PART 1A - TECHNICAL PROPOSAL

MASTER

Part I A – Technical Proposal	
RFP Title:	Non-Emergency Transportation
RFP:	3207
Vendor Name:	Total Transit, Inc.
Address:	4600 W Camelback Road, Glendale, AZ 85301
Opening Date:	October 8, 2015
Opening Time:	2:00 PM

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VENDOR INFORMATION SHEET FOR RFP 3207

Vendor Must:

Provide all requested information in the space provided next to each numbered question. The information provided in Sections V1 through V6 will be used for development of the contract;

Type or print responses; and

Include this Vendor Information Sheet in Tab III of the Technical Proposal.

V1	Company Name	Total Transit Inc.

V2	Street Address	4600 W Camelback Road

V3	City, State, ZIP	Glendale AZ 85301

V4	Telephone Number		
	Area Code: 602	Number: 200-5500	Extension:

V5	Facsimile Number		
	Area Code: 602	Number: 200-5505	Extension:

V6	Toll Free Number		
	Area Code:	Number:	Extension:

V7	***Contact Person for Questions / Contract Negotiations,*** ***including address if different than above***

	Name: Mike Wall
	Title: General Manager
	Address: 4600 W Camelback Road, Glendale, AZ 85301
	Email Address: mwall@totaltransit.com

V8	Telephone Number for Contact Person		
	Area Code: 520	Number: 388-4075	Extension:

V9	Facsimile Number for Contact Person		
	Area Code: 602	Number: 200-5505	Extension:

V10	***Name of Individual Authorized to Bind the Organization***	
	Name: Lawrence Eisel	Title: CFO

V11	Signature ***(Individual must be legally authorized to bind the vendor per NRS 333.337)***	
	Signature:	Date: 10/6/15

Amendment 1

106. What are DHCFP's main goals for the next contract term?

The goal is always to improve services. The selected vendor must have the capability to provide efficient transportation services, especially to remote rural areas of the state; maintain quality staff members that are capable of providing excellent customer service to a variety of individuals, possess a high level of accuracy when booking transportation reservations, and have the ability to recognize when another transportation vendor must be deployed. Further, the vendor must employ reliable contractors, maintain professional relationships with a variety of medical, city, county, and state staff; provide timely claim and reimbursement payments; meet contract deliverables and reporting requirements; and implement innovative processes to reduce expenses and increase transportation quality.

107. What is the current complaint rate for the contract?

Refer to Special Note on page 1 of this document.

ALL ELSE REMAINS THE SAME FOR RFP 3207.

Vendor must sign and return this amendment with proposal submitted.

Vendor Name: Total Transit Inc.

Authorized Signature: _____

Title: CFO Date: 10/6/15

This document must be submitted in the "State Documents" section/tab of vendors' technical proposal.

Amendment 2

ALL ELSE REMAINS THE SAME FOR RFP 3207.

Vendor must sign and return this amendment with proposal submitted.

Vendor Name: Total Transit Inc.

Authorized Signature: _____

Title: CFO Date: 10/6/15

This document must be submitted in the "State Documents" section/tab of vendors' technical proposal.

Amendment 3

6. Does the state want the bidders to include the cost of paratransit trips referred to here in their cost proposal? If the state chooses to reimbursement the RTC directly, can you explain how the per member per month rate will be adjusted?

   The NET facilitator is currently responsible for coordinating paratransit trips with the appropriate RTC but is not responsible for the cost related to the trip. This is not expected to change. Your cost proposal should include consideration for brokering/coordinating the trips as a part of program administration.

7. The current broker manages the paratransit process and the state actually pays the transportation directly. Will this process continue or does the state expect the broker to include these costs in their pricing?

   See answer to question 6.

8. If the broker is to include this is their pricing can the state please provide the monthly cost and volume for the past 24 months?

   See answer to question 6.

9. Since the state is reimbursing the RTC directly are there any other providers that the state is reimbursing directly?

   Refer to section 6.1.1.2 of the RFP.

10. Can you please provide the rate that the RTC is be reimbursed?

    See answer to question 5.

ALL ELSE REMAINS THE SAME FOR RFP 3207.

Vendor must sign and return this amendment with proposal submitted.

Vendor Name: Total Transit Inc.

Authorized Signature: _____

Title: CFO Date: 10/6/15

This document must be submitted in the "State Documents" section/tab of vendors' technical proposal.

ATTACHMENT A – CONFIDENTIALITY AND CERTIFICATION OF INDEMNIFICATION

Submitted proposals, which are marked "confidential" in their entirety, or those in which a significant portion of the submitted proposal is marked "confidential" will not be accepted by the State of Nevada. Pursuant to NRS 333.333, only specific parts of the proposal may be labeled a "trade secret" as defined in NRS 600A.030(5). All proposals are confidential until the contract is awarded; at which time, both successful and unsuccessful vendors' technical and cost proposals become public information.

In accordance with the Submittal Instructions of this RFP, vendors are requested to submit confidential information in separate binders marked "**Part I B Confidential Technical**" and "**Part III Confidential Financial**".

The State will not be responsible for any information contained within the proposal. Should vendors not comply with the labeling and packing requirements, proposals will be released as submitted. In the event a governing board acts as the final authority, there may be public discussion regarding the submitted proposals that will be in an open meeting format, the proposals will remain confidential.

By signing below, I understand it is my responsibility as the vendor to act in protection of the labeled information and agree to defend and indemnify the State of Nevada for honoring such designation. I duly realize failure to so act will constitute a complete waiver and all submitted information will become public information; additionally, failure to label any information that is released by the State shall constitute a complete waiver of any and all claims for damages caused by the release of the information.

This proposal contains Confidential Information, Trade Secrets and/or Proprietary information as defined in ***Section 2 "ACRONYMS/DEFINITIONS."***

Please initial the appropriate response in the boxes below and provide the justification for confidential status.

Part I B – Confidential Technical Information			
YES	X	NO	
Justification for Confidential Status			

A Public Records CD has been included for the Technical and Cost Proposal			
YES	X	NO (See note below)	
Note: By marking "NO" for Public Record CD included, you are authorizing the State to use the "Master CD" for Public Records requests.			

Part III – Confidential Financial Information			
YES	X	NO	
Justification for Confidential Status			

Total Transit, Inc.

Company Name

Signature

Lawrence Eisel, CFO

Print Name

10/6/15

Date

This document must be submitted in Tab IV of vendor's technical proposal

ATTACHMENT C – VENDOR CERTIFICATIONS

Vendor agrees and will comply with the following:

(1) Any and all prices that may be charged under the terms of the contract do not and will not violate any existing federal, State or municipal laws or regulations concerning discrimination and/or price fixing. The vendor agrees to indemnify, exonerate and hold the State harmless from liability for any such violation now and throughout the term of the contract.

(2) All proposed capabilities can be demonstrated by the vendor.

(3) The price(s) and amount of this proposal have been arrived at independently and without consultation, communication, agreement or disclosure with or to any other contractor, vendor or potential vendor.

(4) All proposal terms, including prices, will remain in effect for a minimum of 180 days after the proposal due date. In the case of the awarded vendor, all proposal terms, including prices, will remain in effect throughout the contract negotiation process.

(5) No attempt has been made at any time to induce any firm or person to refrain from proposing or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal. All proposals must be made in good faith and without collusion.

(6) All conditions and provisions of this RFP are deemed to be accepted by the vendor and incorporated by reference in the proposal, except such conditions and provisions that the vendor expressly excludes in the proposal. Any exclusion must be in writing and included in the proposal at the time of submission.

(7) Each vendor must disclose any existing or potential conflict of interest relative to the performance of the contractual services resulting from this RFP. Any such relationship that might be perceived or represented as a conflict should be disclosed. By submitting a proposal in response to this RFP, vendors affirm that they have not given, nor intend to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant or any employee or representative of same, in connection with this procurement. Any attempt to intentionally or unintentionally conceal or obfuscate a conflict of interest will automatically result in the disqualification of a vendor's proposal. An award will not be made where a conflict of interest exists. The State will determine whether a conflict of interest exists and whether it may reflect negatively on the State's selection of a vendor. The State reserves the right to disqualify any vendor on the grounds of actual or apparent conflict of interest.

(8) All employees assigned to the project are authorized to work in this country.

(9) The company has a written equal opportunity policy that does not discriminate in employment practices with regard to race, color, national origin, physical condition, creed, religion, age, sex, marital status, sexual orientation, developmental disability or handicap.

(10) The company has a written policy regarding compliance for maintaining a drug-free workplace.

(11) Vendor understands and acknowledges that the representations within their proposal are material and important, and will be relied on by the State in evaluation of the proposal. Any vendor misrepresentations shall be treated as

fraudulent concealment from the State of the true facts relating to the proposal.

(12) Vendor must certify that any and all subcontractors comply with Sections 7, 8, 9, and 10, above.

(13) The proposal must be signed by the individual(s) legally authorized to bind the vendor per NRS 333.337.

Total Transit, Inc.

Vendor Company Name

Vendor Signature

Lawrence Eisel, CFO

Print Name

10/6/15

Date

This document must be submitted in Tab IV of vendor's technical proposal

ATTACHMENT J – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federally appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

By: _____ 10/6/15

Signature of Official Authorized to Sign Application — Date

For: Total Transit, Inc.

Vendor Name

RFP 3207: Non-Emergency Transportation

Project Title

This document must be submitted in Tab IV of vendor's technical proposal

BUSINESS ASSOCIATE ADDENDUM

STATE OF NEVADA
DEPARTMENT OF HEALTH AND HUMAN SERVICES

BUSINESS ASSOCIATE ADDENDUM

BETWEEN

The Division of Health Care Financing and Policy

Herein after referred to as the "Covered Entity"

and

_ Total Transit, Inc._

Herein after referred to as the "Business Associate"

PURPOSE. In order to comply with the requirements of the Health Insurance Portability and Accountability Act (HIPAA) of 1996, Public Law 104-191, and the Health Information Technology for Economic and Clinical Health (HITECH) Act of 2009, Public Law 111-5 this Addendum is hereby added and made part of the Contract between the Covered Entity and the Business Associate. This Addendum establishes the obligations of the Business Associate and the Covered Entity as well as the permitted uses and disclosures by the Business Associate of protected health information it may possess by reason of the Contract. The Covered Entity and the Business Associate shall protect the privacy and provide for the security of protected health information disclosed to the Business Associate pursuant to the Contract and in compliance with HIPAA, the HITECH Act, and regulation promulgated there under by the U.S. Department of Health and Human Services ("HIPAA Regulations") and other applicable laws.

WHEREAS, the Business Associate will provide certain services to the Covered Entity, and, pursuant to such arrangement, the Business Associate is considered a business associate of the Covered Entity as defined in HIPAA Regulations; and

WHEREAS, Business Associate may have access to and/or create, receive, maintain or transmit certain protected health information from or on behalf of the Covered Entity, in fulfilling its responsibilities under such arrangement; and

WHEREAS, HIPAA Regulations require the Covered Entity to enter into a contract containing specific requirements of the Business Associate prior to the disclosure of protected health information; and

THEREFORE, in consideration of the mutual obligations below and the exchange of information pursuant to this Addendum and to protect the interests of both Parties, the Parties agree to all provisions of this Addendum.

I. DEFINITIONS. The following terms in this Addendum shall have the same meaning as those terms in the HIPAA Regulations: Breach, Data Aggregation, Designated Record Set, Disclosure, Electronic Health Record, Health Care Operations, Individual, Minimum Necessary, Notice of Privacy Practices, Protected Health

Information, Required by Law, Secretary, Subcontractor, Unsecured Protected Health Information, and Use.

1. **Business Associate** shall mean the name of the organization or entity listed above and shall have the meaning given to the term under the Privacy and Security Rule and the HITECH Act. For full definition refer to 45 CFR 160.103.
2. **Contract** shall refer to this Addendum and that particular Contract to which this Addendum is made a part.
3. **Covered Entity** shall mean the name of the Division listed above and shall have the meaning given to such term under the Privacy Rule and the Security Rule, including, but not limited to 45 CFR 160.103.
4. **Parties** shall mean the Business Associate and the Covered Entity.

II. OBLIGATIONS OF THE BUSINESS ASSOCIATE

1. **Access to Protected Health Information.** The Business Associate will provide, as directed by the Covered Entity or an individual, access to inspect or obtain a copy of protected health information about the individual that is maintained in a designated record set by the Business Associate or its agents or subcontractors, in order to meet the requirements of HIPAA Regulations. If the Business Associate maintains an electronic health record, the Business Associate, its agents or subcontractors shall provide such information in electronic format to enable the Covered Entity to fulfill its obligations under HIPAA Regulations.

2. **Access to Records.** The Business Associate shall make its internal practices, books and records relating to the use and disclosure of protected health information available to the Covered Entity and to the Secretary for purposes of determining Business Associate's compliance with HIPAA Regulations.

3. **Accounting of Disclosures.** Upon request, the Business Associate and its agents or subcontractors shall make available to the Covered Entity or the individual information required to provide an accounting of disclosures in accordance with HIPAA Regulations.

4. **Agents and Subcontractors.** The Business Associate must ensure all agents and subcontractors that create, receive, maintain, or transmit protected health information on behalf of the Business Associate agree in writing to the same restrictions and conditions that apply to the Business Associate with respect to such information. The Business Associate must implement and maintain sanctions against agents and subcontractors that violate such restrictions and conditions and shall mitigate the effects of any such violation as outlined under HIPAA Regulations.

5. **Amendment of Protected Health Information.** The Business Associate will make available protected health information for amendment and incorporate any amendments in the designated record set maintained by the Business Associate or its agents or subcontractors, as directed by the Covered Entity or an individual, in order to meet the requirements of HIPAA Regulations.

6. **Audits, Investigations, and Enforcement. If the data provided or created through the execution of the Contract** becomes the subject of an audit, compliance review, or complaint investigation by the Office of Civil Rights or any other federal or state oversight agency, the Business Associate shall notify the Covered Entity immediately and provide the Covered Entity with a copy of any protected health information that the Business Associate provides to the Secretary or other federal or state oversight agency concurrently, to the extent that it is permitted

to do so by law. The Business Associate and individuals associated with the Business Associate are solely responsible for all civil and criminal penalties assessed as a result of an audit, breach or violation of HIPAA Regulations.

7. **Breach or Other Improper Access, Use or Disclosure Reporting.** The Business Associate must report to the Covered Entity, in writing, any access, use or disclosure of protected health information not permitted by the Contract, Addendum or HIPAA Regulations by Business Associate or its agents or subcontractors. The Covered Entity must be notified immediately upon discovery or the first day such breach or suspected breach is known to the Business Associate or by exercising reasonable diligence would have been known by the Business Associate in accordance with HIPAA Regulations. In the event of a breach or suspected breach of protected health information, the report to the Covered Entity must be in writing and include the following: a brief description of the incident; the date of the incident; the date the incident was discovered by the Business Associate; a thorough description of the unsecured protected health information that was involved in the incident; the number of individuals whose protected health information was involved in the incident; and the steps the Business Associate or its agent or subcontractor is taking to investigate the incident and to protect against further incidents. The Covered Entity will determine if a breach of unsecured protected health information has occurred and will notify the Business Associate of the determination. If a breach of unsecured protected health information is determined, the Business Associate must take prompt corrective action to cure any such deficiencies and mitigate any significant harm that may have occurred to individual(s) whose information was disclosed inappropriately.

8. **Breach Notification Requirements.** If the Covered Entity determines a breach of unsecured protected health information by the Business Associate, or its agents or subcontractors has occurred, the Business Associate will be responsible for notifying the individuals whose unsecured protected health information was breached in accordance with HIPAA Regulations. The Business Associate must provide evidence to the Covered Entity that appropriate notifications to individuals and/or media, when necessary, as specified in HIPAA Regulations has occurred. The Business Associate is responsible for all costs associated with notification to individuals, the media or others as well as costs associated with mitigating future breaches. The Business Associate must notify the Secretary of all breaches in accordance with HIPAA Regulations and must provide the Covered Entity with a copy of all notifications made to the Secretary.

9. **Breach Pattern or Practice by Covered Entity.** Pursuant to HIPAA Regulations, if the Business Associate knows of a pattern of activity or practice of the Covered Entity that constitutes a material breach or violation of the Covered Entity's obligations under the Contract or Addendum, the Business Associate must immediately report the problem to the Secretary.

10. **Data Ownership.** The Business Associate acknowledges that the Business Associate or its agents or subcontractors have no ownership rights with respect to the protected health information it creates, receives or maintains, or otherwise holds, transmits, uses or discloses.

11. **Litigation or Administrative Proceedings.** The Business Associate shall make itself, any subcontractors, employees, or agents assisting the Business Associate in the performance of its obligations under the Contract or Addendum, available to the Covered Entity, at no cost to the Covered Entity, to testify as witnesses, or otherwise, in the event litigation or administrative proceedings are commenced against the Covered Entity, its administrators or workforce

members upon a claimed violation by Business Associate of HIPAA Regulations or other laws relating to security and privacy.

12. **Minimum Necessary.** The Business Associate and its agents and subcontractors shall request, use and disclose only the minimum amount of protected health information necessary to accomplish the purpose of the request, use or disclosure in accordance with HIPAA Regulations.

13. **Policies and Procedures.** The Business Associate must adopt written privacy and security policies and procedures and documentation standards to meet the requirements of HIPAA Regulations.

14. **Privacy and Security Officer(s).** The Business Associate must appoint Privacy and Security Officer(s) whose responsibilities shall include: monitoring the Privacy and Security compliance of the Business Associate; development and implementation of the Business Associate's HIPAA Privacy and Security policies and procedures; establishment of Privacy and Security training programs; and development and implementation of an incident risk assessment and response plan in the event the Business Associate sustains a breach or suspected breach of protected health information.

15. **Safeguards.** The Business Associate must implement safeguards as necessary to protect the confidentiality, integrity and availability of the protected health information the Business Associate creates, receives, maintains, or otherwise holds, transmits, uses or discloses on behalf of the Covered Entity. Safeguards must include administrative safeguards (e.g., risk analysis and designation of security official), physical safeguards (e.g., facility access controls and workstation security), and technical safeguards (e.g., access controls and audit controls) to the confidentiality, integrity and availability of the protected health information, in accordance with HIPAA Regulations. Technical safeguards must meet the standards set forth by the guidelines of the National Institute of Standards and Technology (NIST). The Business Associate agrees to only use, or disclose protected health information as provided for by the Contract and Addendum and to mitigate, to the extent practicable, any harmful effect that is known to the Business Associate, of a use or disclosure, in violation of the requirements of this Addendum as outlined in HIPAA Regulations.

16. **Training.** The Business Associate must train all members of its workforce on the policies and procedures associated with safeguarding protected health information. This includes, at a minimum, training that covers the technical, physical and administrative safeguards needed to prevent inappropriate uses or disclosures of protected health information; training to prevent any intentional or unintentional use or disclosure that is a violation of HIPAA Regulations; and training that emphasizes the criminal and civil penalties related to HIPAA breaches or inappropriate uses or disclosures of protected health information. Workforce training of new employees must be completed within 30 days of the date of hire and all employees must be trained at least annually. The Business Associate must maintain written records for a period of six years. These records must document each employee that received training and the date the training was provided or received.

17. **Use and Disclosure of Protected Health Information.** The Business Associate must not use or further disclose protected health information other than as permitted or required by the Contract or as required by law. The Business Associate must not use or further disclose protected health information in a manner that would violate the requirements of HIPAA Regulations.

III. PERMITTED AND PROHIBITED USES AND DISCLOSURES BY THE BUSINESS ASSOCIATE

The Business Associate agrees to these general use and disclosure provisions:

1. **Permitted Uses and Disclosures:**

   a. Except as otherwise limited in this Addendum, the Business Associate may use or disclose protected health information to perform functions, activities, or services for, or on behalf of, the Covered Entity as specified in the Contract, provided that such use or disclosure would not violate HIPAA Regulations, if done by the Covered Entity.

   b. Except as otherwise limited in this Addendum, the Business Associate may use or disclose protected health information received by the Business Associate in its capacity as a Business Associate of the Covered Entity, as necessary, for the proper management and administration of the Business Associate, to carry out the legal responsibilities of the Business Associate, as required by law or for data aggregation purposes in accordance with HIPAA Regulations.

   c. Except as otherwise limited by this Addendum, if the Business Associate discloses protected health information to a third party, the Business Associate must obtain, prior to making such disclosure, reasonable written assurances from the third party that such protected health information will be held confidential pursuant to this Addendum and only disclosed as required by law or for the purposes for which it was disclosed to the third party. The written agreement from the third party must include requirements to immediately notify the Business Associate of any breaches of confidentiality of protected health information to the extent it has obtained knowledge of such breach.

   d. The Business Associate may use or disclose protected health information to report violations of law to appropriate federal and state authorities, consistent with HIPAA Regulations.

2. **Prohibited Uses and Disclosures:**

   a. Except as otherwise limited in this Addendum, the Business Associate shall not disclose protected health information to a health plan for payment or health care operations purposes if the patient has required this special restriction, and has paid out of pocket in full for the health care item or service to which the protected health information relates in accordance with HIPAA Regulations.

   b. The Business Associate shall not directly or indirectly receive remuneration in exchange for any protected health information, unless the Covered Entity obtained a valid authorization, in accordance with HIPAA Regulations that includes a specification that protected health information can be exchanged for remuneration.

IV. OBLIGATIONS OF THE COVERED ENTITY

1. The Covered Entity will inform the Business Associate of any limitations in the Covered Entity's Notice of Privacy Practices in accordance with HIPAA Regulations, to the extent that such limitation may affect the Business Associate's use or disclosure of protected health information.

2. The Covered Entity will inform the Business Associate of any changes in, or revocation of, permission by an individual to use or disclose protected health information, to the extent that such changes may affect the Business Associate's use or disclosure of protected health information.

3. The Covered Entity will inform the Business Associate of any restriction to the use or disclosure of protected health information that the Covered Entity has agreed to in accordance with HIPAA Regulations, to the extent that such restriction may affect the Business Associate's use or disclosure of protected health information.

4. Except in the event of lawful data aggregation or management and administrative activities, the Covered Entity shall not request the Business Associate to use or disclose protected health information in any manner that would not be permissible under HIPAA Regulations, if done by the Covered Entity.

V. TERM AND TERMINATION

1. **Effect of Termination:**

   a. Except as provided in paragraph (b) of this section, upon termination of this Addendum, for any reason, the Business Associate will return or destroy all protected health information received from the Covered Entity or created, maintained, or received by the Business Associate on behalf of the Covered Entity that the Business Associate still maintains in any form and the Business Associate will retain no copies of such information.

   b. If the Business Associate determines that returning or destroying the protected health information is not feasible, the Business Associate will provide to the Covered Entity notification of the conditions that make return or destruction infeasible. Upon a mutual determination that return or destruction of protected health information is infeasible, the Business Associate shall extend the protections of this Addendum to such protected health information and limit further uses and disclosures of such protected health information to those purposes that make return or destruction infeasible, for so long as the Business Associate maintains such protected health information.

   c. These termination provisions will apply to protected health information that is in the possession of subcontractors, agents or employees of the Business Associate.

2. **Term**. The Term of this Addendum shall commence as of the effective date of this Addendum herein and shall extend beyond the termination of the contract and shall terminate when all the protected health information provided by the Covered Entity to the Business Associate, or accessed, maintained, created, retained, modified, recorded, stored or otherwise held, transmitted, used or disclosed by the Business Associate on behalf of the Covered Entity, is destroyed or returned to the Covered Entity, or if it is not feasible to return or destroy the protected health information, protections are extended to such information, in accordance with the termination.

3. **Termination for Breach of Contract.** The Business Associate agrees that the Covered Entity may immediately terminate the Contract if the Covered Entity determines that the Business Associate has violated a material part of this Addendum.

VI. MISCELLANEOUS

1. **Amendment.** The parties agree to take such action as is necessary to amend this Addendum from time to time for the Covered Entity to comply with all the requirements of HIPAA Regulations.

2. **Clarification.** This Addendum references the requirements of HIPAA Regulations, as well as amendments and/or provisions that are currently in place and any that may be forthcoming.

3. **Indemnification.** Each party will indemnify and hold harmless the other party to this Addendum from and against all claims, losses, liabilities, costs and other expenses incurred as a result of, or arising directly or indirectly out of or in conjunction with:

   a. Any misrepresentation, breach of warranty or non-fulfillment of any undertaking on the part of the party under this Addendum; and

   b. Any claims, demands, awards, judgments, actions, and proceedings made by any person or organization arising out of or in any way connected with the party's performance under this Addendum.

4. **Interpretation**. The provisions of this Addendum shall prevail over any provisions in the Contract that any conflict or appear inconsistent with any provision in this Addendum. This Addendum and the Contract shall be interpreted as broadly as necessary to implement and comply with HIPAA Regulations. The parties agree that any ambiguity in this Addendum shall be resolved to permit the Covered Entity and the Business Associate to comply with HIPAA Regulations.

5. **Regulatory Reference.** A reference in this Addendum to HIPAA Regulations means the sections as in effect or as amended.

6. **Survival**. The respective rights and obligations of Business Associate under Effect of Termination of this Addendum shall survive the termination of this Addendum.

IN WITNESS WHEREOF, the Business Associate and the Covered Entity have agreed to the terms of the above written agreement as of the effective date set forth below.

COVERED ENTITY	**BUSINESS ASSOCIATE**
Division of Health Care Financing and Policy	
1100 E. William Street, Suite 101	
Carson City, NV 89701	
(775) 684-3676	
(775) 687-3893 - fax	
_____	_____
(Authorized Signature)	(Authorized Signature)
Laurie Squartsoff	
Administrator	
	CFO
	(Title)
	10/6/15
_____	_____
(Date)	(Date)

ATTACHMENT M ~ CERTIFICATION OF COMPLIANCE WITH RFP 3207

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. The Vendor's response complies with Chapter 1900 of the State of Nevada's Medicaid Services Manual. Any portions of the response that request changes to current State Policy are clearly marked. The State of Nevada's Medicaid Services Manual may be found on line at https://dhcfp.nv.gov/index.htm under Medicaid Manuals.

2. The Vendor's response is in compliance with all federal laws and regulations applicable to non-emergency transportation including but not limited to 42CFR431.53 and 42 CFR 430.390 for assurance of transportation; 42CFR434.6 for general requirements for all contracts and subcontracts; 42CFR440.170 for any other medical care or remedial care recognized under State law and specified by the Secretary; and 42CFR478 for reconsiderations and appeals.

3. The Vendor's submitted organizational chart is a true and factual representation of relationships with parent and related companies or corporate entities.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into.

By: _____ 10/6/15

Signature of Official Authorized to Sign Application — Date

For: Total Transit, Inc.

Vendor Name

RFP 3207 for Non-Emergency Transportation Brokerage Services

Project Title

This document must be submitted in Tab IV of vendor's technical proposal

Nevada Business License

SECRETARY OF STATE

STATE OF NEVADA

NEVADA STATE BUSINESS LICENSE

TOTAL TRANSIT, INC
Nevada Business Identification # NV20151550127

Expiration Date: September 30, 2016

In accordance with Title 7 of Nevada Revised Statutes, pursuant to proper application duly filed and payment of appropriate prescribed fees, the above named is hereby granted a Nevada State Business License for business activities conducted within the State of Nevada.

Valid until the expiration date listed unless suspended, revoked or cancelled in accordance with the provisions in Nevada Revised Statutes. License is not transferable and is not in lieu of any local business license, permit or registration.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Great Seal of State, at my office on September 16, 2015

Barbara K. Cegavske

BARBARA K. CEGAVSKE
Secretary of State

You may verify this license at www.nvsos.gov under the Nevada Business Search.

