential contractor to broker the Nevada NET program. We consistently develop outside-of-the-box, innovative solutions and strategies; promote collaboration to address and solve budgetary concerns; have strategies for meeting rural transportation needs; can provide a smooth, successful transition; and offer in-depth access to and support from our executive team. While we chose not to bid during the original RFP process earlier this year because we did not feel the state was open to a brokerage change, we now understand that DHCFP truly wants a new broker who can bring quality service to Nevada recipients. We are confident that we are the best broker to bring about this change to the NET program, and look forward to being a committed partner for DHCFP with dedication to serving Nevada recipients.