License must be cancelled on or before its expiration date if business activity ceases. Failure to do so will result in late fees or penalties which by law cannot be waived.

ATTACHMENT B – TECHNICAL PROPOSAL CERTIFICATION OF COMPLIANCE

WITH TERMS AND CONDITIONS OF RFP

I have read, understand and agree to comply with all the terms and conditions specified in this Request for Proposal.

YES X I agree to comply with the terms and conditions specified in this RFP.

NO _____ I do not agree to comply with the terms and conditions specified in this RFP.

If the exception and/or assumption require a change in the terms in any section of the RFP, the contract, or any incorporated documents, vendors must provide the specific language that is being proposed in the tables below. If vendors do not specify in detail any exceptions and/or assumptions at time of proposal submission, the State will not consider any additional exceptions and/or assumptions during negotiations.

Total Transit, Inc.
Company Name

Signature

LAWRENCE EISEL 10/7/15
Print Name Date

Vendors MUST use the following format. Attach additional sheets if necessary.

EXCEPTION SUMMARY FORM

EXCEPTION #	RFP SECTION NUMBER	RFP PAGE NUMBER	EXCEPTION (Complete detail regarding exceptions must be

ASASSUMPTION SUMMARY FORM

ASSUMPTION #	RFP SECTION NUMBER	RFP PAGE NUMBER	ASSUMPTION (Complete detail regarding assumptions must

This document must be submitted in Tab V of vendor's technical proposal

3. SCOPE OF WORK

This scope of work covers non-emergency and scheduled emergency services only.

Vendors must provide the following documents, failure to do so will be considered as a non-responsive submission and may be disqualified.

- *Vendor's response must comply with Chapter 1900 of the State of Nevada's Medicaid Services Manual.*
- *Vendor's response must be in compliance with all federal laws and regulations applicable to non-emergency transportation.*
- *Vendor must submit an organizational chart and show relationships with parent and related companies or corporate entities. Vendor's corporate structure must meet approval from the Centers for Medicare and Medicaid services.*

3.1 DUTIES AND RESPONSIBILITIES

It is mandatory that each component listed below in the Scope of Work be addressed. Vendors only need to cite the section number and title when responding. Failure to address each component will result in disqualification of the proposal.

The successful vendor(s) shall authorize, manage and make payment for all non-emergency transportation (NET) for eligible recipients to include but not limited to, taxicabs, wheelchair vans, public transportation, and travel related expenses. It is expected that the actual transportation services under this RFP will be provided through a network of subcontracted transportation providers, however, the State will consider other creative methods of providing NET. Vendors are encouraged to submit creative ideas for providing service to promote access to care and cutting costs.

The successful vendor will be responsible for payment of transportation services furnished through subcontracts with transportation providers. The Contractor's payments to transportation providers shall be consistent with efficiency, economy and quality of care and sufficient to enlist enough providers to ensure access.

Transportation plays an important role in assuring Medicaid eligible recipients' access to medical care. This service is of particular importance to disabled recipients needing critical services such as dialysis, rehabilitation, physical therapy or chemotherapy.

The awarded vendor shall ensure that all of these functions are performed properly and efficiently with an emphasis on customer service.

Successful vendor to inform and educate recipients regarding covered services and how to access them, as well as rights and Medicaid State Fair Hearings.

3.1.1 Overview of Tasks Performed by Total Transit

3.1.1 Duties and Responsibilities

Our response to the Scope of Work section of this RFP showcases Total Transit's ability to manage the Division's NET program in a cost efficient manner that does not compromise on quality. The services we will provide as the NET program manager for the Division are outlined below and include:

Customer Service Center Operations

- ***Toll free NET call intake number exclusively for the Division***
- ***Call Center services 24/7/365***
- ***Bilingual operators, TTY/TDD, TransPerfect***
- ***Eligibility and NET Benefit Verification***
- ***IVR capability to automate call in-take and member communication***
- ***Scheduling of one-way and round-trip transportation***
- ***Selection of most appropriate, lowest cost mode of NET***
- ***Dispatching and monitoring of provider service quality***

Nevada Business Office

- ***Dedicated Project Managers***
- ***Travel Coordinator***
- ***Systems Integration***

Outreach to Recipients

- ***Written Materials***
- ***Online Ordering Services***
- ***Outbound Reminder Calls***
- ***Customized Phone Messaging***

Transportation Provider Network Development

- ***Credentialing/re-credentialing (business, drivers and vehicles)***
- ***Contract execution***
- ***Statewide network adequacy***

Transportation Provider Network Management

- ***On-site vehicle inspections***
- ***Provider and Driver Training***
- ***Provider Score Cards***
- ***Ongoing monitoring and operational improvement consulting***

Claims Management

- ***Trip Reconciliation***
- ***Payment to transportation providers***
- ***Submission of Encounter Data***

Quality Assurance Program

- ***Adherence to transportation guidelines***
- ***Oversight of Grievances, Appeals, Fair Hearing Processes***
- ***Oversight of report preparation and delivery***
- ***Satisfaction surveys***
- ***Performance Metrics***
- ***URAC Certification***

As the Division's NET program manager, Total Transit will deliver the peace of mind that comes from responsible stewardship and knowing recipients are being safely transported to and from health care services in the most cost effective, respectful and responsible manner. Our response to this RFP demonstrates that we understand Nevada's NET challenges and we have the capability and capacity to deliver high quality, cost effective NET solutions to the Division. We are URAC accredited, the highest indication of proven quality standards in the healthcare industry. Our Quality Assurance Program will ensure that the highest standards of performance, program integrity, and customer service are achieved and maintained for the duration of the contract and at a reasonable cost. Total Transit has never missed an implementation deadline. We are organizationally prepared, and our

urac
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CORE
Expires 07/01/2017

network of transportation providers in Nevada will be ready to serve recipients' NET needs from day one.

Total Transit has included both our corporate organization chart and our Nevada organization chart showing relationships between each in Tab IX.

3.1.1.1 The vendor must have written information about its services and access to services available upon request to recipients and potential recipients. This written information must also be available in English and the prevalent non-English language(s), which the State has determined to be Spanish. The vendor must make free, oral interpretation services available to each recipient and potential recipient. This applies to all non-English languages, not just those that the State identifies as prevalent.

3.1.1.1 Total Transit has established policies and processes for the development and dissemination of written information about our services. We will develop, make available and distribute complete, detailed written information to current and potential Nevada Medicaid recipients free of charge. For the State of Nevada's NET program, the written information will be:

- ✓ ***Made available in English and Spanish***
- ✓ ***Made available in other languages as requested;***
- ✓ ***Written at no greater than sixth grade reading level;***
- ✓ ***Comprised of easy-to-understand information about transportation services and instructions on how to access services through Total Transit.***

tTotal Transit provides free oral interpretation services for all persons who interact in Total Transit provides free oral interpretation services for all persons who interact in some way with Total Transit and our staff through TransPerfect and via bilingual staff members.

3.1.1.2 The vendor is required to notify all recipients and potential recipients that oral interpretation is available for any language and written information is available in prevalent languages. The vendor must notify all recipients and potential recipients how to access this information.

3.1.1.2. Total Transit will notify all recipients and potential recipients through distribution of welcome packets, on our website, and on our toll-free NET telephone line where free access to oral interpretation services is available by simply calling our toll-free NET telephone number. We use TransPerfect, which provides oral interpretation in more than 170 languages. Website, telephone line and written information will be provided in both English and Spanish, and will explain how persons can obtain written or verbal information in other languages. These materials and the distribution process will include ways to communicate with hard-to-reach individuals and persons with special communication needs, such as persons with hearing or visual impairments. In addition to written materials, Total Transit's call center staff is made up of Customer Service Representatives who speak both English and Spanish.

3.1.1.3 The vendor's written material must use an easily understood format. The vendor must also develop appropriate alternative methods for communicating with visually and hearing-impaired recipients, and accommodating physically disabled recipients in accordance with the requirements of the Americans with Disabilities Act of 1990. All recipients and potential recipients must be informed that this information is available in alternative formats and how to access those formats.

3.1.1.3.* Total Transit's communication materials are written at a sixth-grade reading level, using pictures and graphics (such as , , and) that are universally recognized. Our layouts are designed to be visually interesting, easily understood and will include colorful illustrations so that information is presented graphically as well as in text. All recipients and potential recipients will be informed – via our website, toll-free telephone line messaging/recordings, and in written materials – that TTY/TDD services are available for persons with hearing impairment, and Braille or larger print written materials are available in multiple languages for persons with visual impairment. All information that is distributed to recipients and potential recipients will also include simple instructions on how to access alternate communication venues. Total Transit and its employees comply with the requirements of the Americans with Disability Act (ADA). Further, we will contractually require our subcontractors, including their employees and drivers, to comply with ADA rules and regulations in the provision of NET services for recipients.

3.1.1.4 The vendor is required to make available informational materials to newly enrolled recipients and to all recipients once per year. The initial mailing is sent to all Medicaid NET eligibles. Vendor will furnish the material to the Medicaid District Offices, the Division of Welfare and Support Services offices, and the managed care organizations. The vendor is not expected to mail the material to recipients. The initial mailing referenced in Section 3.1.4 is only done one time. This should be mailed 30 days in advance of the start of business to ensure that all Medicaid recipients will have received it with sufficient advance notice to plan for their transportation needs with the successful proposer. After the initial mailing specified in Section 3.1.4, the vendor need only to make materials available as specified in this section. The initial mailing shall be at the vendors expense. At a minimum the information enumerated below must be included in this material:

A. Explanation of non-emergency transportation services and how to obtain these services, including out-of-plan or emergency transportation services, and how to access them, the address and telephone number of the vendor's office or facility and the days that the office or facility is open and services are available;

B. Any restrictions on the recipient's freedom of choice among network providers;

C. Recipient rights and protections as specified in 42 CFR 438.100;

D. The amount, duration and scope of services available under the contract in sufficient detail to ensure that recipients understand the services to which they are entitled;

E. Procedures for obtaining services, including authorization requirements;

F. The extent to which, and how, recipients may obtain services from out-of-network providers;

G. The extent to which, and how, after hours and emergency coverage are provided including: what constitutes a need for emergency transportation services; the fact that prior authorization is not required for emergency services; the process and procedures for obtaining emergency services, including the 911-telephone system or its local equivalent; the fact that, subject to regulatory limitations, the recipient has a right to use any hospital or other setting for emergency care;

H. Explanation of procedures for urgent medical situations, non-emergency transportation services and how to utilize services in other circumstances, including the vendor services telephone number; clearly define urgent care, emergency care, and emergency transportation, and clarify the appropriate use of each;

I. Procedures for accessing emergency and non-emergency services when the recipient is in and out of the vendor service area;

J. Information on grievance and fair hearing procedures and information as specified in 42 CFR 438.10 (h);

K. Information on procedures for recommending changes in policies and services;

L. Quality and performance indicators, including recipient satisfaction;

M. The vendor is also required to provide, to the recipient upon request, information on the structure and operation of the vendor; and

N. Notification of the recipient's responsibility to report any third-party payment service to the vendor and the importance of doing so.

3.1.1.4. To facilitate a smooth and seamless transition, Total Transit will, at its own expense, develop informational materials, such as brochures and handbooks, which contain the informational elements described in RFP Section 3.1.1.4 parts A through N and any additional elements that may be prescribed in the Medicaid Services Manual during the course of the Contract. Additional information that we will provide, upon DHCFP approval, in the informational materials for the initial mailing includes:

- ***Information about the program transition plan;***
- ***Program start/transition date***
- ***Instructions for scheduling and accessing transportation services before, during and after the initial transition period.***
- ***Recipients rights as specified in 42 CFR 438.100***
- ***Information on grievance process as specified in 42 CFR 438.10(h)***
- ***Recipient's responsibilities as it relates to third party services***

Written materials will be customized to the DHCFP's specifications. As a rule, written materials consist of easy-to-understand and visually appealing brochures, leaflets and/or handbooks written in English and Spanish that explain the NET benefit and how to access health care services through the NET program. We will develop initial drafts of written materials and submit all proposed written materials to the DHCFP for review and approval prior to distributing any written materials.

Total Transit will, at its own expense, disseminate its informational materials pertaining to Nevada's NET program to Nevada's Medicaid District Offices, the Nevada Division of Welfare and Support Services offices, and Nevada's Medicaid Managed Care Organizations (MCOs) in the amount each office needs for mailing purposes. Total Transit recognizes that these offices are obligated to make this information available to recipients at least 30 days in advance of the start of business (i.e., the transition date). Therefore, we will look to the DHCFP for instructions and guidance on how many sets of materials to disseminate to all offices such that each office will have the right quantity of informational materials on hand for the initial mailing and the remainder of the year. Further, we will disseminate the informational materials to each office within 45 to 60 days in advance of the start of business (unless otherwise instructed) in order to give each office and MCO adequate time to incorporate our informational materials in with other materials that they may be sending to newly enrolled recipients. Thereafter, Total Transit will disseminate informational materials at least once per year, or as needed to replenish each office's or MCO's supply. All approved materials will also be posted on our website pursuant to DHCFP approval.

Proposed MCO and Health Care Provider Community Outreach Activities. ***With DHCFP approval, Total Transit will also proactively reach out to Nevada's health care provider community – such as dialysis centers, behavioral healthcare facilities, and home and community-based services providers -- and distribute written materials to them as a way to broaden their understanding of the importance of transportation as part of the medical delivery system for the state's Medicaid beneficiaries. Also, we propose to supply NET providers with educational materials for their drivers to keep in vehicles, pursuant to DHCFP approval. Beyond the transition period, Total Transit will continually collaborate with the DHCFP to develop outreach and educational materials and distribution programs that promote proper use of transportation services for access to covered services for recipients.***

3.1.2 The vendor must give each recipient written notice of any significant change, as defined by the State, in any of the enumerations noted above. Significant changes that apply to recipients include, but are not limited to, changes to operating hours, changes to telephone numbers and office locations, changes to the vendor's services, benefits or geographic service area, enrollment of a new population in the network, and additions and changes to the provider network. The vendor shall issue updates to the information provided to recipients and potential recipients on a monthly basis when there are material changes that will effect access to services; this includes additions and changes to the provider network. The vendor shall maintain documentation verifying these updates.

3.1.2 Notice of Significant Change

Total Transit has established policies and processes that support and ensure the timely and accurate distribution of written notices and updates, such as bulletins, announcements, changes to the provider network and notice of significant changes as defined by the State, to be sent to recipients, NET providers, Nevada's health care community, Nevada's Medicaid and Welfare offices and MCOs. Distribution methods will include mass mailings, faxes, and e-mails along with follow-up communiques as would be most appropriate considering the message to be shared, timeframe in which the change event will occur, and the audience that is being informed. All notices sent regarding material changes and significant changes will be posted on the website per DHCFP approval, and will be archived for easy retrieval and reference at any time. Total Transit documents all updates made to written materials and tracks the number of notices sent, along with distribution methods, and will make this information available to the DHCFP at any time.

3.1.3 The vendor will be required to annually make available written materials approved by the Division to inform and educate the target population about the transportation delivery system. The vendor is encouraged to develop supplemental written materials as well. Any materials, including marketing materials, developed by the vendor for distribution to recipients, potential recipients, or providers require prior review and approval by the Division in order that the vendor may assure the Division that all materials, including marketing materials, are accurate and do not mislead, confuse, or defraud recipients of the Division's medical assistance programs.

3.1.3 Written Materials Reviewed and Approved by the DHCFP

Total Transit has an established, comprehensive system for developing written materials to be distributed to key stakeholders, recipients, and NET providers that promotes a seamless transition during contract implementation and that continues throughout the

life of the Contract. We consider all written materials we develop to be "live" documents that will need prior review and approval by the DHCFP to be sure all written information distributed to recipients, NET providers, MCOs and other identified stakeholders is current, accurate, and relevant. Total Transit will incur the printing and distribution costs associated with mailings and written communications. As we have done for our state and health plan clients that serve Medicaid beneficiaries, we will customize all written communications concerning the DHCFP's NET program. We will coordinate and collaborate with the DHCFP throughout our partnership to ensure that our passenger and provider education plan is fully compliant and reflective of current NET service requirements under the state of Nevada's Medicaid program.

Total Transit will collaborate with the DHCFP for approval of other communication distribution methods and venues to supplement required statewide mailings. Communications will also include notifications concerning policy or process changes that may impact recipients, MCOs, the DHCFP (including applicable Medicaid and Welfare offices) and/or providers. These will be distributed to recipients and impacted organizations at least 30 days prior to the start of services or change date and would include a combination of mailings in concert with e-mails, faxes and/or website postings as requested or required by the DHCFP.

3.1.4 Prior to project implementation, the vendor must notify all current recipients and providers of the changes in the transportation delivery system and the vendor's toll-free number for requesting non-emergency transportation services. The initial mailing is only done one time. This should be mailed 30 days in advance of the start of business that all Medicaid recipients will have received it with sufficient advance notice to plan for their transportation needs with the successful proposer. After the initial mailing, the vendor need only to make materials available as specified in Section 3.1.3. In both cases, the State does not expect or desire that the vendor will encourage individuals to use NET services in place of other available transportation such as their own car or family or friends driving them. The initial mailing shall be at the vendors expense.

It is the intention of the State that the vendor has informational material to distribute to the Medicaid District Offices, the Division of Welfare and Supportive Services offices, and the managed care organizations and the Health Care Guidance Program. Information on changes may be included in informational materials and posted on the State's website and the vendor website. All marketing and informational materials must be approved by the State.

3.1.4 Initial Mailing Prior to Project Implementation

Total Transit understands that, from a recipient's perspective, the transition to a new transportation program may be a significant change to which they will need to become accustomed. Therefore, through our initial and ongoing outreach to recipients and providers, we strive to ensure a quiet and seamless transition. As part of our implementation work plan, we will submit recipient communication drafts for review and approval by the DHCFP prior to use. Total Transit will customize all member communications to meet the specific needs of the DHCFP with the overarching goal of achieving seamless transition to our brokerage services with uninterrupted access to care for recipients. In our discussions with healthcare providers and transportation providers in Nevada, there appears to be a high level of anxiety regarding the current situation, and what can be best described as a high degree of hope for a better future. Total Transit has never failed to effect a transition on the scheduled due date, and with a

high degree of customer satisfaction. We intend to repeat that success in Nevada if we are successful in the acquisition of this contract.

As described more fully in sections 3.1.1, 3.1.2, and 3.1.3 above, Total Transit will – at its own expense - conduct a one-time, statewide initial mailing to all recipients 30 days prior to the program start date that will fully comply with all requirements as outlined in this RFP and as applicable and described in the Medicaid Services Manual. Beyond notifications sent to recipients, we will send notifications to key stakeholders in Nevada's healthcare delivery system, including but not necessarily limited to Nevada's Medicaid District Offices, the Division of Welfare and Supportive Services offices, Nevada's MCOs, targeted home and community based services (HCBS) providers, health care providers (including facilities), and any other entities that the DHCFP requests to receive notices prior to project implementation. Information will be supplied to the DHCFP for posting on the State's website and will also be posted on Total Transit's website.

Beyond the transition period, Total Transit will continually collaborate with the DHCFP to develop outreach and educational materials and programs that promote appropriate use of transportation benefits. Regularly-updated materials will be available to recipients and providers in the same formats as the original materials.

3.2 VERIFY RECIPIENT ELIGIBILITY

3.2.1 The vendor shall be responsible for receiving and processing all requests for non-emergency transportation services for all eligible Title XIX Medicaid program recipients residing in the State. The vendor shall arrange transportation into and out of the State when appropriate for eligible recipients residing in the State. The vendor is also responsible for arranging transportation for recipients who are being treated outside of the State.

3.2.1 Receiving and Processing Transportation Requests

Total Transit utilizes established policies, processes and procedures for receiving and processing non-emergency and urgent medical transportation requests. We have over 31 years of experience handling transportation requests on behalf of Title XIX Medicaid beneficiaries in multiple states. Using pre-established NET program guidelines that have been customized according to DHCFP specifications exclusively for Nevada's Medicaid enrollment, Total Transit will accept transportation requests through our toll-free call center, by fax, or via our website trip request portal. Total Transit invests in and leverages innovative technologies to reduce costs and improve service to the recipients. In 2016, we will be introducing our proprietary smart phone Peer to Peer platform that will allow recipients to schedule and manage transportation service via a mobile device thus reducing cost and time. We will first verify the recipient's eligibility status using Nevada's Electronic Verification of Eligibility System (EVS) or the most recent eligibility file that the DHCFP provides. Once eligibility has been confirmed, our experienced and qualified Customer Service Representatives will either authorize or deny transportation requests in accordance with the DHCFP's NET program guidelines and by using the script and appropriate assessment tools specifically developed for Nevada's Medicaid enrollment. Our trip request intake, assessment and trip authorization processes are efficient, enabling authorization determinations to be made and trips scheduled within a matter of minutes from receiving the initial trip request.

Total Transit is accustomed to arranging transportation for persons being treated outside of the state, across state borders, or outside of a given geographic service area. We will make all arrangements for authorized out-of-state travel and treatment, including air or ground transport, transportation to and from the airport and hotel accommodations as needed. As a precautionary measure, we recommend to our state and health plan clients to establish protocols for long distance and out-of-state transport that can be applied consistently for every recipient. For example, for the DHCFP we would recommend that transportation across state borders be limited to no more than 15-20 miles beyond the State's border and only to in-network providers. In the event transportation is requested that is more than 15-20 miles beyond the state border or to an out-of-state and out-of-network provider, we would recommend implementation of a prior authorization notification process in collaboration with designated persons at the DHCFP or with the State's MCOs to curtail fraud, waste or abuse and to give the DHCFP and MCOs the opportunity to assist the recipient in receiving services from in-network providers and within Nevada's borders, if possible. By establishing standard rules, processes and policies regarding out-of-state transport, we will succeed in being responsible stewards in the provision of NET services for Nevada's Medicaid program recipients.

3.2.2 DHCFP will provide a HIPAA compliant eligibility file suitable for loading into the vendors system. The file will be refreshed twice a month. For each recipient requesting non-emergency transportation services, the vendor shall verify the recipient's Medicaid eligibility through the provided eligibility file or through the EVS (Electronic Verification of Eligibility) system. Once eligibility for non-emergency transportation services has been verified the vendor may determine which form of transportation service is appropriate. Eligibility status in EVS is not the sole determinant of eligibility for non-emergency transportation services; vendor is responsible to consult the Medicaid Services Manual Chapter 1900 to determine what subpopulations are excluded.

3.2.2 Eligibility Verification Processes

Total Transit is HIPAA compliant and has over 31 years of experience in the use of state-issued enrollment files to verify a person's Medicaid eligibility status prior to scheduling transportation services. Total Transit will verify the recipient's Medicaid eligibility through the HIPAA compliant eligibility file provided by the DHCFP or through the State's EVS (Electronic Verification of Eligibility System). Our internal processes for retrieving and uploading eligibility files can be configured to include specific eligibility rules and any coverage thresholds or exclusions regarding subpopulations (e.g., Nevada Check Up), and we will configure our systems to comply with the DHCFP's requirements as well as any requirements described in Chapter 1900 of the Medicaid Services Manual.

Eligibility File Interface. ***Total Transit is experienced and accustomed to retrieving and accepting state-issued eligibility files for the Medicaid NET programs we manage. We are adept and experienced with 270 and 271 file query and response systems and protocols. Total Transit will establish a secure trading partner to obtain recipients' eligibility information for the state of Nevada. Once this relationship is set up, Total Transit can then set up recurring automation to request and receive recipient eligibility information.***

Data Integration. ***Total Transit has systems in place to integrate with a variety of data sources rapidly including web services, secure FTP, and Electronic Data Interchange***

(EDI). We use a variety of data integration tools developed in house or obtained through third party vendors to:

- ***Securely transfer files using secure FTP methods included in WS FTP Server software. This software provides the highest levels of file transfer security and encryption available as well as exceeding HIPAA, Sarbanes-Oxley, PCI DSS 2.0, GLBA, and Basel II compliance requirements***
- ***Integrate with web services using several custom built and secure interfaces to provide end-to-end data flow***
- ***Flexible extract, transform, and load (ETL) and message-based integration modules further assist in addressing unique needs of customer and vendor data integration.***

Data and Document Relationships. ***Our co-located mobility management system, called Real-time Automated Mobility Management System (RAMMS) provides a custom-built solution for handling every aspect data and document management relating to the provision of transportation services from call-intake, eligibility verification, authorization of services and scheduling transportation for recipients to billing and invoicing for NET providers. RAMMS operates on Windows Servers with Microsoft SQL Server databases. Additionally, a VMware virtual server farm at our main data center and at a Phoenix area co-location facility provides a virtual and redundant operating platform. Highlights of the features relative to eligibility verification activities within RAMMS includes:***

- ***Eligibility file integration via secure FTP or web services so that telephone agents can quickly determine passenger eligibility.***
- ***Day of service eligibility re-verification using EDI methods such as 270/271 interchange.***
- ***Integrated and HIPAA compliant EDI billing with 837 professional claims provided by 1EDISource.***

The system also supports multiple custom and third party dispatch methods, including support for third party Mobile Data Terminal (MDT) dispatch, and web-based dispatch portals.

Automated File Request and Consumption. ***Total Transit will create an automated request and consumption for daily, weekly, bi-weekly or monthly 834 recipient enrollment data. Upon consumption of this data, Total Transit will load the eligibility data into an in-house eligibility database. With the in-house eligibility database we have the ability to create a new recipient record, update key recipient information as well as activate or de-activate eligibility. This database will also track historical status changes for recipients so that historical reporting will be accurate. Timeliness of integrating this eligibility data is targeted to less than 2 hours from the time of receipt of the file.***

The key identifiers to be consumed includes, but is not limited to:

- ***Recipient Name***
- ***Medicaid Number***
- ***Date of Birth***
- ***Permanent Residence Address***
- ***Mailing Address***
- ***Telephone Number***

- ***Language Preference***
- ***Known Mobility Status (e.g., visual impairment, wheelchair, chronic condition)***

Once this data is loaded within the eligibility database, we take security measures to ensure that the data received cannot be modified by ordinary users of the RAMMS system. An elevated level of security access allows only authorized personnel within Total Transit to update records where appropriate; such as with written approval from the DHCFP.

Eligibility Verification Processes in-between Receipt of New Eligibility Files. Total Transit performs day of service eligibility re-verification using EDI methods such as 270/271 interchange. This process occurs automatically each morning for all recipients who have trips scheduled for that date. Where a trip request occurs the day before receipt of a new eligibility file is to be loaded into the eligibility system, Total Transit has a method to queue the recipients who are mapped to the trip request(s), for an eligibility check via 270 request and 271 response or the State's EVS. When recipients with active trip request(s) are found to have an eligibility status change (via 834 or 270/271), key Total Transit management staff will be alerted via the RAMMS user interface that further action should be taken.

Trip Scheduling Upon Eligibility Verification. Once eligibility has been verified through the EVS or the eligibility file, the transportation guidelines, which are customized for each contract we manage, will serve to determine the next steps we will follow in scheduling the most appropriate level transportation services. Throughout the trip scheduling process, our experienced and trained Customer Service Representatives are checking, verifying, confirming, and ensuring that transportation is scheduled only as a last resort, once recipients have proven that they have exhausted all other means of transportation for covered services.

3.3 ASSESS/AUTHORIZE TRANSPORTATION SERVICES

3.3.1 The vendor and its network providers must have in place, and follow, written policies and procedures for processing requests for initial and continuing authorizations of service. The vendor must have in effect mechanisms to ensure consistent application of review criteria for authorization decisions and consult with the requesting provider when appropriate.

3.3.1 Transportation Authorization Processes

Total Transit has established processes, policies and technologically-supported procedures that ensure quick yet comprehensive and consistent application of rules and requirements regarding service authorizations. For all of our state and MCO clients, Total Transit develops a comprehensive transportation guideline document that is made a part of the Contract and that has been developed in collaboration with – and approved by – our state or MCO client prior to implementation. Within the transportation guidelines, protocols to be followed regarding transportation authorization processes is delineated in such a way that

- ***Performance can be measured and reported;***
- ***Instructions are clear and concise, making it easy for our staff to follow;***

- ***Our system is configured to ensure adherence to the client's authorization policies through automation, enabling alerts and override approval requirements in the event of apparent non-adherence to transportation guidelines.***

Through our 24/7/365 customer service center, requests for transportation services are managed by our team of experienced Call Center Directors, who oversee the Customer Service Representatives (CSRs), who are required to – and trained on how to use – Total Transit's automated trip authorization and scheduling system we call RAMMS.

Convenient, Correct, Consistent Trip Scheduling. Use of scripts is an integral part of Total Transit's trip scheduling processes and we require CSRs to utilize the scripts that have been developed and customized for each of our clients. We train our CSRs on how to access scripts in the system for use during each call. CSRs are also trained on how to use voice inflection, proper pronunciation and tone of voice when asking questions in order to foster a positive experience for each caller and to gather the right information. A synopsis of script components and sample script questions are listed below.

Script Components and Sample Questions. The main elements of each call script that we develop in collaboration with our state and health plan clients that serve Medicaid populations are geared toward gathering pertinent information as efficiently and effectively as possible. Greetings and questions are short and simple to allow callers ample time to respond. The order in which certain questions are posed acts as a filter process to get callers to the right level of service as quickly as possible. The main components of the script are:

- ***Greeting – customized to client's specifications***
- ***Eligibility Verification – CSRs will begin series of questions by first verifying the caller's current eligibility status***
- ***Trip Type – to track trip type, urgent vs non-urgent, public, and private, etc.***
- ***Verification of transport need – this series of questions will be asked to confirm that callers have exhausted all other means of self-transport before seeking transportation assistance from the state or health plan***
- ***Level of Need – Public transit, volunteer driver or Mileage Reimbursement will be the first option, where appropriate. Callers will be asked about their level of mobility and use of assistive devices (such as wheelchairs, walkers, canes) and whether use of these assistive devices is temporary or permanent. CSRs will ask for pick up and drop off destinations. Caller responses will guide CSR on next steps in the trip scheduling sequence.***
- ***Trip Scheduling – CSRs will ask questions about appointment date, time, location, provider and special needs in order to schedule with the right level of transport and available provider type***
- ***Trip Confirmation – CSRs will communicate trip confirmation details to the caller***
- ***Instructions and Reminders – CSRs will communicate pick up and drop off protocols for passengers and drivers***
- ***Call Conclusion – CSRs will remind callers to call us if anything changes with their appointment and to be ready at least one hour prior to their medical appointment to help facilitate on-time arrival at their appointment site.***

Scripts in Multiple Languages. Scripts are prepared in English and Spanish and any other language as may be directed by the client. It is important to note that Total Transit's automated call answering system will prompt callers to select English, Spanish

or Other (for TransPerfect or Interpreter Services) using the keypad on their phone or voice activated response. The caller's selection will route the call to a CSR who will follow the script in the appropriate language for the caller. The table below presents sample questions for some of the components listed above:

Script Component	*Sample Questions/Dialog*
Greeting	*Good Morning/Afternoon/Evening. This is Tina with Nevada Medical Transportation Services.*
Eligibility Verification	*May I have your name and Medicaid ID number, please?*
Purpose of call	*Are you calling about a new or existing reservation?*
Verification of Transport Need	*How do you get to non-medical services such as grocery store, bank or post office?* *Do you have a vehicle?* *Do you have a friend or family member who can take you to your appointments?*
Determination of Level of Need	*Do you use a wheelchair, scooter, walker or cane?* *Will you need someone to travel with you?* *Will the doctor perform a procedure that will mean you need additional help for the ride home?*
Instructions and Reminders	*Please keep our phone number handy and call us anytime you have questions or need assistance.* *Please be dressed and ready for your pick up at least one hour prior to your doctor's appointment.* *For the ride home, the driver will be at the place where he/she dropped you off within one hour of your call for the ride home.*

Scripts within Scripts. ***As CSRs utilize the scripts, responses to certain pivotal questions guide the CSRs to appropriate subscripts that align with the need to gather additional pertinent information. For example, if a caller says they use a wheelchair, the script will flow to questions relating to use of the wheelchair that ascertain the person's true level of experience in use of the wheelchair (such as can they transfer themselves into or out of the vehicle without extra assistance, do they use public paratransit, etc.), which guides the CSR to select the most appropriate level of transportation that suits the person's capabilities.***

We recommend client review of scripts at least once per year to ensure client satisfaction with script flow and content. Total Transit will update or revise scripts at any time per client request.

Total Transit's Authorization Processes. ***Total Transit's decision making processes will align with the DHCFP's benefits and exclusions for recipients that we will pre-program into our RAMMS system. This will ensure accurate and effective use of decision making***

"trees" that are within the system. Our RAMMS system is completely customizable to the needs of the DHCFP. Due to the non-medical nature of the transportation services that we and our NET networks provide, our denial rate after verifying eligibility is quite low. Decisions to deny or reduce services will align with the DHCFP's decisions to deny or reduce benefits for recipients.

Notice of Decision Letters. ***Total Transit has an established print-and-mail process for Notice of Decision (NOD) letters that will meet the DHCFP's requirements. Mass mailings via mail merge are completed on a daily basis and part of our daily account closing process. Our system for processing denials and issuing NODs is part of our RAMMS system. If the trip request meets any of the denial criteria, the CSR will inform the recipient of the denial and their right to appeal, file a Grievance or Appeal and request a State Fair Hearing. The CSR will also inform the recipient that we will also mail a letter to them (on that day) detailing the denial reason and the Appeal, Grievance, Fair Hearing processes.***

Total Transit's letter database is customized to each state or MCO client's specific needs during the implementation process and during the course of the Contract. Service denials and reductions will be based on the DHCFP's listed requirements and corresponding denial reasons will be included in NOD letters as is applicable.

3.3.2 The vendor must ensure that any compensation to individuals or entities that are contracted by the vendor to conduct utilization management activities under this contract is not structured so as to provide incentives for the individual or entity to deny, limit, or discontinue medically necessary services to any recipient.

3.3.2 No Conflict of Interest Regarding Utilization Management

Total Transit does not outsource, subcontract or make compensation for utilization management services or activities to outside individuals or entities. Utilization management of the NET benefit is at the core of what we perform on behalf of our state and MCO clients serving Medicaid populations. Our established NET utilization management policies, processes and procedures are HIPAA compliant and align with the utilization management practices, policies and procedures to which our state and MCO clients must adhere on behalf of the Medicaid recipients they serve.

3.3.3 Vendor shall make an assessment of the recipient's level of need for transportation, which shall be in accordance with the Division transportation policies and procedures as set forth in the Medicaid Services Manual (MSM) Chapter 1900 entitled "Transportation Services" and through any Division policy updates, revisions and State Plan Amendments.

3.3.3 Level of Need Assessments

Total Transit will assess and make level-of-need assessments and authorization decisions for each recipient requesting transportation services in accordance with the DHCFP's transportation policies and procedures as set forth in the Medicaid Services Manual (MSM) Chapter 1900, Transportation Services, and through any DHCFP policy updates, revisions and State Plan Amendments. A description of our assessment processes follows.

Medical Necessity and Level of Need Determination. ***Use of the RAMMS system for call intake, eligibility verification and trip authorization ensures efficient and consistent***

application of requirements that are specific to each contract we manage. The scripts and transportation guidelines housed within RAMMS are integral to authorizing and scheduling trips based on medical necessity and we require our CSRs to utilize the scripts and transportation guidelines with every call. We train our CSRs on how to access the information in the system for use during each call.

Assessment and Authorization Based on Medical Necessity. Initial trip requests are filtered through our established assessment and authorization processes and the vast majority of trips are then scheduled accordingly. However, when a higher mode of transport is warranted or requested or the recipient disagrees with the authorized level of transportation services to be scheduled, a dedicated Travel Coordinator, will be engaged to determine the most appropriate level of transportation. Travel Coordinators represent a specialized team within the call center who are qualified to make assessment and authorization decisions based on medical necessity and case complexity. Travel Coordinators will conduct an assessment and make authorization decisions for trips that are complex, such as trips that are out-of-state and require overnight stays, long-distance trips, paratransit, or when specially-equipped vehicles or additional mobility factors must be considered in arranging transportation for the recipient. Using an Assessment Form (tool), the assessment process begins with gathering and documenting pertinent information from the recipient (or their authorized representative) and their primary health care provider regarding medical necessity. The Travel Coordinator uses the information gathered to make an authorization decision and to determine the most appropriate, lowest cost available transportation. This process is typically completed the same day the trip request is made. If the recipient disagrees with the health care provider's assessment, the Travel Coordinator will assist with auditing and working with medical providers to optimize the appropriate level of transportation. Our experience has shown that Travel Coordinators add significant value in quality, time and cost savings by identifying and optimizing transportation based on medical necessity. Should the requested level of service be denied or reduced, the Travel Coordinator is responsible for sending written notices (i.e. Notice of Decision letter) and will advise the recipient of their right to file a Grievance or Appeal.

3.3.4 Pertinent requirements in the transportation needs assessment include:

3.3.4.1 The recipient's program eligibility for non-emergency transportation has been verified on the date of service;

3.3.4.2 The transportation is to and/or from a Nevada Medicaid covered services that are determined medically necessary;

3.3.4.3 The recipient has no other form of transportation available;

3.3.4.4 The least costly, but appropriate, mode of transportation is used; and

3.3.4.5 That the recipient is using the nearest appropriate provider.

3.3.4 Components of Transportation Needs Assessment

Total Transit will conduct transportation needs assessments by following the transportation guidelines established for each client. As described in our response in Section 3.3.3 above, transportation needs assessments will be completed as part of all initial trip requests. It is during this first call that Total Transit CSRs will gather pertinent information from the recipient that includes, but is not limited to the items listed in RFP Section 3.3.4 as described below:

***3.3.4.1.* CSR will verify recipients' program eligibility on the scheduled date of transportation. Eligibility verification occurs not only as part of any transportation needs assessments; but is also performed for all persons who have scheduled transportation services for that day.**

***3.3.4.2.* CSR will schedule transportation to and from approved service provider sites for the provision of medically necessary Nevada Medicaid covered services only.**

***3.3.4.3.* Using a standard, DHCFP-approved inquiry process (i.e., script and transportation guidelines), CSR and Travel Coordinator, as applicable, will investigate and confirm that the recipient who is requesting transportation services has exhausted all other means of transportation for themselves prior to requesting transportation through Total Transit.**

***3.3.4.4.* Using an industry-accepted trip assignment algorithm, RAMMS will select and enable the CSR to schedule the most appropriate and least costly mode of transportation for each recipient.**

***3.3.4.5.* Using the most recent data available from the DHCFP, in combination with a DHCFP-approved inquiry process, CSR will schedule transportation to the most appropriate health care provider that is geographically closest to the recipient's residence.**

3.3.5 The vendor shall authorize or deny non-emergency transportation services for Medicaid recipients based on the above screening criteria. The vendor shall issue a Notice of Decision with appeals rights included for any denial, reduction, or termination of a service. The vendor shall issue a Notice of Decision with appeals rights included for any denial or a reduction in the requested level of service. The vendor may need to contact the recipient's primary care physician to assess and confirm the medical necessity of transportation services.

3.3.5 Authorization, Denial and Notice of Decision Processes

Total Transit has an established, automated system for sending "Notice of Decision" letters in less than 24 hours of when the decision to deny, reduce or terminate services was made. The Notice of Decision (NOD) letter contains the requisite information, in accordance with state and federal regulations, such as notice of the denial decision, the reason for the denial or benefit reduction, the recipient's right to file a Grievance or Appeal or request a Fair Hearing and instructions on how to file a Grievance or Appeal or request a State Fair Hearing. Total Transit has read and understands the NOD requirements described in this RFP and in Chapter 1900 of the Nevada Medicaid Services Manual and will comply with all applicable requirements and regulations referenced therein, such as but not limited to 42 CFR §438.10 (h). Prior to program implementation, we will submit the NOD template we propose to utilize for DHCFP review and approval, or we will utilize any NOD template that is provided by or required by the DHCFP.

Notice of Decision Timeline. ***Total Transit will mail the NOD letter to the recipient within 24 hours of when the denial or benefit reduction decision was made. It is important to note that due to the non-clinical nature of the service that Total Transit and its NET network provide, decisions are routinely made the same day that the trip request was made. Prior to making an authorization decision where medical necessity is a factor, the***

CSR or Travel Coordinator will reach out to the recipient's primary care provider immediately for confirmation of medical necessity. In the event that extenuating circumstances preclude a same-day authorization decision, Total Transit's decision-making processes ensure a service authorization decision will be made within ten (10) business days of when the request was first received and will comply with expedited authorization decision timelines to which State Agencies and health plans must comply as specified in 42 CFR § 438.210 (d) and 42 CFR 438.10(h).

Cooperation with the DHCFP. Total Transit has read and understands the requirements described in this RFP and in Chapter 1900 of the Nevada Medicaid Services Manual. We will comply fully with these requirements. We will cooperate with the DHCFP and supply all requested information and copies of records relating to denial decisions. In addition, we will have dedicated and qualified staff available to participate or testify at State fair hearings and to participate in review processes with the DHCFP when Grievance or Appeals are filed.

3.3.6 Paratransit transportation may be provided based on assessed medical need. All adult day care riders, adult day Health Care riders, Renal Dialysis riders and behavioral health riders must be assessed by paratransit for eligibility. Recipients with regularly recurring rides to any provider must be assessed by paratransit for eligibility. Recipients who do not cooperate in obtaining a paratransit assessment shall only be issued bus passes. When paratransit transportation is indicated, such transportation services shall be "curb to curb" or "door-to-door", whichever service is necessary for the recipient. Paratransit providers are responsible for assisting riders into and out of the vehicle, but are not responsible for lifting wheelchair or gurney patients up or down stairs.

3.3.6 Paratransit Assessment and Eligibility Requirements

Total Transit will coordinate and accommodate the use of paratransit services for eligible recipients and will obtain proof of recipients' paratransit assessment and eligibility status prior to making authorization decisions for higher levels of transportation. We acknowledge that we are to only issue bus passes to recipients who refuse to properly obtain a paratransit assessment. For persons who refuse to obtain or do no cooperate with obtaining the requisite paratransit assessments, we strive to assist them in overcoming their refusal to cooperate so that responsible use of paratransit resources can be achieved. For Nevada's NET program, we understand that, for recipients who reside within Clark County, Washoe County, and Carson City, we must obtain proof of a recipient's paratransit disqualification prior to authorizing any of their requests for a higher level of transportation services. We also know that it can take upwards of two months for recipients to apply for and undergo assessments to determine their eligibility for paratransit services. Therefore, for Nevada's NET program, we will build in exception processes that align with the state and the DHCFP's unique exception policies – such as allowing for assessment and authorization of higher levels of service while recipients are waiting to learn of their paratransit eligibility determination or when recipients provide written proof of their disqualification from public paratransit services.

Total Transit has a special understanding of paratransit services. Total Transit operates several ADA services in the state of Arizona as a Transportation Coordinator and as a service provider and will leverage this experience to partner with local agencies to transition recipients to the appropriate services and reduce cost to the state of Nevada.

Total Transit will reach out to the entities and home and community-based services (HCBS) providers and agencies that provide transportation to and from dialysis centers, behavioral health care sites (including outpatient rehabilitation sites) and HCBS service sites, such as adult day care. We will seek to add these community-based transportation providers into our NET provider network in order to enable application of the proper filter hierarchy that ensures the most appropriate and least costly level of transportation is authorized and provided for every recipient, and to ensure that Medicaid is the payor of last resort when recipients have other coverage for transportation to and from such service and provider sites. As with any contracted NET provider in our network, Total Transit will require paratransit providers to deliver "curb to curb" or "door-to-door" service and to assist persons into and out of vehicles in accordance with their needs. However, we will not require paratransit providers to physically lift persons who are in a wheelchair or gurney up or down stairs.

3.3.7 Recipients are responsible for providing car seats, wheelchairs, other devices or equipment, and any extra physical assistance, not required of providers, that they or their escorts need to make the trip. The Division will provide the vendor with instructions and ongoing training on Medicaid policy regarding specific Medicaid programs and covered services.

3.3.7 Recipient Responsibility for Mobility Assistive Devices

Total Transit has read and acknowledges that Nevada's Medicaid recipients are responsible for providing their own car seats, wheelchairs and other devices or equipment, including any extra physical assistance not required of NET providers that they or their escorts need for transport purposes. In our experience, this is a standard responsibility of the persons requesting NET services. Nonetheless, in the case of infant car seats and booster seats for small children, we require NET providers to refuse transportation at the time of pick up if the recipient neglects to provide a safety seat for their infant or child. Drivers must also report the incident immediately to us. We require all drivers of accessible vehicles to be trained on ADA requirements for proper securing of wheelchairs and scooters in vehicles.

3.3.8 The vendor shall determine and authorize the most appropriate economical mode of transportation for each eligible recipient requesting transportation services. The vendor is encouraged to develop and propose innovative strategies to reduce trip costs such as providing gas vouchers for recipients and making greater use of public transportation.

3.3.8 Selecting Most Appropriate and Economic Transport Level

As a bus fleet operator in Arizona, we bring a unique knowledge base to our state and MCO clients when working with public transit agencies. This enables us to develop strong public transit connections that people can utilize not only for access to health care services, but also for their day-to-day transportation needs. In any new market we enter, we begin the NET network development process by proactively reaching out to the local public transportation agencies (including paratransit) and securing contracts and/or establishing bus pass/token/voucher reservation, delivery, and payment mechanisms with them. Simultaneously, we will develop new transportation guidelines to promote the use of local public transit services, or comply with existing transportation guidelines pertaining to authorizing and promoting use of public transit that our state or MCO clients might have. For example, we know that in Nevada, recipients within the service areas of Clark County, Washoe County, and Carson City public transit systems

and who require transportation above the level of fixed route, must receive an assessment disqualifying them from public paratransit prior to being authorized for a higher level of service. Therefore, we will build this requirement into the transportation guidelines document (that is made part of the Contract), and which is then configured within our Real-time Automated Mobility Management System (RAMMS) to ensure, document and track adherence to this key trip authorization requirement.

Total Transit encourages use of the Mileage Reimbursement program as an alternative to more costly forms of transportation, subject to our clients' transportation guidelines. In Nevada, Total Transit will reimburse qualifying drivers in accordance with the Mileage Reimbursement procedures in the MSM, Chapter 1900: Transportation. When scheduling Mileage Reimbursement trips, Total Transit utilizes geo-mapping to pre-determine mileage, and will calculate reimbursement from this source in lieu of mileage data supplied by the drivers. The process is simple and well-received by program users, with payment processed with the forty-five days specified in 3.6.1.2.

In addition to the utilization of Public Transportation, Mileage Reimbursement, and the traditional NET service providers Total Transit will introduce our independent provider network model. This efficient, high quality and proven innovative model leverages cloud-based proprietary mobile technology with the utilization of private independent, credentialed providers which has proven to reduce costs and improve service coverage to our clients. Read more about this in section 3.5.1.1

Total Transit's locally based Travel Coordinator(s) assist in validating medical necessity in determining and authorizing the most appropriate and economic mode of transportation. Travel Coordinators will operate in a virtual call center environment and apply solutions-based strategies aimed at reducing overall transportation costs while improving service quality and improving access to covered services for recipients that demonstrates why a person cannot utilize the most economic mode of transportation due to their medical or physical mobility condition. Travel Coordinators will collaborate with the project Business Manager and local health care services providers, including HCBS providers, to build relationships and to work together to reduce transportation costs while improving service and access to care.

3.3.9 After determining that "no cost" transportation is not available to the recipient, the vendor shall utilize the services of the public transportation, if available and appropriate. The vendor shall have procedures for timely distribution of public transportation tokens and passes to the recipient to make the authorized medical appointment and adequate monitoring procedures in place in order to validate that the tokens/passes were used for authorized medical transportation. The vendor shall obtain prior approval for these procedures from the Division.

3.3.9 Processes for Use of Public Transportation for Recipients

When no-cost transportation is unavailable, Total Transit's trip scheduling processes and automated mechanisms will first seek opportunities to utilize public transportation. Total Transit's first choice in scheduling the mode of transportation is always public transit, given the availability of public transit services in a particular geographic service area. Total Transit utilizes sophisticated technology and has established efficient processes that maximize the use of public transportation resources. We use geo-mapping in our RAMMS trip scheduling system to ensure accurate determination of walking distance to bus stops.

During call intake, Total Transit's RAMMS trip scheduling system will automatically show all available public routes and indicate whether the recipient's residence and their appointment site is located within ¾ mile of a public transit stop. We will also send information, such as maps and directions, about the available public transit stop(s), routes and times directly to recipients for their convenience. Given the proper days of notice, Total Transit will mail the necessary public transit token or pass directly to the recipient. Total Transit will only send out weekly or monthly public transit passes to the recipient if the total for daily tokens/passes would have exceeded the amount for the weekly or monthly pass.

Total Transit monitors the appropriate use of public transit services among recipients by conducting telephonic appointment confirmations surveys. Surveys are performed daily for a randomly selected and statistically valid segment of recipients who had scheduled rides the previous day. Survey results are documented within RAMMS and reported to the Quality Management committee monthly. In the event that survey results reveal the recipient did not have or keep their appointment, Total Transit's Travel Coordinator will reach out directly to the recipient to address the situation with them, and to determine next steps in monitoring the recipient's use of transportation services going forward. For example, next steps may include placing a flag in the recipient's record requiring our call center staff to confirm the existence of an appointment (to the extent allowable based on HIPAA rules and regulations) prior to issuing bus passes/tokens to the recipient. The results of these diagnostics, as well as any other ongoing efficiency enhancement and fraud, waste and abuse reduction efforts are available to our customers on a monthly basis.

3.3.10 If the vendor does not utilize the lowest cost transportation provider, the vendor shall document reasons for not utilizing such in the transportation database described in Section 3.6.1. If the vendor authorizes transportation to a provider under this exception, the vendor shall document in the transportation database the reasons the nearest provider is not being utilized. An example would be a paratransit eligible dialysis patient getting a taxi ride immediately following dialysis, while being required to use paratransit for all other NET. Other examples of exceptions are a recipient who uses bus passes for transport but is expected to be unable to walk that far after a scheduled procedure or a recipient unable to get appointment with closest provider who is no longer accepting new Medicaid recipients.

3.3.10 Documenting Exceptions to Use of Lowest Cost Services

With every trip, Total Transit has established policies, procedures and processes that ensure proper documentation in our RAMMS database of the reasons for utilizing and not utilizing the lowest cost transportation provider. With over 13 years of NET program management experience, we know there are times and extenuating circumstances that warrant the use of other forms of transportation in lieu of public transportation, even among recipients who normally utilize public transportation. The transportation guidelines document that we develop for each of our state and Medicaid MCO clients contains details of the client's requirements for every form of transportation to be allowed and disallowed based on each program's list of covered and non-covered services, geographic service area, utilization management processes, exceptions policies, available provider network, distribution of Medicaid populations, and the like. By developing a well-organized and thorough transportation guidelines document and incorporating it into the Contract, we can assure the DHCFP of our compliance with

state, federal, and the DHCFP's rules and regulations regarding appropriate use of public and paratransit services as well as appropriate and consistent application of exception processes.

For Nevada's NET program, we understand that, for recipients who reside within Clark County, Washoe County, and Carson City, we must obtain proof of a recipient's public paratransit disqualification prior to authorizing any of their requests for a higher level of transportation services. We also know that it could take upwards of two months for recipients to apply for and undergo assessments to determine their eligibility for paratransit services. Therefore, for Nevada's NET program, we will build in exception processes that align with the State and the DHCFP's unique exception policies – such as allowing for the use of higher levels of service:

- ***While recipients are waiting to learn of their paratransit eligibility determination.***
- ***When recipients provide written proof of their disqualification from public paratransit services.***
- ***For the ride home when recipients undergo minor office surgery or similar procedures that impact their mobility or cognitive abilities to walk to the nearest bus stop following their medical appointment***
- ***When the closest provider site available to the recipient is outside of the public or paratransit service area by more than ¾ of a mile***
- ***As allowed and described in the Nevada Medicaid Services Manual, including ADA rules and regulations.***

The list above is not exhaustive, yet highlights the most common scenarios where exceptions are appropriate. Total Transit will comply with all exception standards that the DHCFP allows and will document all reasons for not utilizing public transit in our RAMMS database as required.

3.3.11 Medicaid funds may not be used to pay for transportation services that are otherwise available without charge to both Medicaid and non-Medicaid recipients. In addition, Medicaid is generally the payor of last resort except for certain Federal programs such as Title V Maternal and Child Health Block Grant funded services or special education related health services funded under the Individuals with Disabilities Education Act (IDEA).

3.3.11 Responsible Use of Medicaid Funds, Payor of Last Resort

Total Transit acknowledges and understands its responsibilities to use Medicaid funds only for the provision of covered NET services for eligible recipients being served under the Contract. Total Transit acknowledges and understands that Medicaid is the payor of last resort. Further, Total Transit understands and will comply with all requirements regarding Nevada's Medicaid recipients' liability and requires all downstream contracted NET providers, drivers and vendors to comply with Medicaid program beneficiary billing restrictions and hold harmless clauses. Total Transit has implemented policies and procedures that protect the Medicaid recipients it serves from financial liability when covered services have been authorized and in the event of our insolvency or the insolvency of a transportation provider in our network. All NET Provider Services Agreements that Total Transit executes include language restricting NET Providers and drivers from seeking remuneration from or billing recipients for authorized services. In addition, in the event that the DHCFP delays payment or fails to make payment to Total Transit due to State budgetary issues, Total Transit will hold Medicaid recipients

harmless. It is also our practice to pay providers without delay or interruption even when our state or health plan client has delayed or failed to make payment to us.

3.4 SCHEDULE, ASSIGN AND DISPATCH TRIPS

3.4.1 The vendor shall utilize a method to schedule transportation services once the services are authorized and shall ensure that trip assignment activities are performed efficiently. The scheduling method shall be capable of accommodating advanced reservations, subscription service, and requests for urgent service.

3.4.1 Trip Assignment and Scheduling Methods

Total Transit uses established policies, procedures, processes and technologically-supported mechanisms to efficiently schedule authorized transportation services. All trip authorization, assignment and scheduling activities are performed electronically within our RAMMS transportation scheduling system. Using RAMMS, we authorize and schedule approximately 16,000 trips per day for non-emergent, urgent and recurring healthcare and community-based services. A brief description of RAMMS and its many capabilities follows.

RAMMS Transportation Management and Trip Scheduling System. Our co-located mobility management and trip scheduling system, called Real-time Automated Mobility Management System (RAMMS) is Total Transit's custom-built solution for handling every aspect of transportation management from authorizing and scheduling transportation to billing and invoicing. This system has been in production since 2009 and a dedicated development team releases new features and upgrades several times per year. This system operates on Windows Servers with Microsoft SQL Server databases. Additionally, a VMware virtual server farm at the main data center and at a co-location facility provides a virtual and redundant operating platform. The comprehensive set of features for this system includes:

- ***Role based security permissions for each client account so that data from different clients remains securely separated***
- ***Real-time integration with XO cloud IVR system and provider management portals so call center agents know trip status***
- ***Ability to setup unique client profiles for each passenger that identifies relevant contact information, account related information, and transport history***
- ***Computer telephony integration (CTI) for all data entry interfaces so that incoming caller identification and ACD queue identification automatically displays existing client profile.***
- ***Data entry field validation so that each data entry field only allows appropriate entries.***
- ***Eligibility file integration via secure FTP or web services so that telephone agents can quickly determine passenger eligibility.***
- ***Day of service eligibility verification using EDI methods such as 270/271 interchange.***
- ***Service oriented architecture web services application programming interface (API) so that users can deliver transit requests via electronic means.***
- ***Advanced passenger and transport query functions that allow users to quickly find scheduled trips, passenger information, and transport details.***

- ***Data entry and dispatch handle a variety of transportation and scheduling types, including immediate transport, pre-scheduled transport, recurring subscription transport, pharmacy stops, companions, wheelchair accessible, and special needs.***
- ***Automatic trip distribution and routing processes that ensure every trip goes to the best qualified transportation provider, public transit service (including auto-issue of bus passes and shortest routes), or volunteer driver at the lowest cost***
- ***Secure, web-based transportation provider invoicing system that handles all transport exceptions prior to invoicing process.***
- ***Secure, web-based encounter data collection, certification and reporting system.***
- ***Comprehensive reporting features to meet customer needs including compliance reporting, custom reports, and encounter data.***
- ***Integrated and HIPAA compliant EDI billing with 837 professional claims provided by 1EDISource.***
- ***The system supports multiple custom and third party dispatch methods, including support for third party Mobile Data Terminal (MDT) dispatch, and web-based dispatch portals.***

Total Transit's On-Demand, 24/7/365 Customer Service. The Total Transit call center is always open. Our staff of Customer Service Representatives (CSRs) are fully trained on how to respond to urgent trip requests and "where's my ride" inquiries. We understand the importance of providing immediate assistance when appointment times change, an unexpected delay occurs or there is a need for transport to address an urgent medical need. We believe ours is the nation's first and most flexible "on-demand" program to be made available to Medicaid beneficiaries.

Trip scheduling and rescheduling occurs around the clock. In the realm of transportation program management, last minute requests and scheduling changes are common and often unavoidable. Nonetheless, transportation resources are not unlimited and we remind every caller of the trip request lead time for their particular transportation benefit. In Nevada, we will remind recipients of the requirement to make trip requests for non-urgent services at least five business days prior to their appointment. To encourage recipient compliance with lead time requirements, should a recipient call with less than the required lead time for non-urgent transport, our CSRs are trained to suggest to the caller to call us right after they've scheduled their doctor's appointment to arrange transportation services. Giving callers this helpful tip helps to reduce last-minute trip requests and allows for better use of transportation resources. For the DHCFP, Total Transit will arrange transportation even when the request for routine transportation is made with less than five days' notice. Further, we will remind every caller of this requirement, but we will not deny transportation based solely on the timing of the trip request. In all cases, once benefit verification has been conducted, we will immediately address the issue and we will make every effort to schedule or reschedule transportation for the recipient in order to ensure their access to care and covered services is unimpeded due to transportation issues.

The Total Transit call center is always open.

Total Transit uses established policies, procedures, processes and technologically-supported mechanisms to efficiently schedule authorized transportation services. All trip authorization, assignment and scheduling activities are performed electronically within our RAMMS transportation scheduling system. Using RAMMS, we authorize and

schedule approximately 16,000 trips per day for non-emergent, urgent and recurring healthcare and community-based services. A brief description of RAMMS and its many capabilities follows.

RAMMS Transportation Management and Trip Scheduling System. Our co-located mobility management and trip scheduling system, called Real-time Automated Mobility Management System (RAMMS) is Total Transit's custom-built solution for handling every aspect of transportation management from authorizing and scheduling transportation to billing and invoicing. This system has been in production since 2009 and a dedicated development team releases new features and upgrades several times per year. This system operates on Windows Servers with Microsoft SQL Server databases. Additionally, a VMware virtual server farm at the main data center and at a co-location facility provides a virtual and redundant operating platform. The comprehensive set of features for this system includes:

- ***Role based security permissions for each client account so that data from different clients remains securely separated***
- ***Real-time integration with XO cloud IVR system and provider management portals so call center agents know trip status***
- ***Ability to setup unique client profiles for each passenger that identifies relevant contact information, account related information, and transport history***
- ***Computer telephony integration (CTI) for all data entry interfaces so that incoming caller identification and ACD queue identification automatically displays existing client profile.***
- ***Data entry field validation so that each data entry field only allows appropriate entries.***
- ***Eligibility file integration via secure FTP or web services so that telephone agents can quickly determine passenger eligibility.***
- ***Day of service eligibility verification using EDI methods such as 270/271 interchange.***
- ***Service oriented architecture web services application programming interface (API) so that users can deliver transit requests via electronic means.***
- ***Advanced passenger and transport query functions that allow users to quickly find scheduled trips, passenger information, and transport details.***
- ***Data entry and dispatch handle a variety of transportation and scheduling types, including immediate transport, pre-scheduled transport, recurring subscription transport, pharmacy stops, companions, wheelchair accessible, and special needs.***
- ***Automatic trip distribution and routing processes that ensure every trip goes to the best qualified transportation provider, public transit service (including auto-issue of bus passes and shortest routes), or volunteer driver at the lowest cost***
- ***Secure, web-based transportation provider invoicing system that handles all transport exceptions prior to invoicing process.***
- ***Secure, web-based encounter data collection, certification and reporting system.***
- ***Comprehensive reporting features to meet customer needs including compliance reporting, custom reports, and encounter data.***
- ***Integrated and HIPAA compliant EDI billing with 837 professional claims provided by 1EDISource.***
- ***The system supports multiple custom and third party dispatch methods, including support for third party Mobile Data Terminal (MDT) dispatch, web-based dispatch portals, and implementation of SMS and smart phone dispatch methods.***

Total Transit's On-Demand, 24/7/365 Customer Service. ***The Total Transit call center is always open. Our entire staff of Customer Service Representatives (CSRs) are fully trained on how to respond to urgent trip requests and "where's my ride" inquiries. We understand the importance of providing immediate assistance when appointment times change, an unexpected delay occurs or there is a need for transport to address an urgent medical need. We believe ours is the nation's first and most flexible "on-demand" program to be made available to Medicaid beneficiaries.***

Trip scheduling and rescheduling occurs around the clock. In the realm of transportation program management, last minute requests and scheduling changes are common and often unavoidable. Nonetheless, transportation resources are not unlimited and we remind every caller of the trip request lead time for their particular transportation benefit. In Nevada, we will remind recipients of the requirement to make trip requests for non-urgent services at least five business days prior to their appointment. To encourage recipient compliance with lead time requirements, should a recipient call with less than the required lead time for non-urgent transport, our CSRs are trained to suggest to the caller to call us right after they've scheduled their doctor's appointment to arrange transportation services. Giving callers this helpful tip helps to reduce last-minute trip requests and allows for better use of transportation resources. For the DHCFP, Total Transit will arrange transportation even when the request for routine transportation is made with less than five days' notice. Further, we will remind every caller of this requirement, but we will not deny transportation based solely on the timing of the trip request. In all cases, once benefit verification has been conducted, we will immediately address the issue and we will make every effort to schedule or reschedule transportation for the recipient in order to ensure their access to care and covered services is unimpeded due to transportation issues.

The Total Transit call center is always open.

3.4.2 Although recipients are urged to make requests for non-emergency transportation services no less than five (5) business days before the service is needed, scheduling problems will occur from time to time when providing urgent services. The vendor shall have a system in place to accommodate sudden, non-emergent facility admits or discharges. The vendor shall develop procedures to deal with last minute requests from recipients, scheduling changes, "no-shows", and late-running vehicles. A transportation provider must wait at least fifteen (15) minutes after the scheduled pick-up time before "no-showing" the recipient at the pick-up location. The vendor or contracted transportation providers shall not charge recipients for transportation services or for no shows.

3.4.2 Accommodating Same-Day and Last-Minute Trip Requests

Total Transit ensures the provision of NET services at all times, especially for urgent trip requests. We never deny NET services based solely on short notice. Total Transit has foundation as an on-demand transportation provider, and we expect our provider partners to exemplify a sense of urgency for all on-demand trips. Because of the partnership approach to establishing provider relations, our providers across the country have proven to be reliable and trusted partners in this effort. For urgent and last-minute trip requests, our internal goal is to have a driver at the pick-up site within 90 minutes of when we received the trip request. Total Transit's Customer Service Representatives (CSRs) are trained on the procedures to follow for scheduling trips that are urgent in nature, and will arrange transportation using the most appropriate level of

transportation, or will escalate the trip request to the Travel Coordinator if clinical assessment is warranted. A paratransit provider, wheelchair or stretcher van provider is commonly utilized for door-to-door and curb-to-curb transport in order to mitigate the risk of additional distress or injury to the patient in need of urgent medical care to, from or between facilities. For persons with urgent medical care needs at a doctor's office, the CSR will contact the doctor to confirm the urgent appointment and will schedule transportation using the most appropriate level of transport based on the reported medical need.

Total Transit's Call Center Operations are Open 24/7/365. Because Total Transit's customer service centers never close, we are uniquely qualified and capable of authorizing and scheduling transportation services round-the-clock. Order processing and trip distribution is also fully automated, and we will integrate the DHCFP's systems, as needed, with ours to ensure efficiencies.

Collaboration with Hospitals and Clinics. Our CSRs are fully trained and routinely schedule same-day and urgent transportation services; and will escalate trip requests to our dedicated and locally based Travel Coordinators in the event a recipient needs additional assistance or has more complex transportation needs that could require clinical assessment to ensure scheduling with the most appropriate provider type and service level. In order to ensure a positive transportation experience once a person is ready to be discharged from a facility, we have found it is highly effective during program implementation to introduce our Travel Coordinators to hospital discharge staff and develop a rapport that will lead to timely notice to us from the facility that a discharge is imminent. To develop this rapport, our dedicated Nevada-based team of Travel Coordinators will proactively reach out to local hospitals, medical centers, dialysis centers and behavioral health facilities to:

- ***Learn about each facility's discharge practices;***
- ***Supply facilities with Total Transit's toll-free telephone numbers and written instructions on when to call Total Transit to arrange transportation as part of the patient's discharge plan; and***
- ***Remind discharge planners that urgent transportation services are available through Total Transit and covered by Nevada Medicaid in the event the recipient must be readmitted.***

By encouraging discharge planners to consider the patient's transportation needs from the hospital to home and reminding them to call us early in the discharge planning process, we can begin the trip scheduling process and prepare the patient and the NET provider for the trip. Thus, patients are assured of safe and timely transport from the facility following discharge.

Late-Running Vehicles and On-Time Performance Requirements. We understand how important it is to the DHCFP that recipients receive prompt, reliable service every time. We require drivers to be at the pick-up address within 15 minutes of the scheduled pick-up time. For return rides, we require drivers to be at the pick-up site within 60 minutes of the recipient's call for the return ride following their appointment. In the event of an unexpected delay of 15 or more minutes, drivers are required to notify us, and we will then contact the recipient to inform them of the delay and the newly expected arrival time. If a driver-caused delay occurs that results in a recipient being late for a medical appointment, the NET provider will immediately notify the recipient's medical provider of

the delay. If the delay results in the rescheduling of the recipient's medical appointment, the NET provider notifies Total Transit immediately and is expected to provide transportation to the rescheduled appointment at no additional cost. Total Transit will produce and provide the DHCFP with a report that includes scheduled and actual pick-up and drop-off times that measures driver on-time performance and our monitoring activities on an ongoing basis.

Private Driver Fleet. ***With the implementation of a network of private, qualified NEMT drivers who are connected to Total Transit through a cloud-based, mobile platform, we will have the ability to react quickly to on-demand requests throughout the network. This "virtual" fleet can be increased as necessary by utilizing appropriate motivational tools to bring more vehicles into the network when needed, thus dramatically reducing the need to delay pick-ups during high demand periods. Please read more about this proprietary model in section 3.5.1.1.***

Total Transit's Proactive Approach to Reducing No-Shows and Delays. ***Total Transit continuously looks for effective ways to improve the transportation experience for the people we serve. As described above, our "always open" call centers help to relieve the stress that goes along with any urgent situation. Another practice that improves the transportation experience – and helps to reduce no-shows and delays that can transform into urgent situations – is our auto-reminder system. This is a proactive component of our trip scheduling process. The auto-reminder feature of our IVR system:***

- ***Enables outbound reminder calls to be made every day to reduce no-shows***
- ***Gives recipients auto-call back options to keep, reschedule or cancel the trip or speak to a live agent.***

With the auto-reminder feature, recipients will automatically receive a call the night before their trip is to take place. They will have three options to select using the key pad on their phone: 1) confirm the trip, 2) cancel the trip, or 3) be connected to and speak with an agent to reschedule or adjust the trip. If the call is not answered or a recipient elects to do nothing with the auto-reminder, the trip will still be dispatched as planned. Application of this auto-reminder program is an effective tool that reduces no-show rates and fosters better compliance with keeping appointments on time and reducing delays.

Addressing No-Shows and Delays. ***We understand that, on occasion, extenuating circumstances may prevent the recipient from meeting the driver at the designated time and location. In the event a recipient is not present at the designated pickup location, the driver will make every effort possible to contact the recipient, including attempting to contact the recipient by telephone. If the pickup location is a private residence, the driver will attempt to contact the recipient by knocking on the door. If the pickup location is a public place, the driver will attempt to contact the member by entering the building and searching for the recipient by speaking with front desk personnel. If the recipient cannot be located, the driver will contact the CSR to report the potential no-show. At this point, the CSR will use the Global Positioning System (GPS) tracker to confirm that the driver is at the correct pickup location. The CSR will also attempt to contact the recipient by telephone. If the recipient still cannot be located, the driver may leave the site after waiting for the recipient a full 15 minutes past the scheduled pick-up time. A "no-show" is recorded for the trip and the return trip, if any, is canceled. There is never a charge assessed to recipients for no-shows.***

3.4.3 The vendor must allow one escort, who must be at least 18 years of age or any age if the escort is the parent of the minor child needing transport, to accompany a recipient or group of recipients when escort services are determined medically necessary or for those recipients who are minor children or adjudicated mentally incompetent. A person under the age of 18 must be accompanied by one escort unless that person is married, legally emancipated, or obtaining family planning services. Transportation services may not be authorized for minor children unless a parent or legally responsible adult or other willing adult caregiver accompanies the child. Two escorts are allowed for infants (children under one year of age). Multiple escorts may be allowed in certain situations with the approval of DHCFP. In addition, escort services are available to recipients who require approved Personal Care Aid (PCA) services (pursuant to MSM Chapter 1400) en route to, or at, a destination to obtain Nevada Medicaid covered, medically necessary services when a legally responsible adult or other willing and capable caregiver is unable to accompany them. An escort may be a parent or legal guardian, caretaker, relative, friend or PCA who accompanies the recipient. No charge shall be made for the escort. On a case by case basis, an additional escort may be allowed to accompany a recipient with approval of DHCFP.

3.4.3 Accommodating Escorts

Total Transit will allow escorts who are at least 18 years of age, including recipients' family members, legal guardians, caretakers, friends, and Personal Care Aids (PCAs), to accompany recipients to and from approved and covered services in accordance with DHCFP approval policies and as described in the Nevada Medicaid Services Manual, Chapter 1400. We utilize the Client Profile portal within our RAMMS system to auto-alert our CSRs to a recipient's likely need for someone to accompany them to their appointment. We will require an escort for all minor children under the age of 18, unless the minor is married, being transported for family planning services, or is legally emancipated. In such cases, and with DHCFP approval, we will require the minor to supply written proof of their marriage or emancipation status prior to authorizing transportation of an unaccompanied minor. For minors under one year of age, we will allow two escorts. For minors or a group of minors traveling together who are adjudicated mentally incompetent or who have other physical, emotional or developmental disabilities, we will allow at least one escort per minor or as needed or requested for the group transport and as approved by DHCFP. Escorts are required to comply with on-time pick-up and drop-off standards in the same way as recipients, and must exit vehicles with recipients upon arrival at the destination.

As always, our focus remains on safe and reliable transportation of recipients that adheres to all regulatory requirements. Total Transit never charges escorts for transportation and contractually prohibits drivers and NET providers from charging, invoicing, or billing recipients or their escorts for transportation services. For adults requesting to bring a minor(s) along for the ride, our CSRs are trained to ask how many children and will remind the adult that they must supply car seats for each infant and small child as required by law.

Total Transit will allow escorts and attendants who are at least 18 years of age, including recipients' family members, legal guardians, caretakers, friends, and Personal Care Aids (PCAs), to accompany recipients to and from approved and covered services in accordance with DHCFP approval policies and as described in the Nevada Medicaid Services Manual, Chapter 1400. We utilize the Client Profile portal within our RAMMS system to auto-alert our CSRs to a recipient's likely need for someone to accompany

them to their appointment. We will require an escort for all minor children under the age of 18, unless the minor is married, being transported for family planning services, or is legally emancipated. In such cases, and with DHCFP approval, we will require the minor to supply written proof of their marriage or emancipation status prior to authorizing transportation of an unaccompanied minor. For minors under one year of age, we will allow two escorts. For minors or a group of minors traveling together who are adjudicated mentally incompetent or who have other physical, emotional or developmental disabilities, we will allow at least one escort per minor or as needed or requested for the group transport and as approved by DHCFP. Escorts are required to comply with on-time pick-up and drop-off standards in the same way as recipients, and must exit vehicles with recipients upon arrival at the destination.

As always, our focus remains on safe and reliable transportation of recipients that adheres to all regulatory requirements. Total Transit never charges escorts or attendants for transportation and contractually prohibits drivers and NET providers from charging, invoicing, or billing recipients or their escorts for transportation services. For adults requesting to bring a minor(s) along for the ride, CSRs will ask how many minors and will remind the adult that they must supply car seats for each infant and small child as required by law.

Attendant Qualifications. Total Transit will adhere to all of requirements set forth by DHCFP for Attendants. Those requirements include, but are not necessarily limited to:

- ***Attendants must have a satisfactory driving record.***
- ***Attendants' criminal background check must be "clean."***
- ***Attendants must pass drug testing and finger printing (in select situations).***
- ***Attendants must complete all required training.***
- ***Attendants shall wear or have proper organization identification that is easily readable and visible on them at all times while serving as a transportation attendant.***
- ***Attendants are prohibited from smoking while in the vehicle or at any time while they are in the presence of any recipient.***
- ***Attendants are prohibited from using narcotics, illegal drugs, medical marijuana, alcohol, and prescribed drugs that could impair their ability to perform while on duty.***
- ***Attendants are prohibited for abusing alcohol and drugs.***

Total Transit will apply additional qualification criteria for attendants, as shown below, unless the DHCFP requests alternate qualification criteria for attendants:

- ***A person who has been convicted of a misdemeanor or felony for a drug or substance abuse related offense during the last five (5) years cannot serve as an attendant.***
- ***A person who has been convicted of any sexual offense or crime of violence cannot serve as an attendant.***
- ***A person who has been convicted of any felony during the last five (5) years cannot serve as an attendant.***
- ***A person who has been convicted of a crime listed in A.C.A. §21-15-101 et seq, cannot serve as an attendant.***
- ***A person who has been named as an offender or perpetrator in a true, substantiated, or founded report from the Child Maltreatment Central Registry or***

the Adult and Long-Term Care Facility Resident Maltreatment Central Registry, cannot serve as an attendant.

Attendant Conduct. ***Unless otherwise required by the DHCFP, Total Transit will ensure that attendants abide by the following requirements which will be stated in our transportation agreements:***

- ***Attendants must maintain a professional and well-groomed appearance at all times.***
- ***Jewelry or other accessories that may interfere with the vehicles operator's duties will not be permitted.***
- ***All attendants must wear or have visible, easily readable proper company identification.***
- ***All attendants must carry government issued identification.***
- ***At no time shall attendants smoke, while in the vehicle or while involved in beneficiary assistance, entering or exiting the vehicle, or while in the presence of any beneficiary.***
- ***Attendants will provide door-to-door service.***
- ***Attendants must identify and announce their presence at the entrance of the building at the specified pick-up location if the passenger is not waiting at the curbside.***
- ***Attendants must assist the passengers in the process of being seated, as necessary, including the fastening of seat belts. Drivers shall confirm, prior to allowing any vehicle to proceed, that wheelchairs and wheelchair passengers are properly secured and that all passengers' seat belts are fastened.***
- ***Attendants must provide support and oral directions to passengers and assist wheelchair and mobility-limited persons as they enter or exit the vehicle using the wheelchair lift. Driver assistance shall also include stowage of mobility aids and folding wheelchairs.***
- ***Attendants are not responsible for passenger's personal items.***

3.4.4 Trips shall be scheduled and dispatched to ensure that the average waiting time for pickup or delivery does not exceed fifteen (15) minutes, and at least 90% of all pick-ups must be within fifteen (15) minutes of the scheduled pick-up time, measured on a monthly basis. The vendor shall ensure that recipients arrive at pre-arranged times for appointments and are picked up at pre-arranged times. This section applies to the Vendor. The other time frames apply to recipients.

3.4.4 Wait Time Policies and Processes

Total Transit's timely trip pick-up, drop-off, and "will call" policies and protocols are incorporated into all NET provider agreements and in the Policies & Procedures manual we supply to all contracted NET providers. Total Transit trains all NET providers, drivers and staff regarding the timely pick-up and drop-off requirements for each transport. As part of credentialing NET providers, we review and confirm that vehicles have working two-way communication systems and that the NET providers and drivers know how to use these communication systems in order to ensure that real-time back-and-forth

In 2014, the on-time rate for Total Transit's NET provider network was an impressive 96.9% *for all trip types*, including last-minute requests, hospital discharges and long distance trips.

communication between drivers, Total Transit and the NET provider (i.e., dispatcher) can safely occur while the transport is in progress. We also train NET providers on what they must do in the event an unexpected situation could cause a delay. At all times, drivers must adhere to timely drop-off time frames, which should not exceed 15 minutes prior to the recipient's scheduled appointment. For "will call" and return rides following an appointment, all drivers must be at the pick-up site for the return ride within one hour of the recipient or their health care provider placing the "will call" request. In addition, Total Transit tracks actual pick-up and drop-off times by requiring all NET providers to complete and submit a detailed trip completion report after every trip using our RAMMS system. On the trip completion portal within RAMMS, providers must enter trips details, including pick-up and drop-off times, any route deviations that occurred, and the reason for the route deviation. Providers will not be paid without submission of a trip completion report that contains all of the details of the trip.

Timely Scheduling and Dispatching of Long-Distance and Special Needs Transport. For long-distance trips and for persons with special needs or disabilities, our Customer Service Representatives and our NET providers are trained and will be required to:

- ***Build in more time for trip pick-ups in order to account for the extra time needed to drive to the appointment site or for the person to reach the appointment site once the driver reaches the destination.***
- ***Build in extra time as needed for parking when door-to-door or hand-to-hand assistance is provided.***
- ***Adhere to trip pick-up, drop-off, wait time and "will call" return time requirements as is required for passengers without special needs or disabilities.***

Consistent On-Time Performance. Based on the outcomes of our ongoing tracking of on-time performance, we are confident we have the winning formula for providing excellent, timely NET services for the DHCFP and its recipients. In 2014, the on-time rate for Total Transit's NET provider network was an impressive 96.9% for all trip types, including last-minute requests, hospital discharges and long distance trips.

3.4.5 Basic Steps

The basic steps the vendor is expected to follow in arranging transportation, authorizing the services and reimbursing providers for services are as follows:

3.4.5.1 The vendor receives the telephone call from the recipient requesting non-emergency transportation services. The vendor obtains and tracks the trip information including the date, time, name and address of the medical appointment.

3.4.5.1. Total Transit receives and accepts requests for non-emergency and urgent transportation services by telephone, fax, and through our online trip reservation website. The vast majority of transportation services requests we receive is through our call center, which is open 24 hours-a-day, seven days-a-week, including holidays.

Call Center Dedicated to the DHCFP's NET Program. We propose our main Call Center located in Phoenix, Arizona as the dedicated call center for Nevada and its Medicaid recipients. This call center site never closes – it is open 24/7/365. We will fully integrate with the DHCFP's information technology and telephony systems, as appropriate, by the targeted readiness review dates described in the RFP and in preparation for call intake

and scheduling of trips that will take place from the anticipated start date of July 1, 2016 onward. For Nevada's Medicaid recipients, we will provide a dedicated toll-free telephone number or will arrange for transition of the current NET toll-free number to our CSC for continued use by Nevada's Medicaid recipients. At the time of this writing, Total Transit has 60% of our agents operating as "virtual" agents, or working from home. The benefit to our customers is that our agent staff can be increased or decreased quickly based on demand, thus retaining a high performance level at all times. In addition, we have found that agents working from home are rate very high in employee satisfaction, and that high morale results in the highest member satisfaction ratings in our industry. We plan to hire as many virtual agents as we are able in the Las Vegas and surrounding areas to supplement our Glendale Call Center.

Call Center Operations. ***Total Transit arranges for the provision of non-emergency transportation services and meets or exceeds all performance thresholds for Call Center services as described in the RFP and as may be described elsewhere, such as Nevada's Medicaid Services Manual. Total Transit call center operations and responsibilities for managing and administering the DHCFP's NET program will meet or exceed telephone answering performance for promptness and quality including:***

- ***Toll free telephone number exclusively for the DHCFP's NET program***
- ***Prompt call answering through our ACD system (LiveOps) and by live operators such that:***
- ***No call goes unanswered (no busy signals)***
- ***90% of calls answered within 5 rings***
- ***Average IVR to Hold Time under 2 minutes for at least 90% of calls***
- ***Eligibility Verification***
- ***Trip Assessment and Authorization using established transportation guidelines in combination with covered services lists as described in DHCFP regulations***
- ***Verification of closest healthcare provider using the DHCFP's definitions***
- ***Scheduling and dispatching one-way and round-trip transportation***
- ***Scheduling most appropriate, most cost-effective level of NET services aligning with recipient' mobility, age and cognitive abilities***
- ***Documentation of all trip intake, authorization, and scheduling activities in RAMMS for every transportation request received.***

Call Center Equipment. ***Total Transit's telephony system is supported by XO Communications Technology. Additionally, LiveOps (ACD) integrates with cloud-based application, Salesforce, which features telephony communication and tracking through LiveOps. Salesforce (service cloud for quality management) enables us to expand as our business expands, while also reinforcing our systems back-up processes; measuring speed to answer, call abandonment rates using real-time dashboards; enabling report development; and supporting call queues, ACD, TransPerfect, custom greetings, messaging, outbound calls and customer satisfaction surveys. Additional features of Total Transit's call center telephony capabilities include:***

- ***All calls initially answered by IVR with prompts given in English and Spanish***
- ***IVR Call Queue Routing Configured to client specifications***
- ***TDD/TTY***
- ***On Hold Messaging - configured with custom messaging per client's specifications. Messages can be changed daily, weekly, monthly, or quarterly. Multiple message/language capabilities.***

- ***Multiple language capabilities - TransPerfect is available to address the communication needs of Limited English Proficiency (LEP) populations. Total Transit uses a combination of multilingual CSRs and TransPerfect which provides translation services in over 170 languages, 24 hours a day 7 days a week.***

Online Ordering. Total Transit has an established, secure and easy-to-use online trip ordering system. The ordering system is available through a portal on our website that integrates with our RAMMS trip scheduling system and enables eligibility verification. One of the many features that our online ordering system provides is a secure, HIPAA compliant ordering format that users can access from their mobile devices in the same way they would access, view and navigate the website from a personal computer. As a web-based application, the RAMMS web portal is secure, easy to access and easy to use. This system streamlines communications, provides an automated confirmation process, and greatly simplifies the online submission of transportation requests. The RAMMS web portal is an extension of the primary RAMMS software used by Total Transit's Customer Service Centers. In essence, users can access and view the same information as Total Transit's Customer Service Representatives. Directly from their computers or mobile devices, RAMMS web portal users have the ability to:

- ***Make recurring (i.e., blanket or subscription) trip requests***
- ***Modify and cancel future and recurring (blanket) trips***
- ***View live trip status updates (provider information, pickup and drop off times, etc.)***
- ***View trip details (requester, last user to modify/cancel, date/time trip(s) was created, etc.)***

The RAMMS web portal virtually eliminates the need for phone ordering, which saves time and increases efficiencies by allowing users - who have the ability and prefer this method - to manage their own transportation requests.

In addition to fax, telephone, and web-based scheduling options, Total Transit will be introducing in 2016 our proven, cloud-based, mobile technology platform that will allow recipients to schedule transportation via a smart phone device. This technology will allow recipients to schedule and manage their trips without adding layers of cost and improving efficiencies that are associated with the traditional methods. This is a proprietary, proven model that Total Transit has utilized in Arizona, and we are excited to bring this same platform to Nevada.

3.4.5.2 The vendor reviews the trip request and verifies the recipient's Medicaid eligibility for the requested date of service.

3.4.5.2. Total Transit's Eligibility Verification Processes

Upon receipt of a request for transportation services, the next immediate steps that Total Transit CSRs will take are to 1.) Review the trip request 2.) Verify the recipient's Medicaid eligibility; and 3.) Document all pertinent information that is gathered in RAMMS (i.e. recipient name, Medicaid ID number, type of transport requested, appointment date, provider location, etc.). To support CSRs' ability to promptly verify a caller's Medicaid eligibility, Total Transit's IT unit will update the eligibility database within RAMMS early each morning by retrieving or accepting the DHCFP's enrollment file (e.g., 834 file transaction). Each day, the eligibility file is consumed into the corresponding database via the secure FTP and integrated into our trip scheduling systems as well as other operational systems. This file updates the database used primarily by our call center

staff to verify eligibility and type of transportation requested and authorized. Additional eligibility verification will be performed by accessing Nevada's EVS (process described in Section 3.2.2 of this proposal).

Through Total Transit's scheduling process, only eligible recipients will receive transportation services. Using RAMMS, our CSRs will access the daily eligibility file and/or EVS to verify eligibility and type of transportation required. A script specific to the DHCFP's NET program will guide the CSR to ensure that all pertinent information is gathered and the correct questions are asked to ensure the caller is eligible for transportation services and the most appropriate level of transportation is arranged once eligibility has been verified.

Eligibility File Back-up Processes. In the event there is a disruption in retrieval of the daily eligibility file, or the data contained in the file is found to be inaccurate, Total Transit's Information Technology (IT) Director will notify appropriate internal staff of the issue immediately and will give the internal staff an estimate as to when the issue will be rectified. The IT team that is part of the initial implementation will establish back-up processes in collaboration with client (i.e. the DHCFP) prior to "go-live." These back-up processes will be communicated to the CSC staff and incorporated into the transportation guidelines that are specific to each contract and NET program we manage on behalf of our state and MCO clients.

3.4.5.3 The vendor assesses the recipient's eligibility for transportation services in accordance with current Medicaid transportation policy including that the recipient has no other transportation available and that the trip is to a Medicaid covered service. Any special needs are noted, as they may affect the type of transportation needed.

3.4.5.3. Using the transportation guidelines document that is developed in collaboration with our state or Medicaid MCO clients, and that is made a part of our contracts with our clients, Total Transit complies with current Medicaid transportation policy in the provision of NET services. All Total Transit staff, not just call center staff, are trained on state and federal rules, regulations and policies regarding appropriate use of NET program benefits for Medicaid recipients that apply within the state where we are managing the provision of non-emergency transportation services. As such, with every request for transportation services, we will use a script, which is part of each client's transportation guidelines document, to ascertain that the recipient has no other means of transportation available to them and that the transport service itself is covered to or from a site only when the service is a Medicaid covered service. A description of the assessment processes that the transportation guidelines document and script address is provided next.

NET Service Eligibility. Total Transit will verify each recipient's level of service eligibility as part of the trip authorization and re-confirmation processes and will document findings and outcomes in RAMMS for every recipient and every trip request. During the implementation phase, Total Transit will collaborate with the DHCFP to establish a call center script, which is embedded in the transportation guidelines document that describe the DHCFP's unique NET program management requirements. The DHCFP's administrative codes and rules and NET policies will guide the determination to authorize services. If a recipient is not eligible for the level of transport they are requesting, we will notify the recipient and the DHCFP based on established requirements outlined in the

contract and/or per the DHCFP's protocols. For example, the DHCFP's rules regarding transport to the closest provider would be detailed in the transportation guidelines to enable CSRs to quickly access the data and comply with the rule when verifying and authorizing service levels. The script will guide CSRs to ensure that all the correct questions are asked to confirm that the recipient has no other means of transport and to select the most appropriate NET service when the recipient truly needs transportation.

Special Needs and Recurring Trips. Total Transit will develop approved criteria and procedures in concert with the DHCFP so that recipients who have special needs are not required to continually make special arrangements for recurring appointments or extended/chronic health care services, such as dialysis and chemotherapy treatments. We currently allow eligible beneficiaries or their designated representative to create "blanket orders" for recurring trips to the same location with one call or online request. Once the order is created, it is automatically renewed on a monthly basis once eligibility is confirmed. Further, Total Transit will create a procedure that meets requirements and will ensure validation of recipient eligibility and the presence of any third party liability for the service over the timeframe of the recurring appointments.

3.4.5.4 Upon completion of the screening of an eligible recipient, the vendor authorizes the transportation service and assigns the trip to the most appropriate and least costly subcontracted transportation provider available, consistent with the transportation needs of the recipient. If the vendor denies the service or reduces the transportation to a level that is less than requested, a Notice of Decision (NOD) is completed in compliance with Chapter 3100 of the Medicaid Services Manual. Notification of a denial includes a description of how to file an appeal and the reason for the denial must be documented and logged.

3.4.5.4. As described in section 3.4.5.3 above, Total Transit will ensure the most appropriate and least costly level of transportation available will be authorized for eligible recipients in accordance with their medical condition and transportation needs. In the event a decision to deny, reduce or terminate the requested level of transportation services is made, Total Transit will send a written Notice of Decision (NOD) to the recipient. The NOD contents will fully comply with the requirements described in Chapter 3100 of Nevada's Medicaid Services Manual. A description of Total Transit's decision-making and NOD distribution processes is provided next.

Total Transit's decision making processes will align with the DHCFP's benefits and exclusions for Nevada Medicaid recipients that we will pre-program into our RAMMS system. This will ensure accurate and effective use of decision making "trees" that are within the system. Our RAMMS system is completely customizable to the needs of the DHCFP. Due to the non-medical nature of the transportation services that we and our NET networks provide, our denial rate for reasons other than program disenrollment is quite low. Decisions to deny, reduce or terminate services will align with the DHCFP's decisions to deny, reduce or terminate benefits for recipients. At its own expense, Total Transit will revise denial procedures as needed or requested by the DHCFP.

Total Transit has an established print-and-mail process for NOD letters that will meet the DHCFP's requirements. Mass mailings via mail merge are completed on a daily basis and part of the daily account closing process. Our system for processing denials is part of our RAMMS system. If the trip request meets any of the denial criteria, the CSR will inform the recipient of the denial and their right to appeal, file a Grievance and request a

fair hearing review. The CSR will also inform the recipient that we will also mail a letter detailing the reason for the decision and the grievance and appeal process.

During program implementation, Total Transit builds a custom letter database for each of our clients to meet their specific needs and NET program requirements. As such, service denials and reductions will be based on the DHCFP's listed requirements and corresponding denial reasons will be included in NOD letters as is applicable.

3.4.5.5 The vendor may verify the transportation need by confirming the appointment with the medical provider.

3.4.5.5. Total Transit will verify the transportation need mainly through its comprehensive screening processes that includes verification that the recipient's appointment is with a network provider whose service site is located within the "closest provider" distance standards supplied by our state or MCO client. As a precautionary measure, we may require CSRs to confirm that an appointment exists by directly reaching out to the medical provider when any one of the following conditions exist:

- ***Recipient's request for non-urgent transportation services is made less than 5 days of when transportation is needed***
- ***Medical provider site is located out of state***
- ***Provider is out of network or is not closest most appropriate provider***

CSRs will document when they contacted the provider, the phone number, address and name of the provider, the name of the person they spoke to at the provider's office, and the result of the appointment verification inquiry.

3.4.5.6 The vendor contacts the recipient to inform him/her of the transportation arrangements, if this information is not given during the call from the recipient.

3.4.5.6. Total Transit verbally informs recipients of the transportation arrangements that have been made for them on the same day that the transportation services have been authorized and scheduled. In most cases, recipients are given this information during their initial telephone call wherein they requested transportation services. For trip requests received through our online ordering system or via fax, we process the requests the same day they are received and also contact the recipients by phone within 24 hours to inform them of the authorization decision and transportation arrangements we have made. Additionally, recipients for whom transportation services have been arranged will receive and auto-call reminder from Total Transit within 24 hours of their scheduled appointment.

3.4.5.7 The vendor or transportation provider re-confirms the pick-up with the recipient twenty-four (24) hours ahead of the scheduled medical appointment to reduce the possibility of a no-show.

3.4.5.7. The auto-reminder feature of Total Transit's IVR system:

- ***Enables outbound reminder calls to be made every day to reduce no-shows***

- ***Gives recipients auto-call back options to keep, reschedule or cancel the trip or speak to a live agent.***

With the auto-reminder feature, recipients will automatically receive a call the night before their trip is to take place. They will have three options to select using the key pad on their phone: 1) Confirms the trip, 2) Cancels the trip, or 3) Connects the recipient to a CSR in order to reschedule or adjust the trip. If the call is not answered or a recipient elects to do nothing with the reminder, the trip will still be dispatched. Application of this auto-reminder program is an effective tool that reduces no-show rates and fosters better compliance with keeping appointments on time and reducing delays.

NET Providers are also encouraged to call riders within 24 hours of the scheduled pick-up time to reconfirm the need for transportation and to double-check pick-up and drop-off addresses, number of passengers, and other details that are specific to the trip.

3.4.5.8 The vendor picks up the recipient no later than fifteen (15) minutes past the scheduled time.

3.4.5.8. On-time transportation services is Total Transit's hallmark. We will require drivers to be at the recipient's address within 15 minutes of the scheduled pick-up time. Drivers are required to wait for passengers at least 15 minutes after the scheduled pick-up time. In the event a recipient is not present at the designated pick-up location, the driver will attempt to contact the recipient by knocking on their door, ringing the doorbell, and/or telephoning the recipient if the pick-up location is a private residence. If the pick-up location is a public place, the driver will attempt to contact the recipient by entering the building and searching for the appropriate suite number, or by speaking with front desk personnel. If the driver cannot locate the recipient, the driver will contact the CSR to report the potential no-show. At this point, the CSR will use the Global Positioning System (GPS) tracker to confirm that the driver is at the correct pick-up location. A "no-show" is recorded for the trip and the return trip, if any, is canceled. There is never a charge assessed to recipients for no-shows.

3.4.5.9 After the trip occurs, the vendor makes payment to the transportation provider promptly upon receipt of a properly completed and verified trip invoice. The vendor may verify that the recipient received the authorized transportation service to a covered medical service.

3.4.5.9. Timely and Accurate Payment Made to NET Providers. It is important to note that Total Transit's trip payment and provider billing system is a trip reconciliation process versus a claims submission process that is common among health insurance carriers and familiar to health care services providers. Due to the nature of the non-medical transportation services our network of transportation providers perform, we find that a trip reconciliation process enables us to collect timely and accurate utilization and encounter data while enabling transportation providers to be paid for services rendered more expeditiously than a standard health care claims adjudication system. This process is yet another reason why our providers appreciate working with Total Transit. Knowing that they will be paid in a timely manner enhances their focus on providing accurate and timely data, and improves their service delivery.

Trip Reconciliation and Payment Process. RAMMS tracks all trips scheduled and dispatched to NET providers. There are various trip status levels within RAMMS and

when a trip is completed it is marked in RAMMS as completed by the NET providers. The completed trip information is gathered electronically on a weekly basis for all completed trips from the prior week. By Tuesday of each week, Total Transit requires NET providers to submit trip completion reports – via the RAMMS interface -- for trips that they completed during the previous week. The provider's entry of trip completion data into RAMMS then triggers the system's service reconciliation and claims payment mechanisms. Once the trip validation and reconciliation processes are completed, Total Transit will remit payment for all validated trips. Total Transit's standard payment cycle complies with timely payments within 45 days as stated in 3.6.1.2. In addition we offer Prompt Payment Options to all providers in the network that add value to the providers' cash flow.

Route Deviation and Long Distance Trips. ***During call intake and trip scheduling, our RAMMS system will automatically calculate trip distances to pick-up and drop-off sites based on geo-mapping. RAMMS also enables us to send directions to transportation providers that includes instructions and notes to help the driver find the pick-up and drop-off sites. In the event that the actual trip distance was lengthier than expected, our transportation providers are trained on how to enter this information into the RAMMS system so that we can review the information and evaluate the appropriateness of the route deviation as part of the trip reconciliation and payment process.***

Timely Claims Turnaround Policy. ***Total Transit's trip reconciliation process exceeds health care industry standards for timely claims turnaround. Trips that are completed and entered by our transportation providers into the RAMMS System are validated and reconciled each week with payment made within 45 days of the trip entry date (as required in 3.6.1.2). Trips that do not meet verification standards are reconciled as non-payable during each reconciliation cycle. For the DHCFP, Total Transit will adapt its reporting of compliance with timely claims payment turnaround policies that are common among state Medicaid programs.***

3.4.5.10 These procedures are applicable when subcontracted transportation providers are used. The procedures may vary when public transportation, mileage reimbursement or other appropriate transportation services are used.

3.4.5.10. ***Throughout this RFP response and in this subsection 3.4.5, Total Transit has endeavored to describe processes, programs and performance criteria, taking care to highlight any alternate processes and criteria necessitated by the transportation provider's status as a subcontracted transportation provider, a public transportation entity, or a driver who is a volunteer or receiving mileage reimbursement. Unless otherwise indicated, trip scheduling and provider payment procedures described herein apply to trips to be provided by credentialed and contracted transportation providers in Total Transit's Nevada network.***

Mileage Reimbursement Program. ***Total Transit requires drivers who are part of the mileage reimbursement program to submit a trip form to Total Transit upon completion of transportation. Total Transit in turn will – for all mileage reimbursement trips - verify with the health care provider that the appointment occurred and we will reimburse the driver in accordance with the allowable and established per mile rate as described in the MSM. Checks are issued every two weeks.***

Bus Pass Inventory and Distribution Process. ***Total Transit places orders for purchase of monthly and daily bus passes directly with public transit agencies and entities. An inventory of bus passes is maintained in a designated secure area at Total Transit's corporate headquarters. Each day, Total Transit mails bus passes directly to recipients who have been approved to receive public transit services, along with a letter that explains how to use the bus passes, how many passes have been sent, the type of passes that are enclosed (e.g., XYZ local transit authority name) and the date range for use of the bus passes. Bus passes are sent at least 10 days in advance of the first date shown on the date range to ensure each passenger receives the passes well in advance of their need. A report of Total Transit's bus pass distribution activities is prepared each month and can be distributed to clients as a stand-alone report. Bus pass distribution activities are captured and incorporated into utilization reports, which are delivered to clients (e.g., states, MCOs) in accordance with report delivery standards and requirements.***

3.4.6 Timeframes

3.4.6.1 The vendor must provide standard authorization decisions as expeditiously as the recipient's health requires and within the State's established timelines that may not exceed fourteen (14) calendar days following receipt of the request for service, with a possible extension of up to fourteen (14) additional calendar days if the recipient requests the extension; or, the vendor justifies (to the DHCFP upon request) a need for additional information and how the extension is in the recipient's interests.

3.4.6.1. ***Total Transit will make standard authorization decisions on the same day as transportation service requests are received, unless extenuating circumstances exist that warrant the gathering of additional information in order to make a proper authorization decision. As long as recipients and providers respond to our inquiries in a timely manner, 14 calendar days is sufficient time for us to gather enough data in order to make an authorization decision. We understand that we must seek approval from the DHCFP if the recipient's health care provider or the recipient request an extension beyond the initial 14 calendar days. Due to the largely non-clinical nature of the transportation services we arrange, 100% of authorization decisions are made within 48 hours of first receiving the transportation request. Examples of escalation for additional review prior to making an authorization determination are described next.***

Long Distance and Out of State Trip Authorization and Scheduling. ***Total Transit's designated Travel Coordinator will be responsible for authorizing and scheduling long distance trips. For out-of-state and long distance trips, it is our policy to contact the recipient's health care provider by phone or fax to obtain confirmation of the date and time of an appointment prior to approving the transportation request and making transportation arrangements for the recipient. This communication is documented in each passenger's Client Profile, which is housed in our RAMMS System. The Client Profile is a secure, ongoing record repository of all trips ever requested or arranged from the recipient and includes such details as appointment date, time, location, NET and health care provider names, and mode of transport.***

Trip Documentation Processes. ***Total Transit requires all call center staff and Travel Coordinators to document all aspects of any trip request in RAMMS. The Travel Coordinator will acknowledge receipt of long distance trip requests within one business***

day of receiving the request and will reply to long distance trip requests where additional services have been requested (such as more than one appointment, additional escorts or multiple providers sites) in 14 days or less and will communicate decisions to requesting recipients either in writing or verbally by telephone.

Reports Submitted to DHCFP. Total Transit will submit Transportation Detail, Transportation Summary, and Network Provider reports to the DHCFP as required per the contract. These reports will depict the volume of long distance trips provided in addition to all other trips provided. Total Transit will also provide any additional detail or summary reports as may be requested on an ad hoc basis by DHCFP staff during the course of the contract.

3.4.6.2 The vendor must make an expedited authorization decision for already scheduled medical services that will occur prior to the fourteen (14) calendar days.

3.4.6.2. Total Transit will expedite the authorization decision process when the medical services appointment is to occur in less than 14 days of when the initial request for transportation services was made or if the medical services are already occurring.

3.4.7 Frequent No Shows

3.4.7.1 The vendor shall educate and manage recipients who are chronically late, or "no-shows", or abusive. No-shows and allegations of abusive behavior of recipients shall be documented in the transportation database.

3.4.7.1. Total Transit's Proactive Approach to Reduce No-Shows and Delays. Total Transit continuously looks for effective ways to improve the transportation experience for the passengers we serve. We include instructions and reminders in all written materials, on our website, and on-hold messaging regarding the importance of calling well in advance of when a ride is needed and why it is important for recipients to call us right away if something changes with their doctor's appointment. As described above, our "always open" call centers help to relieve the stress that goes along with any urgent situation. Another practice that effectively improves the transportation experience – and helps to reduce no-shows and delays that can transform into urgent situations – is our auto-reminder system. This is a proactive component of our trip scheduling process. The auto-reminder feature of our IVR system:

- ***Enables outbound reminder calls to be made every day to reduce no-shows***
- ***Gives recipients auto-call back options to keep, reschedule or cancel the trip or speak to a live agent.***

With the auto-reminder feature, recipients will automatically receive a call the day before their trip is to take place. They will have three options to select using the key pad on their phone:

- ***Confirm the trip, or***
- ***Cancel the trip, or***
- ***Speak with an agent to reschedule or modify the trip.***

If the call is not answered or a recipient elects to do nothing with the reminder, the trip will still be dispatched. Application of this auto-reminder program is an effective tool that reduces no-show rates and fosters better compliance with keeping appointments on time and reducing delays.

Addressing Chronically Late, No-show, and Abusive Behavior. Total Transit's quality management plan sets forth our approach to addressing recipient behavior that causes frequent delays, no-shows, or complaints/concerns about them made by others. Any recipient found to have two or more of any combination of documented delay, no-show, or complaint (i.e., a complaint or concern expressed by others about the recipient's behavior) within 30 days will receive an outreach call from us. The purpose of the call is to address the incident with the recipient from an educational viewpoint in a non-confrontational, solution-seeking style that seeks to uncover any hidden barriers that are causing the delay, no-show or abusive/rude behavior and to educate the recipient about timeliness and courteous behaviors required during the trip. Outreach educational calls will be recorded and documented in the RAMMS transportation database, and we will offer to send written material (e.g., Transportation Brochure) to the recipient immediately following the conclusion of the educational outreach. In most cases, this outreach approach remedies the situation and a measurable reduction or elimination of the undesired behavior is realized. In the event that problems persist for more than 90 days, we will engage the DHCFP for assistance or approval to develop corrective action plans or to impose limits as directed and approved by the DHCFP.

3.4.7.2 Recipients who are repeated no-shows or fail to cancel in a timely manner for rides provided by its commercial vendors may be subject to suspensions of services. Recipients who receive a suspension will have the right of a fair hearing.

3.4.7.2. Total Transit has very low no-show rates, which we attribute to our interactive, automated trip reminder system that contacts recipients 24 hours prior to their appointment and enables recipients to conveniently cancel or reschedule their trip during the auto-reminder call. As described in section 3.4.7.1 above, we will perform outreach educational sessions directly with recipients who display a pattern of no-shows or lateness, which can be effective at reducing no-shows even further. In the event that a recipient's no-show or failure-to-cancel trips behavior persists, we understand that we may suspend services. However, we will not impose any suspensions without first notifying the DHCFP of the situation and gaining the DHCFP's written approval to proceed with any corrective action plans we propose. Throughout the process, we will notify the recipient in writing of any plans to suspend services. Written notices will contain information reminding recipients of their right to request a fair hearing and instructions on how to request a Fair Hearing.

3.4.8 Develop and Implement a Monitoring Plan

3.4.8.1 The vendor is responsible for all services provided by subcontracted transportation providers. The vendor shall ensure adequate oversight of subcontracted transportation providers and ensure that providers comply with all applicable State and Federal laws, regulations and permit requirements.

3.4.8.1. NET Provider Oversight and Training

Before any transportation provider becomes part of our network, Total Transit follows a structured credentialing process whereby each provider's background, services, and operating procedures are reviewed to ensure that the provider, the provider's driving team, and the vehicles they operate meet our high standards and are capable of meeting and maintaining compliance with the contract requirements. Included in this credentialing process is obtaining confirmation that NET providers and drivers have the capability and capacity to respond to the needs of program participants. Highlights of the items reviewed during each onsite audit, which are found on our Credentialing Checklist are shown below:

- ***Insurance/Verification***
- ***Contact List***
- ***LOI or Contract***
- ***Bus License***
- ***Fleet Size/Type***
- ***Coverage Area/GSA***
- ***OIG/Complete***
- ***Driver File Audit***
- ***Vehicle Inspection***
- ***Medicaid Provider #***
- ***Policy and Procedure***
- ***RAMMS Training and Manual Review***

Additionally, applicants must demonstrate the same high quality, excellent customer service that Total Transit has been delivering for 30 years. Once an NET Provider Agreement has been executed, the Business Manager and a dedicated team of Provider Network Coordinators (PNCs) for the region/territory, with oversight from the Director of Operations, is responsible for providing ongoing serve support to the NET provider. The PNC is the key contact for NET providers in their assigned territory. PNCs meet periodically with NET providers in their territory and audit them at least once per year.

NET Provider Oversight. The PNC is a field representative whose work day typically involves traveling to the NET provider site to perform a myriad of record reviews and audits such as:

- ***Drivers - review driver credentials***
- ***Driver training certifications on file***
- ***Current licensure,***
- ***Vehicles – perform onsite review of vehicle maintenance records***
- ***Vehicle inspections***
- ***Visual review of vehicles***
- ***Perform secret shopper observations of actual trips***

While PNCs are responsible for the day-to-day service and educational needs of NET providers, it is the Business Manager's chief responsibility, under the direction of the Director of Operations, to oversee and monitor the performance of the NET provider network as a whole in order to identify trends and develop action plans for performance improvement if needed.

NET Provider Training. The PNC is required to conduct an initial orientation training with the NET provider as part of the credentialing process and before any trips are offered to the provider. Initial orientation training topics include key items such as:

- ***State's NET program, including NET benefits for Medicaid beneficiaries***

- ***Service performance metrics***
- ***How to complete trip reports for remuneration***
- ***How to keep trip logs and submit to Total Transit***
- ***Trip scheduling and trip assignment distribution mechanisms***
- ***Driver attire, hygiene and courtesy***
- ***Vehicle cleanliness and signage***
- ***Key contacts and important phone numbers***
- ***Reporting Fraud, Waste, Abuse***
- ***HIPAA compliance***
- ***Ongoing ADA training requirements for drivers***
- ***Pick up and drop off wait times, policies and procedures***
- ***Communication procedures before, during and after the trip***
- ***Reporting incidents and accidents***
- ***Reporting no-shows and late times***
- ***Filing complaints and grievances***
- ***Cultural Sensitivity***

Total Transit's Commitment to Ongoing Service Support. Total Transit views its transportation provider network as a vital partner in successfully carrying out all aspects of the contracts we manage on behalf of our state and MCO clients that serve Medicaid beneficiaries. As such we recognize it is our duty to develop and maintain a provider network that is stable, loyal, and committed to delivering quality service with every trip. We believe such network loyalty can only be achieved by offering comprehensive service support to network providers through our dedicated PNCs that is enriched by IT systems support. A brief description of the many ways in which Total Transit supports network providers through technological applications is provided next.

IT Systems Support. ***Total Transit's IT solutions are continuously evolving with ever-changing technology that enables better, faster and paper-free communication and documentation of trip details between Total Transit and providers. Our RAMMS system uses geo-mapping for navigational assistance and allows drivers to report trip deviations for review and consideration during the trip reconciliation process. Instead of faxes, providers will our web portal to view trip assignments. Additionally, we have a two-week payment cycle that providers appreciate.***

3.4.8.2 The vendor shall monitor the transportation providers to ensure compliance with the terms of their subcontracts and ensure compliance with all transportation provider-related requirements of this RFP including driver requirements, vehicle requirements, complaint resolution and delivery of courteous, safe, timely and efficient transportation services.

3.4.8.2 NET Provider Performance Monitoring.

Total Transit's ongoing monitoring of NET provider performance has two main components: Score Cards and On-site Reviews. Score Cards. Using data collected from its IT systems, Total Transit develops Score Cards for network providers that contain outcomes of Key Performance Indicators (KPIs). Score Cards are sent to providers each month via secure e-mail and contain outcomes data pertaining to complaints, on-time performance, no-shows and a host of similar KPIs. The PNC also obtains these reports and reviews them with NET providers during regularly scheduled in-service meetings or over the phone when in-between site visit time frames. On-site Reviews. PNCs conduct periodic on-site reviews and will conduct additional visits as needed to follow-up on

allegations or complaints about driver, vehicle or service quality. The PNC will use the detailed credentialing checklist for all audits (company driver, and vehicles) and annual re-credentialing. The PNC submits completed audit forms to the Business Manager who confirms that the audit was completed and audit results have been documented in the provider's electronic file, along with accompanying certificates and documents (such as proof of insurance). Annual results will be reviewed by the Corporate Compliance and Quality Committee.

3.4.8.3 The vendor shall have written procedures in place for taking appropriate corrective action whenever inappropriate or substandard services are furnished or services that should have been furnished were not. In addition, the vendor shall have written procedures for taking appropriate action if a subcontracted transportation provider is out of compliance with Federal, State, or local laws or regulations.

3.4.8.3. Total Transit has written policies and procedures for the deployment of corrective measures and sanctions, such as implementation of Corrective Action Plans (CAPs), when substandard performance among NET providers is identified. When non-compliance with federal, State or local laws and regulations among NET providers is discovered, we require the offending NET provider to immediately remedy the non-compliance. Also, we will immediately suspend the provider, rescind trip assignments, and/or terminate the provider contract – depending on the severity of non-compliance. Written policies and procedures regarding Total Transit and NET provider performance and compliance with federal, State and local laws are maintained in our Policies and Procedures (P&P) Manual. Additionally, Total Transit makes the P&P Manual available to all NET providers on the website. The manual delineates service standards and describes our ongoing performance monitoring and auditing processes, including NET providers' obligations to meet or exceed established service standards and the actions Total Transit will take should the provider's performance fall below standards.

Corrective Action Plans. We categorize complaints by type, which helps to uncover system trends and underlying root causes that may not be as evident without categorization. If a trend is identified, we develop a Corrective Action Plan (CAP) to address and remedy the issue. Issuance and completion of CAP activities are managed by the department manager who has oversight as follows:

- ***CAP for NET Provider – Network Manager***
- ***CAP for Driver – Network Manager***
- ***CAP for CSR or Call Center related – Call Center Director***

Annual Review and Maintenance. As part of Total Transit's Quality Assurance program, all policies and processes are reviewed at least once per year by the Corporate Compliance and Quality Committee. Upon review of the manual, any changes or updates that the Committee wishes to make to P&Ps and/or the P&P Manual for the DHCFP's NET program will be submitted to the DHCFP for review and approval prior to implementing the change. Total Transit does not back-date revisions that impact changes in operational processes.

P&P Manual Distribution to Staff. Total Transit will electronically distribute the P&P Manual for internal operations to internal staff, including Call Center staff and contract management staff based in Nevada, during initial and ongoing trainings. The P&P Manual will also be available electronically on Total Transit's Intranet site for quick and easy

reference at any time for any Total Transit employee. As part of its ongoing employee training program, Total Transit notifies and trains its staff of changes to policies and processes before the new processes go into effect to ensure smooth, consistent, accurate and complete service can be provided during the transition to the new rule or process.

NET Provider Compliance with CAPs and Investigative Processes. During Total Transit's initial credentialing process and on-site audits, we ensure NET provider compliance with federal or state laws and regulations. During audits, Total Transit may also follow up on allegations or complaints about driver, vehicle, or service quality.

Total Transit anticipates receiving minimal complaints of service quality or non-compliance issues related to our program for the DHCFP. Total Transit's calls-to-trip ratio is the lowest in the industry because we have dedicated and stable provider networks that value working with Total Transit. As such, they provide high quality service and strive to be compliant with all client requirements. As an example of our success working with our network compared to our competitors, we transitioned one client's program to our service, and we were able to significantly reduce the call-to-trip ratio (an indicator of recipient satisfaction). Our calls for the month were 5% over the number of trips, while the previous transportation broker reported two and half times the number of calls for the same number of trips. Our ability to establish and maintain a high performing network of quality, customer-centric NET providers ensures timely pick-up and drop-off and attentive services from drivers that keeps complaint rates very low and recipient satisfaction with the services they receive very high.

If a complaint or compliance issue is received, investigated, and found to be valid, Total Transit enacts our correction action policy, which may include:

- ***Written warning;***
- ***Suspension of trips;***
- ***Removal of the driver from the network; and/or,***
- ***Removal of the provider from the network.***

Total Transit has a zero-tolerance policy concerning providers or drivers who fail to respond to complaints and allegations or who refuse to remedy performance issues that have been brought to their attention. Such behavior will result in network termination. All CSRs are trained to document complaints, incidents and accidents and to report them for investigation. As appropriate, local staff is dispatched to the NET provider site to conduct an on-site audit (audit type and timing will align with allegation made and seriousness of the allegation).

Total Transit will prepare a monthly Complaint Resolution and Tracking Report and will deliver this report to the DHCFP in accordance with the report format, submission format, and due dates determined during the implementation phase. This report will include information on monitoring activities, monitoring findings, corrective actions taken, and improvements by the transportation providers. Additionally, all activities, including inspections, investigative reports, CAPs, and outcomes, are documented by the transportation management staff and become a part of the NET provider's and driver's permanent record. This record will be made available to the DHCFP at any time.

3.4.8.4 In addition to the strict quality assurance standards that the subcontracted providers shall meet, the vendor shall have contract liability insurance coverage in the amount specified in this RFP. The vendor shall promptly report in writing to the Division accidents that have occurred in conjunction with a scheduled trip if a recipient was present in the vehicle. The Division reserves the right to make quality assurance reviews on services under this contract. These reviews may be conducted in an anonymous manner and without advance notice.

3.4.8.4. Total Transit will carry contract liability insurance coverage in the amount specified in this RFP and will require all subcontracted NET providers to carry the minimum amount of liability insurance required by the state of Nevada. We understand that at any time, and at the DHCFP's discretion, we are subject to quality assurance reviews to be conducted by the DHCFP.

Accident/Incident Reporting Form. Total Transit will promptly report accidents and incidents that occur in the course of transporting recipients. We require NET providers to immediately report accidents and incidents to us using the Accident/Incident Reporting forms we supply to all NET providers, and which we require each driver to carry in their vehicle. During initial and ongoing NET provider training, we review how to complete the accident/incident form, and we remind drivers that even if no injury is apparent or reported, the incident must be documented and immediately reported to us.

Staff Reporting of Accidents/Incidents. Total Transit employs a Safety Manager who is responsible for developing and maintaining a Safety Plan for employees. The Safety Manager conducts training of Total Transit employees at least once per year. Training on the importance of all employees to immediately report accidents and incidents of which they become aware, including incidents that passengers and providers report, is a staple component of every safety training course.

Accident/Incident Report. In addition to providing written notice to the DHCFP of individual cases of auto accidents or incidents resulting in bodily injury to recipients, we will prepare and submit an Accident/Incident Report to the DHCFP. The Accident/Incident Report captures all accidents and incidents reported in the previous month, even when the reported incident did not result in apparent harm to the recipient or damage to the vehicle.

Investigation Policy. Total Transit maintains an investigation policy, which can be customized to the DHCFP's requirements and provides a system-wide approach to investigating and reporting all occurrences involving employees, independent contractors, passengers, and the public. Total Transit provides each client with an Accident/Injury/Incident Report as part of our standard reporting package, so a process for delivering this information to the DHCFP within the required timeframes has already been established. Total Transit also maintains the report information as part of the files for both the vehicle and the driver involved in the occurrence.

NET Provider Training Regarding Accidents/Incidents. Total Transit's provider training will be customized to each client's requirements, including one-on-one training and performing life-like demonstrations, to assist providers in learning how to properly provide NET services to recipients. This training covers how to properly report accidents, injuries, and incidents. Training is initially conducted as part of the provider network certification process, as well as part of our annual site reviews, as needed.

3.4.9 Coordinate with the Division and Community Service Providers

Vendor shall coordinate with the Division and community service providers to evaluate opportunities to improve program performance and utilization. The vendor will produce a quarterly report to the Division on these efforts, including outcomes.

3.4.9 Coordinate with DHCFP & Community Service Providers

Corporate Compliance and Quality Committee. ***Total Transit will coordinate with the DHCFP and community service providers, including health care providers, to evaluate opportunities and develop strategies aimed at improving program performance and utilization. Our Corporate Compliance and Quality Committee has oversight responsibilities for the development, implementation and review of all quality improvement initiatives and their outcomes and meets regularly to review outcomes data. Our Quality sub-committee also provides recommendations for our internal operations teams that support our state and MCO clients' continuous quality improvement initiatives. Our data collection and management systems, RAMMS, along with its customized programming functionality, supports data tracking and utilization management, including trip scheduling and dispatching activities.***

Quarterly Reporting to DHCFP. ***Using data that has been entered, compiled, stored and managed within the RAMMS system, Total Transit is able to extract data for analysis, evaluation and report preparation. Total Transit will produce and deliver a quarterly report to the DHCFP that contains performance outcomes for NET providers and Total Transit's internal performance, along with utilization data and quality indicators, such as on-time performance, complaint rates, no-show rates, and other measurable activities as agreed upon between the DHCFP and/or community service providers. The quarterly report will depict the utilization and performance outcomes as they relate to specific quality improvement initiatives and efforts to improve utilization and performance that have been coordinated with community service providers and/or the DHCFP.***

3.4.10 Provide Administration Oversight

3.4.10.1 The vendor shall be responsible for the management of overall day-to-day operations necessary for the delivery of non-emergency transportation services and the maintenance of appropriate records and systems of accountability to report to the Division and comply with this RFP. The vendor shall develop an operations procedures manual detailing all procedures to be used in scheduling and delivery of transportation services. Three copies of this manual shall be submitted to the Division for review and approval at least twenty (20) business days prior to the start of operations. The Division shall review and provide revisions or approval within twenty (20) business days of receipt of the manual. The vendor shall incorporate modifications required by the Division within ten (10) business days of notification. A vendor will not be allowed to begin operations without an approved operations procedures manual.

The operations procedures manual shall be given to all vendor staff and shall be incorporated into all training programs for new employees. The manual shall be provided to all transportation providers with whom the vendor has subcontracted. The manual shall be reviewed in a mandatory orientation program to be provided by the vendor to all contracted transportation providers. The operations procedures manual shall be reviewed and updated annually and whenever changes in operation are made. Updates of the manual must be approved by the Division before distribution.

***3.4.10.1.* Total Transit has transportation services operations procedures manuals that are augmented to meet the specific needs and requirements of each state or Medicaid MCO we serve. Similarly, for the DHCFP, we will augment our operational procedures manual template, which already contains details of all procedures to be used in scheduling and delivery of transportation services, with all utilization, performance, quality and service requirements as required by the DHCFP, the state of Nevada, and the federal government. Total Transit will prepare and submit three copies of the operations procedures manual to the DHCFP for review and approval at least twenty (20) business days prior to the start of operations. Following the DHCFP's review of the operations procedures manual, Total Transit will make changes and edits and/or incorporate modifications into the manual as required by the DHCFP within ten (10) business days of receiving such notification from the DHCFP. Total Transit will not begin operations without receiving written approval from the DHCFP to use the operations procedures manual.**

Total Transit will make the DHCFP-approved operations procedures manual available to all Total Transit staff via Total Transit's secure intranet. Total Transit will make the DHCFP-approved operations procedures manual available to all NET on our website. Through our internet and intranet sites, Total Transit will ensure that all staff and NET providers have continuous access to the most recent version of the operations procedures manual. The operations procedure manual is also a staple of the initial orientation and ongoing training that all Total Transit CSRs and subcontracted NET providers will receive that is specific to the unique features and requirements of the DHCFP's NET program for Nevada's Medicaid recipients. The Business Manager, in collaboration with Total Transit's Quality Management Committee, will review and update the DHCFP's operations procedures manual at least annually and whenever operational or other significant changes occur and will submit any changes made to the DHCFP for review and approval prior to distributing the edits and changes to Total Transit staff and NET providers.

3.4.10.2 If a payment methodology other than risk based capitation is proposed, the vendor shall bill using billing formats and procedures established by the Division.

3.4.10.2 Total Transit is proposing a risk-based capitation model.

3.4.10.3 The vendor must have written policies and procedures and a description of its policies and procedures for the selection and retention of providers following the State's policy for insurance, licensure, and certifications. The vendor must be able to provide documentation that its providers have proper insurance, licensure, and certifications.

***3.4.10.3.* Total Transit has written policies and procedures describing its NET provider recruitment, credentialing, re-credentialing, and quality management monitoring processes and requirements regarding NET providers. These written policies and procedures will be made available to the DHCFP at any time. All Total Transit policies and procedures pertaining to the recruitment, credentialing, contracting and retention of NET providers will comply with the State of Nevada's governing statutes, rules and regulations for licensure, certifications, and insurance policies for NET business entities, drivers, and vehicles used in the provision of NET services for Nevada's Medicaid recipients.**

Total Transit obtains proof of active and adequate insurance coverage, licensure and certification documents from applying providers as part of the initial application process.

These documents are then source-verified through our credentialing and re-credentialing activities. Our locally-based Provider Network Coordinators (PNC) conduct periodic on-site reviews during which they gather copies of all required proof-of-insurance coverage, licensure, and certification documents from the NET providers. The PNC will also use documents collected during on-site reviews to complete the detailed credentialing checklist for all audits (company, driver, and vehicle). The PNC submits completed audit forms to the Business Manager who confirms that the audit was completed and audit results have been documented in the provider's electronic file, along with accompanying certificates and documents (such as proof of insurance). Regional staff and Corporate Compliance, conduct internal audits to ensure these processes are completed. Thus, Total Transit will be able to supply the DHCFP with documentation that our network of NET providers have current and proper insurance, licensure and certifications.

3.4.11 Protect Recipient Confidentiality

3.4.11.1 The vendor shall maintain the confidentiality of Medicaid program information. The vendor shall ensure that access to recipient health care information will be limited to the vendor and shall take measures to prudently safeguard and protect unauthorized disclosure of the Medicaid recipient information in its possession. The vendor shall establish internal policies to ensure compliance with Federal and State laws and regulations regarding confidentiality including, but not limited to, 45 CFR Parts 160 and 164. In no event may the vendor provide, grant, allow, or otherwise give, access to Medicaid recipient program information to anyone without the written permission of the Division. The vendor shall assume all liabilities under both State and Federal law in the event that the information is disclosed in any manner. Upon the vendor's receiving any requests for Medicaid information from any individual, entity, corporation, partnership or otherwise, the vendor shall notify the Division within twenty-four (24) hours. The vendor shall ensure that there will be no disclosure of the data except through the Division. The Division shall treat such requests in accordance with all applicable federal regulations and Division policies. In cases where the information requested by outside sources is releasable under the Freedom of Information Act (FOIA), as determined by the Division, the vendor shall provide support for copying and invoicing such documents at the vendor's expense.

3.4.11.1. Total Transit has a written Confidential Data and Information Security Plan and maintains confidentiality policies and processes regarding recipient health care and Medicaid program information. The Security Plan describes details of Total Transit's comprehensive and continual data security management activities. Total Transit will provide a copy of its written Confidential Data and Information Security Plan upon request.

Total Transit maintains policies and standard operating procedures to enforce and reinforce employees' and subcontractors' responsibility to protect the confidentiality of the individuals and entities we serve and that we interact with, contract with, or collaborate with internal and external to our organization. When communicating PHI, we ensure that only the minimum necessary information is transmitted. Total Transit's confidentiality and information sharing policies for employees and for our network of contracted NET providers – comply with Federal and State laws, such as 45 CFR Part 160, General Administrative Requirements, and 45 CFR Part 164 Security and Privacy.

Total Transit acknowledges and understands that it bears the liability in the event of a data breach, intentional disclosure, or accidental disclosure of confidential information. We will notify the DHCFP of any requests for its Medicaid information that we receive

from outside entities or individuals within 24 hours of receiving such requests. We will inform the requesting entity or individual that we are prohibited by the DHCFP from sharing or disclosing the requested information, and that we will notify the DHCFP of the information request. For data that is determined by the DHCFP to be releasable under FOIA, Total Transit will bear the administrative expenses related to supplying the information, such as copying or dedicating staff to assemble the information for the requestor.

3.4.11.2 The vendor shall comply with all federal and State laws and regulations with regards to handling, processing, and using protected health information. This includes, but is not limited to, the federal Health Insurance Portability and Accountability Act of 1996 (HIPAA) and the Health Information Technology for Economic and Clinical Health Act (HITECH) of 2009. These regulations are evolving and are therefore of a dynamic nature. The vendor must keep abreast of the regulations and be able to reach full compliance within the specified timeframes. Since HIPAA is federal law and its enacting regulations apply to all health care information, the vendor must comply with the HIPAA regulations at no additional cost to the Division.

3.4.11.2. Total Transit's Confidential Data and Information Security Plan addresses how Total Transit, its employees and its subcontractors (including Business Associates) comply with State and federal laws regarding the use of PHI and as described in HIPAA and HITECH rules and regulations. Our Compliance Officer is responsible for keeping abreast of new and changing rules and regulations, and for ensuring that Total Transit, its employees, and its subcontractors maintain or attain compliance with any new requirements.

Total Transit's MIS system complies with all applicable certificates of coverage and data specifications and reporting requirements promulgated pursuant to the Health Insurance Portability and Accountability Act (HIPAA) of 1996, P.L. 104-191 (August 21, 1996), as amended or modified. Total Transit will provide its Clients with a privacy notice as required by HIPAA. Total Transit will also provide the DHCFP with a copy of its privacy notice during Readiness Review and any changes to the notice prior to distribution.

Total Transit uses BizLibrary and content for on-line training. All employees who have access to client health information receive HIPAA training as a part of their initial training. They will be fully trained in HIPAA compliance before they assume any role that puts them in contact with recipients and health care providers. Annual refresher training is monitored to ensure continued adherence to HIPAA standards.

Total Transit is very mindful of the necessity of protecting the confidential health information of recipients. We take that responsibility very seriously by taking the following steps to ensure privacy, protect Personally Identifiable Information (PII), and secure Protected Health Information (PHI):

- ***Total Transit uses SOPHOS endpoint security and live protection package on every company personal computer to protect against virus, malware, and malicious software attacks.***
- ***A Windows Server 2012 R2 domain provides the following security measures to all company connected personal computers running Window 7 Professional:***
    - ***Microsoft Kerberos version 5 authentication secures user access with strong password policies and security auditing enabled.***

- ***Group Policies lock down internal access to all systems with sensitive data.***
- ***Microsoft Exchange Online and Forefront Security protect our email from malicious software and virus attacks.***
- ***SonicWALL and Cisco Adaptive Security Appliance (ASA) firewall security devices limit access to authorized users utilizing encrypted SSL VPN, one-to-one Network Address Translation (NAT) policies, and DMZ secured servers.***
- ***Windows Server Update provides frequent security updates and deploys the SOPHOS security client to all company computers.***

In order to ensure HIPAA compliance, our computer room, data lines, data storage, and network connectivity use the following precautions:

- ***The corporate data center and remote collocation facility uses security card access systems and video surveillance systems to monitor and prevent unauthorized access.***
- ***Firewall based security exists for all private data lines and Internet connectivity with access through SSL and one-to-one NAT at the port level.***
- ***We only store the minimal personal information required to transport clients and bill customers in secured Microsoft SQL Server relational databases.***
- ***When appropriate, we utilize data field masking and encryption measures to ensure data security meets HIPAA compliance requirements***
- ***We only send information required for transport to transportation providers and separate information such as medical ID number and date of birth, to a secure billing repository only accessible by order entry and billing personnel.***
- ***We store all encrypted data backups and replicated storage in secured off-site facilities.***

We perform the following systems audits:

- ***PC/Workstation – continuously with Sophos***
- ***Servers – continuously with Sophos and monthly vulnerability scan***
- ***Admin passwords – changed quarterly across all systems***
- ***Email – continuously with Microsoft Exchange Online and Forefront Security***

The IT Manager oversees the ongoing performance of security audits and ensures that audits are completed by the IT Technical Operations Team. An annual financial audit by an outside firm covers security and standards. A significant strategy for Total Transit is Business Continuity, and these audits and methodologies are aligned to that strategy. Our ability to operate 24/7 and to continuously predict future needs and design systems to meet those needs has been a major contributor to our success.

Total Transit considers process improvement a vital part of our success and our ability to serve our customers. Toward that goal we have an internal auditor at Total Transit who audits every process in the organization, provides a full report, and holds the appropriate department responsible for any changes/modifications that are necessary.

3.4.12 Maintain Adequate Staff and Facilities

3.4.12.1 The vendor shall maintain sufficient levels of staff including supervisory and support staff with appropriate training, work experience, and expertise to perform all contract requirements on an ongoing basis. Telephone and administrative personnel shall be familiar with covered services under Medicaid and other recipient eligibility prerequisites for covered transportation services.

3.4.12.1. Total Transit will maintain an adequate level of staff that includes call center personnel, NET provider network coordinators, quality management, supervisory and support staff for the duration of the contract with the DHCFP in the provision of NET services for Nevada's Medicaid recipients. Our qualified and experience staff is trained on our internal operating procedures and requirements, as well as on program specific requirements that have been customized for each of our state and MCO clients that serve Medicaid beneficiaries. We will ensure staff adequacy during the start-up phase of this project and throughout the term of the Contract by taking into consideration call volume, the total number of recipients to be served, existing and potential transportation providers in Nevada, and overall utilization of the transportation benefit by recipients. Our implementation plan is "low impact", as we utilize our best and brightest during the start-up phase of implementation and upon Contract award, will hire and train highly qualified staff who are based in Nevada to ensure ongoing delivery of high-quality transportation services. We will identify any initial transition staff. All permanent and transition staff members are supported by our corporate staff.

CSR Training. Total Transit requires every Customer Service Representative (CSR) to undergo a minimum of two weeks initial training that includes classroom attendance, shadowing, testing, ongoing monitoring, recording, cultural sensitivity, training specific to each client/contract, and use of all call center equipment (e.g., Bi-lingual call center staff interpretive services, TYY/TDD, TransPerfect, warm transfers, call etiquette, etc.) Ongoing Cultural Competency training occurs for all staff. Total Transit ensures trained and dedicated staff are always available to deliver consistent performance. Quality is monitored daily and is addressed pursuant to the Agent Call Monitoring Plan. Qualitative data is continuously collected through complaint and grievance processes, agent feedback, live customer feedback, and agent call monitoring. Call center management staff meets daily to discuss call center operations performance. Qualitative feedback is incorporated into either the daily plan or provided to training staff to incorporate into the recurrent training that is regularly conducted with staff members.

After the start of operations, we will begin transition of any implementation personnel to permanent key personnel gradually, over the course of 3 to 6 months, so that staff productivity and daily operations are smooth-flowing and uninterrupted for all personnel and clients. Part of Total Transit's training program includes a hands-on training experience that will take place in our well-run Arizona call center, unless otherwise required by the client.

3.4.12.2 The vendor shall designate and maintain a Business Manager for this contract who has day-to-day authority to manage the total project. The Business Manager shall be on-site in the business office location approved by the Division during regular working hours. The Business Manager shall also be available to the Division by telephone during regular business hours.

3.4.12.2. Total Transit's Nevada business office will be located either in the metropolitan area of Las Vegas. We have designated a Business Manager for this project who will be required to be physically present at the Nevada business office during standard working days and regular business hours. In addition to the Business Manager, other staff

dedicated to this project who will work out of Total Transit's Nevada business office include supplemental call center staff, Network Development Managers, Provider Network Coordinators, and administrative support staff.

The Business Manager and a dedicated team of Provider Network Coordinators (PNCs) for the region/territory, with oversight from the Director of Operations, is responsible for providing ongoing serve support to the state's NET providers. The PNC is the key contact for NET providers in their assigned territory. PNCs meet with and audit NET providers periodically and audit NET providers at least once per year.

While PNCs are responsible for the day-to-day service and educational needs of NET providers, it is the Business Manager's chief responsibility, under the direction of the Director of Operations, to oversee and monitor the performance of the NET provider network as a whole in order to identify trends and develop action plans for performance improvement if needed.

Highlights of the Business Manager's Roles and Responsibilities relating to managing the DHCFP's NET Program include:

- ***Serves as the primary point of contact for the DHCFP***
- ***Facilitates and participates in operational meetings with client***
- ***Oversees completion Contract-related tasks and submission of all documents and reports to the DHCFP***
- ***Manages the Contract/project on a day-to-day basis***
- ***Provides general management support for all assigned business operations in conjunction with contract performance and client needs***
- ***Manages the Nevada operations team and measures individual staff performance to ensure continuous improvement***
- ***Develops and implements business and operational design plans that maximize the efficiency and use of available resources and positively represent and promote the vision, values, and culture of the company***
- ***Works with the Accounting department in developing and justifying proper business case models, as well as to assist with or coordinate the structure and negotiation of local contracts***
- ***Exercises appropriate accountability with direct reporting team members to ensure that operations are properly staffed and managed safely, responsibly, and efficiently, in accordance with established policies and procedures***
- ***Proactively enlists feedback and suggestions from others, including the DHCFP, to develop, implement, and enforce operational improvements and cost saving measures.***
- ***Ensures that all customer files, itineraries, and other required documents are prepared, submitted, and filed as required.***
- ***Creates and maintains a clean, safe, and well-organized work environment.***

3.4.12.3 The Division shall be notified within seven business days of key staffing changes. All change in key staff shall be preapproved by the State. The vendor shall establish a non-residential business office within the State for which the vendor has contract responsibility. The vendor shall maintain office hours from 8:00 AM to 5:00 PM (local time) Monday-Friday except State holidays. The purpose of the business office is for the vendor to have a physical presence within the State for conducting business with Medicaid recipients and transportation providers.

Call center staffing may be located at this business office but shall be located within the State unless an out-of-state location is agreed to by the Division.

3.4.12.3. ***Total Transit will notify the DHCFP of any key staffing changes within seven business days of making the staffing change. We acknowledge our understanding that key staffing changes require preapproval by the State. At its own expense, Total Transit will establish and maintain a business office within the State of Nevada that is located in a professional business office setting (i.e., non-residential) for the purposes of overseeing the day-to-day operational functions needed to manage the DHCFP's NET program for Medicaid recipients; and to conduct business meetings as needed with the DHCFP, transportation providers and Medicaid recipients. Total Transit's local business office will be open from 8:00 AM to 5:00 PM (Pacific Time Zone) Monday-Friday except State holidays. We anticipate the office to be located in Las Vegas metropolitan area and plan for it to be fully integrated with the DHCFP's systems and the systems that we will install in our Nevada-based business office by the targeted readiness review dates described in the RFP and in preparation for call intake and scheduling of trips that will take place from the start date onward.***

A Call Center Dedicated to the DHCFP's NET Program. ***With the DHCFP's approval, and to maximize operational cost efficiencies, we have selected our main call center located in Phoenix, Arizona as the dedicated call center for the DHCFP and Nevada's Medicaid recipients. This call center never closes – it is open 24/7/365. For Nevada's Medicaid recipients, we will provide a dedicated toll-free telephone number or will arrange for transition of the current NET toll-free number to our call center for continued use by Nevada's Medicaid recipients. Our call centers are equipped with and supported by the latest in customer service center telephony and systems technology. Total Transit continuously adjusts call center staffing levels based on call volume patterns and norms and monitors call volume to ensure every call is answered promptly and trip requests are immediately addressed. As such, Total Transit is able to provide "after hours" services that mirror the prompt responsiveness that callers receive during normal business hours. Calls outside of normal business hours will be answered by a live person and addressed while the caller is on the line, including urgent care, hospital discharge, or "where's my ride" calls.***

Virtual Agent Program: ***At the time of this writing, Total Transit has 60% of our agents operating as "virtual" agents, or agents that are working from home. The benefit to our customers is that our agent staff can be increased or decreased quickly based on demand, thus retaining a high performance level at all times. In addition, we have found that agents working from home rate very high in employee satisfaction, and that high morale results in the highest member satisfaction ratings in our industry. We plan to hire as many virtual agents as we are able in the Las Vegas and surrounding areas to supplement our Glendale Call Center. Our cloud-based, redundant communications systems allow Total Transit to utilize this innovative model, which has increased our service levels, lowered costs, and increased customer satisfaction ratings.***

3.4.12.4 The vendor must make available 24-hour, 7 days a week access by telephone to a live voice (an employee of the vendor or an answering service) or an answering machine that will immediately page an on-call employee of the vendor so information may be given to handle a transportation problem that may arise during non-office hours (such as after-hours emergency room discharges or after hours transport to PCPs or urgent care center). The vendor shall have the capacity to send and receive facsimiles and e-mail at the central business office at all times.

The vendor shall provide an administrative telephone number that will enable the Division staff to reach the Business Manager and key staff directly, without going through the scheduling staff. The vendor shall have the capacity to reproduce documents as requested.

3.4.12.4. ***As described in section 3.4.12.3 above, the call center that Total Transit is proposing for Nevada's NET program is always open and always staffed with live operators. For Nevada's Medicaid recipients, we will provide a dedicated toll-free telephone number or will arrange for transition of the current NET toll-free number to our call center for continued use by Nevada's Medicaid recipients. We will provide the DHCFP and its designated staff with a separate administrative telephone number for our business office so that DHCFP staff can reach Total Transit staff, including the Business Manager, directly versus through the toll-free transportation line. Additionally, we will integrate our Phoenix call center systems with our Nevada business office systems to ensure seamless and real-time communication between office sites that ensures continuously high-quality and timely response to all transportation requests and inquiries no matter what time of day or night we receive calls, e-mails or facsimiles from DHCFP staff, providers and recipients. All transportation requests, authorizations, and scheduling activities are tracked and documented in our RAMMS database (described below), which enables us to retrieve, reproduce and collate data in a myriad of formats for delivery to the DHCFP as requested or required. A brief description of Total Transit's call center equipment and RAMMS functionality follows.***

Call Center Equipment. ***Total Transit's telephony system is supported by XO Communications Technology. Additionally, RAMMS is bolstered by cloud-based application, Salesforce, which enables us to expand call center capacity as our business expands by reinforcing our systems back-up processes; measuring speed to answer, call abandonment using real-time dashboards; enabling report development; and supporting call queues, ACD, language line, custom greetings, messaging, outbound calls and customer satisfaction surveys. Features of Total Transit's telephony systems include:***

- ***All calls initially answered by IVR with prompts given in English and Spanish***
- ***IVR Call Queue Routing Configured to Client specifications***
- ***TDD/TTY***
- ***On Hold Messaging - configured with custom messaging per Client's specifications. Messages can be changed daily, weekly, monthly, or quarterly. Multiple message/language capabilities.***
- ***Multiple language capabilities - TransPerfect to address the communication needs of Limited English Proficiency (LEP) populations. Total Transit uses a combination of multilingual CSRs and TransPerfect, enabling oral translation services in over 170 languages, 24 hours a day 7 days a week.***

Online Ordering. ***Total Transit has an established, secure and easy-to-use online ordering system. The ordering system is available through a portal on our website that integrates with our RAMMS trip scheduling system and enables eligibility verification. One of the many features that our online ordering system provides is a secure, HIPAA compliant ordering format that users can access from their mobile devices in the same way they would access, view and navigate the website from a personal computer. As a web-based application, the RAMMS web portal is secure, easy to access and easy to use. This system streamlines communications, provides an automated confirmation process, and greatly simplifies the online submission of transportation requests.***

3.4.12.5 All records pertaining to the contract shall be stored at the designated central business office approved by the Division and shall be readily available for review at the request of the Division or its authorized representatives. Records shall be stored in an orderly and secure manner. Record retention may be kept electronically, but must also be available in hard copy if needed. These records shall be maintained during the course of the contract and for a period of six (6) years thereafter unless an audit is in progress, in which case the records must be maintained for five (5) years after the conclusion of the audit. The vendor's Disaster Recovery Plan is to be explained in the proposal.

3.4.12.5. ***Total Transit will maintain, and will require its NET providers and any material subcontractors (e.g., Business Associates) to maintain and retain records, books, documents, and information (collectively "records") pertaining to the Contract in accordance with the requirements of the Contract, including applicable Federal and State requirements. All such records will be retained by Total Transit, NET Providers and any material subcontractors for the duration of the Contract and for a period of six (6) years after the Contract Expiration Date; unless an audit is in progress, in which case Total Transit, its NET providers and any material subcontractors will maintain the records for five (5) years after the conclusion of the audit.***

Disaster Recovery Plan. ***Total Transit has a formal Disaster Recovery Plan that fully outlines the steps we will deploy in the wake of a catastrophic event or when a threat to business continuity exists. Our Disaster Recovery Plan currently covers all our operations, including administrative offices, technology systems and customer service center sites, in all markets we serve and we will adopt the Plan for Nevada. In addition, we will train staff and network NET providers on the established Disaster Recovery Plan for Nevada, so that services can safely continue with minimal or no disruption or resume as soon as possible.***

3.4.13 Implementation Work Plan

Vendor shall develop a thorough implementation work plan and implementation staffing plan sufficient to ensure service start-up within ninety (90) days of contract award. Vendor must pass a thorough readiness review by the Division or its designated agent 30 calendar days prior to service start date.

3.4.13 Implementation Work Plan

Total Transit has prepared a written Implementation Work Plan for the state of Nevada's Medicaid NET program. In anticipation of contract award, we have already deployed several Implementation Work Plan activities, such as network development and call center staffing levels that will ensure Total Transit will be prepared to undertake the NET program management responsibilities outlined in the RFP within ninety (90) calendar days of the contract effective date. We acknowledge our understanding that the DHCFP will conduct the readiness review in accordance with established milestones and due dates indicated in the RFP and/or Contract.

Dedicated Project Implementation Team. ***Total Transit has assembled a Project Implementation Team for the Nevada NET program that includes an IT Work Group, Business Manager, Network Representatives, Travel Coordinators and team leads representing every internal department. The Business Manager and the IT Product Manager will lead all implementation activities as described in the implementation action plan to be developed for this contract.***

Systems Readiness. ***In order to successfully meet all Information Technology (IT) Systems readiness requirements described in this RFP, we propose to engage the DHCFP's designated IT staff in developing an action plan together with the members of our IT Work Group. By working together, our respective teams of IT experts can ensure IT systems readiness. The systems we propose for management of the Nevada NET program are fully operational and have the capacity to handle the anticipated increase in call volume and electronic trip scheduling systems use. We are confident that systems testing prior to go-live will demonstrate compliance. We understand that the main objective will be to ensure integration of our respective systems, which we have successfully completed for our state and health plan clients serving Medicaid beneficiaries in other markets.***

Operational Readiness. ***In order to successfully meet all operational readiness requirements described in this RFP, the Business Manager for Nevada will develop an Operational Readiness Action Plan in concert with our IT Product Manager and team leads from each operational unit within Total Transit that targets all key areas of operation. Each team lead will coordinate with the IT Product Manager to perform readiness testing within their specific department in accordance with the Action Plan. The operational areas that will be a part of managing Nevada's NET program are adequately staffed, fully operational and have the capacity to handle the anticipated increase in call volume, provider credentialing and contracting, trip reconciliation, payment and reporting activities for this project. We are confident that operational readiness testing will demonstrate compliance.***

3.4.14 Medicaid Policy Manual

Vendors may obtain a copy of the Medicaid Services Manual Chapter 1900: Transportation Services and Chapter 100: Medicaid Program by logging onto the Division's internet website at, www.dhcfp.state.nv.us.

3.4.14 Medicaid Policy Manual

Total Transit has successfully retrieved a copy of the Medicaid Service Manual (MSM) Chapter 1900: Transportation Services and Chapter 100: Medicaid Program from the DHCFP website. We will use the information contained in the MSM as an ongoing guide and reference source as we develop, modify, and manage Nevada's NET program on behalf of its Medicaid recipients.

3.5 NETWORK

3.5.1 Recruit and Maintain an Adequate Transportation Provider Network

The vendor must maintain a network of appropriate providers that is supported by written agreements and is sufficient to provide adequate access to all non-emergency transportation services covered under the contract.

3.5.1. ***Total Transit will develop and maintain a qualified network of subcontracted non-emergency transportation (NET) providers that is sufficient in size and scope and comprised of all levels of transportation services providers needed to ensure unimpeded access to covered services through the provision of NET services as prescribed in the Contract by the DHCFP for Nevada's Medicaid recipients.***

In establishing and maintaining the network, the vendor must:

3.5.1.1 Consider the following:

- *The expected utilization of services, taking into consideration the characteristics and health care needs of specific Medicaid populations represented in the contract.*
- *The number and types of non-emergency transportation providers required to furnish the contracted services.*
- *The geographic location of providers and recipients and whether the non-emergency transportation provider can provide physical access for recipients with disabilities.*

3.5.1.1. Total Transit is a full-service transportation program manager with over 13 years of transportation network development and management experience. We work closely with local transportation providers to create a comprehensive provider network in each of the service areas where our state and health plan clients serve Medicaid beneficiaries. By building and maintaining solid working relationships with providers in Nevada, Total Transit will ensure that the DHCFP's NET services are similar in scope and duration throughout Nevada and that they are appropriate to the available services, geographic locations, and limitations of recipients.

When building NET networks in new or expansion markets, such as Nevada, we deploy a network development strategy that starts by performing the following activities:

- ***Dedicate a team of network development managers and provider network representatives who are responsible for finding local transportation providers, meeting with them, engaging them in network participation discussions, and securing contracts with qualified NET providers***
- ***Gather pertinent data about the program, such as its:***
  - ***Geographic service area***
  - ***Covered services, including limitations and exclusions***
  - ***Medicaid categories to be included/excluded***
  - ***Enrollment size, including distribution of enrollees***
  - ***Current, historic, and anticipated utilization trends***
  - ***Average trip distance by mode of transport, if available***
- ***Develop a network development plan – based on information gathered - that includes realistic and measurable estimates, goals and timelines for project completion and NET provider readiness.***

To further refine our NET network development strategy in Nevada, our Business and General Managers for Nevada will reach out to Nevada's health care facilities, such as hospital discharge planners, dialysis facility directors and clinic social workers, behavioral health care facility directors, and home and community-based services (HCBS) providers. We will ask these health care providers about:

- ***Their experience and satisfaction relating to current NET services their patients are receiving and how it impacts their ability to manage/schedule care for their patients;***
- ***Typical percentage/volume of their overall patient population that needs NET services;***
- ***The challenges they and their patients face regarding NET services;***

- ***Their general impression about the quality of service, courtesy and knowledge drivers display***

By reaching out to the health care workers who are most often at the forefront of arranging non-emergency transportation services on behalf of their Medicaid patients, we often uncover underlying issues and concerns that impact quality and service delivery.

Next Generation Provider Network and Cloud Based Mobile Logistics Management Platform

Total Transit will be recruiting and utilizing a network of individual private drivers within Nevada to supplement our coordinated and qualified traditional provider network. Inspired by a model which we have proven in Arizona with our NEMT customers, we are excited to bring this model to Nevada. Individual drivers are recruited to participate in our NEMT provider network, and each will meet all DHCFP and state regulatory requirements and be credentialed to participate in the network. They will utilize their privately owned vehicle, which will also be inspected and meet all DHCFP and state safety and maintenance standards and regulations. This private driver fleet are independent contractors, and they will utilize Total Transit's proprietary, cloud-based mobile platform. Through this platform, they will receive and acknowledge member trip requests, verify and document time of pick up and drop off, verify trip pick up and drop off locations, and verification of the eligible member. The benefits to DHCFP are several, with the key benefits as follows:

- ***Real time awareness of provider vehicle location***
- ***Ability to re-direct vehicles in real time to facilitate on time performance***
- ***The ability to flex the NET vehicle supply to meet demand and geographic requirements.***
- ***Predictive analytics to enable better, timely decisions***
- ***Ability to increase shared-rides based on real time logistics management***
- ***Identification and reduction of Fraud, Waste and Abuse***
- ***Higher quality customer service***
- ***Increased on time performance***
- ***Reduced member calls***
- ***Reduced overall costs***
- ***Real time "dashboard" available to the DHCFP to monitor performance metrics and create customized reports.***

In addition to the immediately realized benefits to the DHCFP and your members, there are exciting developments in the near future that we will bring to your members. We will be delivering to your Nevada Medicaid members a passenger smart phone application that they will be able to utilize to submit trip requests, monitor the location and communicate with their driver, and provide feedback to Total Transit on driver performance and quality.

Total Transit will provide a detailed, comprehensive implementation plan and Gantt chart that lists all implementation tasks and timelines for operational and network readiness by the program start date of July 1, 2016. Total Transit can easily adjust the implementation dates for Nevada's NET program as needed.

Total Transit has never missed a transition date in our 31 years of providing transportation services. We are often asked to take over a contract on very short notice, and we have been able to do so seamlessly and without issue in terms of quality and timely pick-up performance from drivers. A key reason for this accomplishment is that Total Transit maintains positive relationships with providers within a given territory so that we are able to quickly transition a client's member base to our services. As an example, in February 2015, we were asked on a Tuesday morning if we could assume the NET responsibility for a large Medicaid MCO in Arizona with daily trip volume of 6,000 trips. We were able to assume the full trip volume by Friday of that same week. Additionally, we continue to manage this MCO's NET trips at a high level of service quality to this day.

Total Transit's goal in implementing our services with the DHCFP is to provide a seamless transition from the existing vendor to our program. Once the contract is awarded, Total Transit will work with the DHCFP to schedule a kick-off meeting within five business days to discuss the implementation process. Total Transit's implementation plan is "low impact", as we apply best practices and deploy a dedicated operations team during the start-up and cutover phases of implementation. Total Transit will work closely with the DHCFP to achieve a successful implementation, as well as to provide ongoing support and performance monitoring, to ensure recipients receive the safe, reliable, and compassionate transportation services they deserve.

Total Transit's entire corporate team will be involved in providing support during the implementation phase and throughout the partnership. Our entire executive team and department team leads, who offer decades of transportation experience, will assist in the success of the DHCFP's NET program.

Total Transit has assigned Mike Wall as the DHCFP's implementation manager. Mike has served for the past six years as General Manager for our Southern Arizona Region. He is responsible for the operations of all lines of business in the region. Mike will provide oversight for all contracted transportation services outlined in this project. Mike is an accomplished manager with over 20 years' experience in the transportation industry and has worked in various diverse markets across the country (Including Southern Nevada). Mike's resume has been provided in Section 4.4 Vendor Resumes.

3.5.1.2 Meet and require its providers to meet State standards for timely access to care and services, taking into account the urgency of the need for services.

3.5.1.2. Total Transit will meet and exceed all timely access to care and services standards and requirements of the Contract and State chiefly through continuous monitoring and measuring of service quality and performance outcomes of our call centers, NET provider network, and quality management oversight activities. Total Transit will train all call center staff, including Travel Coordinators who make clinically-related authorization decisions, on Nevada's access to care standards for routine and urgent appointments with primary care and specialty care providers. We will also train call center staff on Nevada's definitions of routine, urgent and emergency care so that proper and timely referrals, assessments and authorizations can be made when there is

an expression of urgency from callers. We recognize that call center performance is a critical indicator of timely access to care and services. Therefore, we continuously monitor call volume and adjust staffing levels to ensure ongoing compliance with call answering requirements (e.g., speed to answer, hold times, etc.). Total Transit will contractually require our subcontracted network of transportation providers to meet State standards for timely access to care and services, including wait times, pick-up and drop-off times, and timely response to – and provision of – urgent and last-minute trip requests.

3.5.1.3 Establish mechanisms to ensure compliance by providers.

3.5.1.3. Enabled by our sophisticated RAMMS trip authorization and scheduling system, Total Transit has a comprehensive and proactive NET provider performance monitoring program that assesses NET provider compliance at every stage of the transportation process. By continuously monitoring provider performance before, during and after trips, we enable quick discovery of non-compliance risk that enables us to apply quick remedial action in order to bring providers back into full compliance or to reassign future trips to other qualified providers if necessary.

Zero Tolerance. Total Transit has a zero-tolerance policy regarding providers or drivers who make false claims; who fail to respond to allegations; or who refuse to remedy compliance or performance issues that have been brought to their attention. Such behavior will result in network termination. Our CSRs are most often the first point of contact regarding safety issues reported by passengers. All CRS are trained to report incidents to the operational management team for investigation. As appropriate, local staff is dispatched to the NET provider site to conduct an on-site review (review type and timing will align with allegation made and seriousness of the allegation). All allegations are documented and included in a Complaints Report that is submitted to our state or MCO clients. All activities, including inspections and investigative reports, corrective actions and outcomes, are documented within RAMMS by the transportation management staff and become a part of the NET provider and driver's permanent record. This record will be made available to the DHCFP at any time.

NET Provider Oversight and Monitoring Activities. Before any transportation provider becomes part of our network, Total Transit follows a structured credentialing process whereby each provider's background, services, and operating procedures are reviewed to ensure that the provider, the provider's driving team, and the vehicles they operate meet our high standards and the high standards of our state and MCO clients and are capable of meeting and maintaining compliance with the Contract requirements. Included in this credentialing process is obtaining confirmation that NET providers and drivers have the capability and capacity to respond to the needs of passengers. Highlights of the items reviewed during each onsite audit, which are found on our Credentialing Checklist are shown below:

- ***Insurance/Verification***
- ***Fleet Size / Type***
- ***Vehicle Inspection***
- ***Contact list***
- ***Coverage Area / GSA***
- ***Medicaid Provider #***
- ***LOI or Contract***
- ***OIG / Complete***
- ***Policy and Procedures***
- ***Bus License***
- ***Driver File Audit***
- ***RAMMS Training and Manual Review***

Additionally, NET applicants must demonstrate high quality, excellent customer service that Total Transit has been delivering to its clients for 30 years. Once an NET Provider Agreement has been executed, the Business Manager and a dedicated team of Provider Network Coordinators (PNCs) for the region/territory, with oversight from the General Manager, is responsible for providing ongoing serve support to the NET provider. The PNC is the key contact for NET providers in their assigned territory. PNCs are required to meet with and audit NET providers in their territory annually.

3.5.1.4 Monitor providers regularly to determine compliance.

3.5.1.4. As described in section 3.5.1.3 above, Total Transit monitors providers to determine and ensure compliance on a regular basis, chiefly through annual on-site audits performed by our local team of provider network coordinators (PNCs). In addition to on-site reviews, we will also monitor provider performance on a continual basis through GPS tracking capabilities, dashboards, and provider score-cards.

NET Provider Oversight. The PNC is a field representative whose work day typically involves traveling to the NET provider site to perform a myriad of record reviews and audits such as:

- ***Drivers - review driver credentials***
- ***Driver training certifications on file***
- ***Current licensure,***
- ***Vehicles – perform onsite review of vehicle maintenance records***
- ***Vehicle inspections***
- ***Visual review of vehicles***
- ***Perform secret shopper observations of actual trips***

While PNCs are responsible for the day-to-day service and educational needs of NET providers, it is the Business Manager's chief responsibility, under the direction of the General Manager, to oversee and monitor the performance of the NET provider network as a whole in order to identify trends and develop action plans for performance improvement if needed.

NET Provider Performance Monitoring. Total Transit's ongoing monitoring of NET provider performance has two main components: Score Cards and On-site Reviews. Score Cards. Using data collected from its IT systems, Total Transit develops Score Cards for network providers that contain outcomes of Key Performance Indicators (KPIs). Score Cards are sent to providers each month via secure e-mail and contain outcomes data pertaining to complaints, on-time performance, no-shows and a host of similar KPIs. The PNC also obtains these reports and reviews them with NET providers during regularly scheduled in-service meetings or over the phone when in-between site visit time frames. On-site Reviews. PNCs conduct annual on-site reviews and will conduct additional visits as needed to follow-up on allegations or complaints about driver, vehicle or service quality. The PNC will use the detailed credentialing checklist for all audits (company driver, and vehicles). The PNC submits completed audit forms to the Business Manager who confirms that the audit was completed and audit results have been documented in the provider's electronic file, along with accompanying certificates and documents (such as proof of insurance). The regional staff and Corporate Compliance conduct internal audits to ensure these processes are completed.

Ensuring Driver Compliance. ***Total Transit ensures compliance with State and DHCFP requirements for driver qualifications, such as licensure, insurance, and certifications. Total Transit's comprehensive NET provider and driver management and monitoring programs ensure that any driver found out of compliance with State, contractual and program requirements is immediately identified and addressed. Notification is made to the provider and, per the Provider Agreement, that driver must be immediately prohibited from providing services under this contract (removed from service).***

Ensuring Vehicle Compliance. ***Total Transit ensures compliance with State and DHCFP requirements for vehicle qualifications, such as licensure, insurance, commercial, and certifications. Total Transit's comprehensive NET provider monitoring and vehicle inspection programs ensure that any vehicle found out of compliance with contractual and program safety standards is immediately identified. When vehicle condition or performance is brought to us as a concern or we become aware of or suspect noncompliance of any kind, immediate steps are taken to investigate the issue. All concerns about vehicle condition and functionality are taken seriously. As such, when a concern is raised about a vehicle that would impact passenger safety or that does not comply with State law or federal regulations, notification is made to the NET provider and, per the Provider Agreement, that vehicle must be immediately prohibited from providing services under this contract (removed from service). The reason for non-compliance and required corrective actions are communicated to the NET provider. When the provider reports that the corrective actions have been completed the PNC, Business Manager, or regional maintenance staff will conduct a re-credentialing audit. If the vehicle meets the standards, the NET provider is again able to use it for services under this contract. All allegations and ensuing activities, including inspections and investigative reports, corrective actions and outcomes, are documented and become a part of the NET provider and vehicle's permanent record. This record will be made available to the DHCFP at any time.***

3.5.1.5 Take corrective action if there is a failure to comply by network providers.

3.5.1.5. ***As described in section 3.5.1.3 above, Total Transit has a Zero tolerance policy regarding providers or drivers who make false claims; who fail to respond to allegations; or who refuse to remedy compliance or performance issues that have been brought to their attention. We take immediate corrective action when we discover or are made aware of an NET provider's failure to comply with service, driver, or vehicle standards.***

When driver or vehicle noncompliance based on behavior or performance is alleged or we become aware of or suspect noncompliance of any kind, immediate steps are taken to investigate the issue. All allegations are taken seriously and documented in RAMMS as well as the provider's file. When an allegation about a driver's performance or vehicle condition is made that would impact passenger safety or that conflicts with State or federal laws and regulations, we will immediately contact the NET provider and order them to suspend the driver or vehicle in question. The non-compliance issue and required corrective actions are communicated to the NET provider verbally and in writing. Providers must agree to comply with the corrective action plan we deploy. Upon completion of the corrective action plans, the PNC or Business Manager will conduct a re-credentialing audit. If the driver or vehicle meets the standards, their ability to provide services is reinstated. If the provider fails the re-credentialing audit, the provider is

suspended and placed on a Corrective Action Plan until deficiency is resolved or contract is terminated.

3.5.1.6 Participate in state and federal efforts to promote the delivery of services in a culturally competent manner to all recipients, including those with limited English proficiency and diverse cultural and ethnic backgrounds.

3.5.1.6. Total Transit promotes the delivery of services to all recipients in a culturally competent manner by requiring all staff, including call center, executive and operational staff, and NET providers and drivers to receive cultural diversity training. Call center staff undergoes a minimum of two weeks initial training, shadowing, testing, ongoing monitoring, recording, and training specific to each client/contract. Integral to each component of new hire training is how staff is expected to assist persons with disabilities or Limited English Proficiency and the tools and experts they can use to assist these persons, such as bi-lingual colleagues, TransPerfect, and TTY/TDD.

Ongoing Cultural Competency training is required of all Total Transit staff and ensures trained and dedicated staff are always available to deliver consistent performance to all recipients. Quality is monitored daily and is addressed pursuant to the Agent Call Monitoring Plan. Qualitative data is continuously collected through the grievance process, agent feedback, live customer feedback, and agent call monitoring. Call center management staff meets daily to discuss the call center operations performance. Qualitative feedback is incorporated into either the daily plan or provided to training staff to incorporate into the recurrent training that is regularly conducted with staff members.

Functional Areas of Training that Incorporate Cultural Competence
Equipment use (i.e., how to use call center equipment to assist persons with LEP, hearing, visual impairment)
Making Cultural Competency a priority
ADA rules and regulations and how they apply to the services we provide
Customer service, how to assist persons with LEP or disabilities to file grievances, complaints, and appeals, etc.
Answering questions re HIPAA, FWA, and release of information requirements and processes
How to arrange oral translation services, including use of interpreters and TransPerfect
Phone etiquette and cultural competence (greetings, tone of voice, professionalism, warm transfers)
How to practice Cultural Sensitivity and use Person First Language

3.5.1.7 Recruit and maintain an adequate network of transportation providers. The vendor shall use this network of providers to deliver NET transportation services to Medicaid recipients in the State. The vendor shall have sufficient capacity available through subcontract agreements with transportation providers and other arrangements (i.e., such as public bus and train service, free services or reduced cost services, volunteers or gas reimbursement) to meet all of the non-emergency transportation needs of the Medicaid recipients in the State. Access to

transportation services shall be at least comparable to transportation resources available in the general public. Capacity shall include private vehicles, non-emergency ambulance and air, wheelchair vans, public transportation including bus services, and taxicabs.

3.5.1.7. Total Transit has more than 13 years of transportation network management experience and currently manages the provision of NET services for Medicaid and Medicare eligible recipients in Arizona, California, Colorado and Texas. Like Nevada, the states in which we have been managing NET programs on behalf of state governments and/or Medicaid health plans, have rural and remote terrain, cover Tribal lands, and border other states. We understand the unique challenges that remote and rural locations present and we are accustomed to successfully developing and maintaining qualified transportation provider networks that deliver timely and safe transportation for recipients that ensures they have access to care and services that are covered under their Medicaid program or through waiver programs regardless of where they live. In order to serve recipients at the most cost-effective and high quality level, Total Transit continually develops, expands and augments NET provider networks to align with the transportation needs within any given community in which we operate. We will augment access to transportation services by also having volunteers, Mileage Reimbursement, and public transportation services available as priorities for recipients. We are confident that we will have a comprehensive, qualified NET network in place and ready to provide transportation services for recipients from day one.

The Total Transit transportation provider network in Nevada will consist of every form of transportation listed in RFP Section 3.5.1.7 and as described throughout the RFP and the MSM, and will also include provision of attendants, volunteers, stretcher vans, bariatric transport providers, and management of a Mileage Reimbursement program. Ground transportation services will be provided in-state and out-of-state to and from covered services as approved and allowed by the DHCFP. We will collaborate with the DHCFP to develop a detailed transportation guidelines document – customized for the DHCFP and its Nevada Medicaid recipients - that ensures every trip is scheduled and provided in accordance with the contract using the most appropriate mode of transport for each recipient's needs.

In our experience, prospective providers often take a "wait and see" attitude about joining a new network until the state announces a contract winner. Total Transit's roots as a transportation provider in Arizona resonates with transportation providers. They trust us because we have proven that we are trustworthy. What sets Total Transit apart from competitors is our unique ability to maintain stable and loyal transportation provider networks regardless of the industry ups and downs that can influence state budgets or cause unwanted media attention. Total Transit has a proven track record of developing comprehensive transportation provider networks in 90 days or less in every state we serve. With the outpouring of support we normally receive from the transportation provider community, we are confident that Total Transit is the right solution for Nevada's NET program.

In rural areas, we often find a significant number of providers express concern with GPS mapping and land marking. They state that without proper mapping information, service in the rural areas can be very difficult and time consuming and there is a higher risk of recipient cancellations and no-shows. We address these concerns and explain our Automated Outbound Call System that reminds recipients of their scheduled appointments and is effective at reducing recipient no-shows and lateness. When we

asked providers how often a broker representative visits them, they often respond that visits are sporadic or infrequent. Total Transit's locally-based network management team and hands-on approach to network development builds relationships with open communication allowing us and our providers to identify problems before they grow into issues. This proactive communication and our visibility in the transportation provider community allows us to improve our network service and help our providers provide better quality service and to grow their business.

Below is a description of the various modes of transport that Total Transit routinely arranges and is highly qualified, experienced and capable of providing in Nevada for the DHCFP and its recipients:

Public Transport. Every community has unique public transportation opportunities and challenges. In Arizona, Total Transit operates bus fleets in two major markets. Therefore, we bring a unique advantage when working with public transit agencies in other markets that ensures our state and health plan clients can take full advantage of the cost savings, convenience and safety that public transport offers. We have identified public transportation opportunities within Nevada and will work with the DHCFP to develop additional guidelines that reduce the cost of transportation while simultaneously meeting the transportation needs of each program recipient.

Volunteer Services. Total Transit has been coordinating access to care and services using volunteer drivers and volunteer agencies for years. The value of volunteers is especially important in rural areas and Total Transit has begun to explore the various veteran and community organizations that might be able to provide resources in Nevada. To ensure passenger safety, we perform a quality check of each volunteer prior to allowing them to transport a person for whom we are required to provide NET services. For a volunteer driver to provide services, we require:

- ***Drivers to be at least 18 years old***
- ***Valid state driver's license***
- ***Appropriate vehicle registration***
- ***Appropriate vehicle insurance***
- ***Vehicle inspection, if required by state/federal laws***
- ***Social Security Number (for use in reimbursement)***
- ***Vehicle service records to ensure proper vehicle maintenance***

Once we receive and approve this information, the volunteer driver will be eligible to transport persons to their health care appointments and other covered services. Total Transit will explain reimbursement methods to volunteer drivers. Upon receipt of vouchers or invoices, Total Transit will verify with the health care provider that the appointment occurred, and then reimburse the volunteer driver. Checks are issued every two weeks.

Mileage Reimbursement. Total Transit is experienced at offering and managing the provision of alternative modes of transportation to suit individual recipients' needs and preferences. For example, if the recipient has access to a car, but cannot afford the gas to drive to the appointment, we will encourage use of the Mileage Reimbursement program as an alternative to more costly forms of transportation, subject to the DHCFP's guidelines. Total Transit will reimburse at an agreed-upon rate per mile (i.e., in Nevada: double the IRS medical/moving mileage rate) if a recipient's friend or family provides

transportation to and from the appointment. The process is simple, requiring completion of a short reimbursement form with reimbursement processed quickly. Total Transit will send the DHCFP a monthly Mileage Reimbursement trip log. The Mileage Reimbursement program is particularly well-received by persons living in remote and rural locations and instills a sense of autonomy and comfort among recipients. It also realizes significant cost efficiencies and has been shown to improve patient's ability to keep their doctor's appointments. If Mileage Reimbursement is not an option, Total Transit will arrange transportation through one of our contracted NET providers.

Sedan and Taxi Vehicles. In most transportation scenarios, transportation via a sedan-type vehicle is the most appropriate, most widely used mode of transportation when public transportation is not available. Total Transit has been managing the provision of NET services using sedans, SUVs and vans for over 30 years. All providers must be credentialed and contracted with Total Transit and vehicles must be inspected by Total Transit and must pass inspection prior to their use in transporting recipients.

Para-Transit, Wheelchair Vans. In Arizona, Total Transit operates a fleet of over 125 wheelchair accessible vehicles. Therefore, we are uniquely experienced to develop, train and manage networks of wheelchair van providers in other markets, such as Nevada. It is important to note that Total Transit does not and will not own or operate a fleet of wheelchair accessible vehicles in Nevada or the states that border Nevada. Rather, we have identified local providers and are building a qualified network that consists of these local transportation providers. Nonetheless, routine inspection of wheelchair vans is a critical component of safe travel and Total Transit will not compromise safety. The Total Transit team regularly inspects wheelchair vans and the equipment contained in each vehicle (such as safety restraints and ramps) to ensure there is no excessive wear and adjustments are made where necessary. Total Transit will also ensure all vehicles used to transport passengers using wheelchairs or scooters meet all ADA requirements.

Long Distance, Stretcher Vans and Bariatric Transport. Total Transit will build a network of stretcher van and bariatric transport providers in Nevada to ensure the level of transport arranged aligns with the passenger's true mobility ability and that will ensure their safety and comfort during transport. All trips using stretcher vans or bariatric transport will be arranged, coordinated and managed by our Travel Coordinator, who is a qualified clinician.

Private Independent Provider Network. Total Transit will introduce our Private Independent Provider Network to Nevada in 2016. This network consists of independently owned vehicles that meet all state and insurance requirements with services performed by fully credentialed drivers utilizing smart dispatching technology. This model is utilized in the Arizona market and has proven to reduce costs and scale to the service demands as needed.

Escorts/Attendants. Total Transit has years of experience with the provision of escorts or attendants as part of scheduling and providing transportation services and routinely coordinates trips where an escort accompanies the recipient or an attendant is needed. Our current procedure checks for the recipient's age and if an escort or attendant is required we ensure the recipient will have an escort or we will arrange an authorized attendant. We will collaborate with the DHCFP to ensure any restrictions are correctly applied. For example, if an underage passenger requests transportation, our call center agents will be able to check the DHCFP's Client Profile for instructions on obtaining the

proper written consent and appropriate use of an escort or attendant to and from services.

Travel-Related Expenses. Total Transit is experienced in coordinating and managing reimbursement for trips that require an overnight stay; travel by air or train; meals; parking expenses; tolls, and/or that cross state borders. We understand that out of state travel may require prior authorization and once approved by the DHCFP, our Travel Coordinator will document, coordinate and make arrangements for all needed services relating to complex, out-of-state or long-distance trips. Our Travel Coordinator will also coordinate hotel reservations as well as meals, lodging and other ancillary expenses. In each market we serve, we identify quality lodging and prepay the lodging expenses (per DHCFP approval). We will submit a monthly report (i.e. the Transportation Summary Report) and a quarterly report (i.e. the Transportation Detail Report) identifying such trips and the accompanying travel-related expenses.

3.5.1.8 The vendor shall not discriminate for the participation, reimbursement, or indemnification of any provider who is acting within the scope of his/her license or certification under applicable State or local law, solely on the basis of that license or certification. If the vendor declines to include an individual or groups of providers in its network, it must give the effected network provider(s) written notice of the reason for its decision. 42 CFR 438.12 (a) may not be construed to require the vendor to contract with providers beyond the number necessary to meet the needs of its recipients; preclude the vendor from using different reimbursement amounts for different specialties or for different practitioners in the same specialty; or preclude the vendor from establishing measures that are designed to maintain quality of services and control costs and are consistent with its responsibilities to recipients.

3.5.1.8. Total Transit has adopted an "any willing provider" approach to developing NET provider networks in all markets where we maintain NET provider networks that serve Medicaid beneficiaries. Total Transit never discriminates in the application acceptance process for network participation, reimbursement, or indemnification of any NET providers - whether applying or in-network - acting within the scope of his/her license or certification under applicable State or local law, solely on the basis of that license or certification.

If Total Transit rejects an application for network participation, it will do so only because the applicant failed the meet all credentialing requirements. If Total Transit terminates a contract with a subcontracted NET provider, it will do so because of the NET provider's documented failure to comply with the Transportation Services Agreement; and Total Transit will send written notice to the effected network provider(s) that includes the reason for the decision. Further, pursuant to 42 CFR 438.12 (a), Total Transit will take appropriate measures to:

- ***Maintain a "right-sized" provider network that is not expanded beyond the number necessary to meet the needs of recipients;***
- ***Reimburse NET providers based on the specialty service or service level they provide; and***
- ***Establish performance measures for purposes of maintaining quality of services and cost controls consistent with Total Transit' responsibilities to the DHCFP and its recipients.***

3.5.1.9 Provide to the State supporting documentation, in a format specified by the State that demonstrates it has the capacity to serve the expected enrollment in its service area in accordance with the State's standards for access to care. Access to care is a recipient's ability to obtain transportation to medical care. The vendor must give assurances to the State and provide supporting documentation that demonstrates that it has the capacity to serve the expected enrollment and maintains a network of providers that is sufficient in number, mix, and geographic distribution to meet the needs of the anticipated number of enrollees in the service area in a timely manner as defined in this RFP. Such documentation must demonstrate that the vendor offers an appropriate range of non-emergency transportation services and maintains a network of providers that is sufficient in number, mix, and geographic distribution to meet the needs of the anticipated number of recipients in the service area. The vendor must submit such documentation at the time it enters into a contract with the State and at anytime thereafter when there has been a significant change, as defined by the State, in the vendor's operations that would affect adequate capacity and services. A significant change includes but may not be limited to: changes in the vendor's services, benefits, geographic service area or payments, enrollment of a new population in the network, or a change in ownership of the vendor. Supporting documentation and formatting will be discussed upon acceptance of contract.

3.5.1.9. Total Transit will demonstrate the understanding for the capacity needs to fulfill the demands of the contract. We will provide the documentation required by the DHCFP to ensure that all transportation needs are provided to the recipients as defined in the contract. This documentation will illustrate demand by geographical area, service mix (ambulatory, wheelchair, stretcher, public transit, and mileage reimbursement) and member utilization. We will demonstrate with supporting documentation that our network has sufficient capacity to provide the service outlined in this contract. We will further make this available to the department at the time of contracting and anytime thereafter or as requested by the State.

Based on information provided we anticipated a provider network consisting of over 300 vehicles with supporting service from public transit agencies and volunteer drivers to support service for 80,915 trips per month or 3,678 trips per service day.

3.5.1.10 Ensure transportation to Medicaid covered services shall be available to eligible recipients throughout the State. The vendor shall ensure the provision of service delivery to meet the needs of recipients under the provisions of this contract and the Medicaid Services Manual Chapter 1900. Whenever possible, the vendor shall establish subcontracts with existing Medicaid enrolled non-emergency transportation providers in the State. The vendor shall provide services through subcontracts with public, not-for-profit, and for-profit organizations, and individual qualified operators.

3.5.1.10. As described more fully in section 3.5.1.7 above, Total Transit will ensure transportation to Medicaid covered services is available to eligible recipients throughout the State through its call center that is always open and through its comprehensive, qualified, and statewide NET provider network. Total Transit has reviewed the requirements for the provision of transportation services found in the Medicaid Services Manual Chapter 1900 and throughout this RFP and will arrange for the provision of transportation services through its network of subcontracted NET providers in Nevada. Total Transit's subcontracted network will include NET providers that are public, for-profit, not-for-profit, and private individuals/entities that are qualified through our standard credentialing and contracting processes as applicable based on NET provider type.

3.5.1.11 The vendor shall develop resources for the transportation of recipients who do not meet the criteria for emergency or specialty care transportation. Scheduled Emergencies who need do not additional monitoring or medically necessary services are a covered NET service. Scheduled Emergencies who need additional monitoring or medically necessary services are defined as an emergency transport and are not a NET covered service.

a. Vendor shall be responsible for all transportation that is not an emergency or specialty care transportation. These transports may require additional escorts.

b. The vendor and its network providers must have in place and follow written policies and procedures for processing requests for initial and continuing authorizations of service for transportation requiring additional escorts or services. The vendor must have in effect mechanisms to ensure consistent application of review criteria for authorization decisions and consult with the requesting provider when appropriate.

c. The vendor shall utilize a method to schedule transportation services requiring additional escorts or services, once the services are authorized and shall ensure that trip assignment activities are performed efficiently. The scheduling method shall be capable of accommodating advanced reservations, subscription service, and requests for urgent service. Vendor shall also make an assessment of the recipient's need for transportation.

3.5.1.11. Total Transit has read section 3.5.1.11 above and understands the differences between who is responsible for the provision of Scheduled Emergency trips based on the need for additional monitoring or medically necessary services. We will require our dedicated team of locally-based Travel Coordinators to work directly with discharge planners to arrange for facility-to-facility or facility-to-home transports (i.e., Scheduled Emergencies that are a NET covered service). The Business Manager and Travel Coordinators dedicated to this project will be responsible for ensuring adequate resources are available for the provision of Scheduled Emergency transportation services that are NET covered services. Other duties and oversight responsibilities of the Business Manager and Travel Coordinators includes, but is not limited to:

Total Transit will arrange for transportation, including the provision of additional escorts as needed, for recipients whose transportation need does not meet the criteria for emergency or specialty care transportation as defined by the DHCFP.

Total Transit has written policies, processes and mechanisms in place to efficiently and consistently respond to recipient or healthcare provider requests for additional services or escorts. Total Transit makes authorization decisions using a standardized authorization tool that ensures consistent collection and assessment of review criteria and that incorporates the requesting health care provider's consultative rationale for the higher level of transportation services requested.

Total Transit uses its RAMMS transportation management system to receive transportation requests, and to schedule all authorized transportation services, including trips where additional services or escorts are required. RAMMS enables Total Transit staff to efficiently verify eligibility and make authorization decisions within minutes. RAMMS accommodates advanced reservations, requests made through Total Transit's website, subscription services, and urgent trip requests on a continual basis (24/7/365). Regardless of the trip urgency or complexity, RAMMS enables quick yet thorough authorization assessment processes to be consistently applied, so that each recipient's transportation need is arranged immediately using the most appropriate provider, escorts and level of service.

3.5.1.12 Ensure that non-English speaking recipients can access transportation services. Where language barriers exist, the vendor must assure communication for the recipient by providing oral interpretation services. The vendor must also develop appropriate alternative methods for communicating with visually and hearing-impaired recipients, and accommodating physically disabled recipients in accordance with the requirements of the Americans with Disabilities Act of 1990.

3.5.1.12. **Total Transit's oral interpretation provider is TransPerfect, which provides oral interpretation services in more than 170 languages. We also employ a bilingual staff - over 60% of our agents speak Spanish. Thus, our own Customer Service Center staff will be prepared to communicate with all callers speaking English and Spanish. Total Transit screens the individuals who mark an employment application as being "bilingual" by requiring the individual to take Spanish Language Proficiency Test that includes 100 Multiple Choice Questions. Total Transit requires a minimum score of ninety percent (90%) correct answers in order to qualify as eligible and prepared to speak with Spanish speaking callers. The process is designed to assess staff ability to directly communicate with target language-speaking callers.**

Hearing Impaired Recipients. **Total Transit also uses public relay services for the hearing impaired. The Customer Service Representative receives a call or makes a call to the relay service. Our telephone system supports TTY/TDD as well as a fax option. Our highly intuitive RAMMS system automatically schedules calls, whether on-demand or for a future date. We also have the capability to dispatch a trip with pick-up within 30 minutes in an urban area or place an order in the system for future dispatch. The Customer Service Representative will set up transportation and provide the caller with a confirmation number. We also monitor trip data to ensure the pickup and drop times are within standards.**

Visually Impaired Recipients. ***Braille or larger print written materials are available in multiple languages for persons with visual impairment. All information that is distributed to recipients and potential recipients will also include simple instructions on how to access alternate communication venues. Total Transit and its employees comply with the requirements of the Americans with Disability Act (ADA). Further, we will contractually require our subcontractors, including their employees and drivers, to comply with ADA rules and regulations in the provision of NET services for recipients.***

3.5.1.13 The vendor is prohibited from contracting with providers who have been determined to have committed fraud or abuse by the Medicaid program. The Division will provide the vendor with a list of currently enrolled ambulance companies and those transportation providers terminated by the State.

3.5.1.13. ***Total Transit will not contract with NET providers that have been determined to have committed fraud or abuse by the Medicaid program. Prior to or during credentialing, we will access any State-issued exclusion lists and we will reference the Division's list of currently enrolled ambulance companies and those transportation providers that have been terminated by the State to ensure any applying provider found on those lists is not considered for network participation. Thereafter, we will reference the State's list at least monthly to ensure timely contract termination with any existing network provider found on the State's list.***

3.5.1.14 The vendor is prohibited from contracting with providers who presently are on the list of debarred individuals by the Office of the Inspector General (OIG), or could be, debarred, suspended, proposed for debarment, declared ineligible, voluntarily excluded from participation in this transaction by any federal department or agency.

3.5.1.14. Total Transit will not contract with providers that are on the current list of debarred individuals issued by the Office of Inspector General (OIG), or providers that could be debarred, suspended, proposed for debarments, declared ineligible, voluntarily excluded from participation in this transaction by any federal department or agency. Prior to and during credentialing, we will access the OIG and other federal exclusion lists to ensure any applying provider found on those lists is not considered for network participation. Thereafter, we will reference the OIG and other federal exclusions lists at least monthly to ensure timely contract termination with any existing network provider found on those federal exclusions lists.

3.5.1.15 The vendor is prohibited from (1) being an owner, in full or in part, of any organization participating as a transportation provider in the Medicaid program, or (2) having an equity interest in or being involved in the management of the organization or entity. This prohibition applies as well to family members of vendor owners and managers, as well as to any administrative or management services subcontractors of vendor on this project.

a. The broker shall advise DHCFP in writing of all financial relationship and transactions between itself and a NET provider (for instance, loans, grants, etc.), specifying the nature of the relationship and the terms and conditions governing it. Such relationships and transactions are not permitted without written approval of the DHCFP administrator.

3.5.1.15. Total Transit attests and confirms that it is not and does not (1) own, in full or in part, any organization participating as a transportation provider in the State of Nevada's Medicaid program, or (2) have an equity interest in, and is not involved in, the management of any organization or entity participating as a transportation provider in the State of Nevada's Medicaid program. Total Transit further attests and confirms that family members of Total Transit owners, Total Transit managers, Total Transit staff, and owners and employees of Total Transit service subcontractors are not owners of, do not have equity interest in, and are not involved with any organization or entity participating as a transportation provider in the State of Nevada's Medicaid program.

Total Transit will advise DHCFP in writing of all financial relationships and transactions between itself and a NET provider, specifying the nature of the relationship and the terms and conditions governing it.

3.5.1.16 All subcontracts for the provision of transportation services shall specify the following minimum requirements:

A. Responsibilities of the vendor and subcontracted transportation provider;

B. Scope of services required from the transportation provider;

C. Insurance requirements;

D. How the services, activities, and tasks to be performed by the transportation provider will be carried out;

E. Pickup and delivery requirements;

F. Driver and vehicle requirements;

G. Training and orientation requirements for transportation providers and drivers;

H. Procedures the vendor will employ to monitor the transportation provider and how non-compliance will be addressed by the vendor;

I. Contract effective date and duration, termination, and renewal options;

J. Reporting requirements of the transportation providers and expectations regarding driver logs;

K. Financial terms of the agreement including billing schedules and terms of payment for the various modes;

L. Provider dispute procedures;

M. Staff, vehicle, and equipment requirements and service standards necessary to carry out the range of services covered;

N. Confidentiality relating to recipient data; and

O. Agreement by the transportation provider to be bound by the mandatory terms and conditions of the vendor contract.

3.5.1.16. Total Transit's Transportation Provider Agreement contains all of the provisions described in RFP section 3.5.1.16, including parts A through O. The Transportation Provider Agreement will also contain specific details of the Division's NET program for its recipients as applicable and as described throughout this RFP and in applicable Chapters of Nevada's Medicaid Services Manual. A copy of Total Transit's Transportation Provider Agreement is available upon request.

3.5.1.17 The vendor shall require the transportation provider drivers to maintain a daily paper or electronic log, containing, at a minimum, the following information:

A. Date;

B. Driver's name;

C. Driver's signature (or authenticated log-in ID);

D. Vehicle ID number(s);

E. Transportation provider name and number;

F. Actual start time (from base station) in military time;

G. Each authorized recipient with actual pick up time (in military time);

H. Actual pick-up location;

I. No-show indicator;

J. Each actual drop off time (military time) for authorized recipient;

K. Actual drop-off location;

L. Authenticating recipient signature or ID card swipe;

M. Actual number of companions, per trip;

N. Actual return time (to base station) in military time;

O. *Odometer mileage at each pickup and drop-off;*

P. *Authorized stamp and signature of transportation provider; and*

Q. *Other pertinent information regarding completion of the trips.*

3.5.1.17. Total Transit requires transportation providers and drivers to maintain trip logs for each trip. Logs are typically maintained in a secure electronic environment, but we will accommodate providers and drivers who prefer paper logs by downloading the logs via RAMMS and printing for paper use. Total Transit trip logs contain all of the provisions described in RFP section 3.5.1.17, including parts A through Q. Drivers are required to submit trip logs within 24 of completing the trip…MORE.

As part of the initial NET provider orientation training session, Total Transit Network Representatives train NET providers on our trip reconciliation processes, which includes how to complete trip logs. They also teach providers how to use the web portal to enter trip completion reports for payment purposes and explain timely filing rules. We show providers where the timely filing policies and requirements are located in the Provider Manual, which is made available to new in hardcopy providers on or before the onsite visit and is also on our website. Our Network Representatives provide one-on-one training and perform life-like demonstrations to assist providers in learning how to properly accept, update and closeout trips electronically using our secure, cloud-based RAMMS System. Providers are also trained on how to report accidents and incidents; how to report recipient no-shows; and how to handle unexpected route deviations. Additional training that occurs with initial orientations and ongoing involves professional driver training aligned to the specific contract requirements, and vehicle maintenance and safety requirements. This ongoing training is conducted as needed and as part of our ongoing responsibility to perform annual on-site reviews of driver records and vehicle maintenance. We have found that having a constant presence in the network dramatically improves driver performance and provider success, which is a direct benefit to our customers.

Through our proprietary, internally developed, cloud-based mobile platform to dispatch and connect our drivers to our Customer Service Representatives (CSRs), Total Transit provides several exciting benefits to SCDHHS and its members:

- ***Real-time visibility of the network and the ability to predict late pick-ups so proper notification can occur;***
- ***Ability to re-route vehicles when a pick up is late;***
- ***Utilize "shared rides" for appropriate members in real-time; and,***
- ***Provide a dashboard to SCDHHS with full transparency as to how we are performing in terms of member transportation management.***

Total Transit is excited to provide this proprietary capability to DHCFP. We will begin introducing this platform to our providers immediately upon contracting with DHCFP. We plan to have the majority of our transportation providers established on this platform prior to contract implementation. Total Transit's Real-Time Mobility Management System (RAMMS) is already considered leading technology for broker/provider dispatching and communication. This new platform, which has proven highly successful with our network in Arizona, will result in DHCFP achieving unparalleled performance and quality levels.

3.5.1.18 Subcontracts

The vendor must maintain oversight and is responsible for any functions and responsibilities it delegates to any subcontracted provider, (This applies to companies subcontracted as dedicated transportation providers. It does not apply to volunteer drivers, public transportation, persons receiving gas reimbursement or taxi cabs.) including:

A. All subcontracts must fulfill the requirements of 42 CFR Part 438 that are appropriate to the services or activity delegated under the subcontract;

B. The vendor must evaluate each prospective subcontractor's ability to perform any activities to be delegated;

C. The vendor must have a written agreement between the vendor and the subcontractor which specifies the activities and responsibilities delegated to the subcontractor and provides for revoking delegation or imposing other sanctions if the subcontractor's performance is inadequate; and

D. The vendor must monitor the subcontractor's performance on an ongoing basis and subject to formal review according to a periodic schedule established by the Division, consistent with industry standards or state laws and regulations.

The vendor must identify deficiencies or areas for improvement and must take, and require its subcontractor to take, corrective action. ***All subcontract forms must be approved by DHCFP.***

3.5.1.18. As a transportation program manager for over 13 years, Total Transit has a proven track record of developing and managing subcontracted transportation provider networks. Total Transit oversees the management activities, administrative functions and performance of the transportation providers themselves, of their vehicles and any of their downstream drivers and attendants that actually provide non-emergency transportation services directly to recipients.

- ***Total Transit's Transportation Provider Agreements are entered into with companies that are NET providers and fulfills the requirements of 42 CFR Part 438. Total Transit will not use its Transportation Provider Agreement for volunteer drivers, public transportation, persons receiving gas reimbursement or taxi cabs.***
- ***Through on-site reviews and the provider credentialing process, Total Transit will evaluate each prospective subcontracted transportation provider's ability to perform any activities to be delegated.***
- ***Total Transit's Transportation Provider Agreement is made between Total Transit and the subcontracted NET provider and will specify the activities and responsibilities delegated to the subcontractor. The Agreement will contain language that allows for revoking delegation or imposing other sanctions if the subcontractor's performance is inadequate.***
- ***Total Transit will monitor NET provider performance on an ongoing basis by performing annual on-site review audits and preparing scorecards that evaluate and score each NET provider's performance achievements, identify areas of deficiency or areas that need improving, and outcomes of any corrective action plans that were imposed. Total Transit will alter its quarterly formal review cycle to comply with Division specifications as needed. We will submit all provider agreements and related forms for DHCFP approval prior to the contract start date.***

3.5.1.19 Non-Discrimination

Pursuant to 42 CFR 438.214(c), the Contractor must develop policies and procedures which strictly prohibit discrimination against particular providers that serve high-risk populations or specialize in conditions that require costly treatment.

3.5.1.19. Total Transit maintains a Policies and Procedures Manual containing policies and procedures that strictly prohibit discrimination against providers that serve high-risk populations or that provide high-cost services to recipients. Total Transit non-discrimination policies also extend to ancillary providers that serve high-risk or high-cost populations. Total Transit's written policies and procedures regarding non-discrimination comply with, and will include verbiage regarding, 42 CFR 438.214 (c).

3.5.2 Ensure Compliance with Driver and Vehicle Requirements

These requirements shall be included in all subcontractor agreements with transportation providers. The vendor may establish additional requirements on vehicles including wheel chair vans and ambulances and drivers that are subject to prior approval from the Division. The vendor shall ensure that the providers of wheelchair vans and ambulance providers adhere to these requirements as well any other applicable Federal and State requirements.

3.5.2. Driver and Vehicle requirements for the Nevada NET program will be specified and delineated in four key documents:

- ***The Credentialing Checklist on-site audit tool***
- ***The Operations (Training) Manual***
- ***The Policies and Procedures Manual***
- ***The Transportation Provider Agreement***

Requirements pertaining to driver and vehicle certification, liability insurance, training, and licensure will also be specified in these documents for all NET providers and vehicles, including wheelchair vans, ambulances and stretcher vans.

3.5.2.1 Requirements for Drivers

The vendor shall ensure that all drivers of vehicles transporting Medicaid program recipients meet the following requirements:

A. *All drivers, at all times during their employment, shall be at least18 years of age and have a current valid driver's license from the State of Nevada to operate the transportation vehicle to which they are assigned and shall be competent in their driver habits.*

B. *Drivers shall have no more than one chargeable accident and/or two moving violations in the last three years. Drivers shall not have had their driver's license, commercial or other, suspended or revoked in the previous five years. Drivers shall not have any prior convictions for sexual abuse, crime of violence, or Medicaid fraud. Approval of any driver who has been convicted of a felony shall be obtained from the Division before employment by the vendor.*

C. *All drivers shall be courteous, patient and helpful to all passengers and drivers shall be neat and clean in appearance.*

D. No driver or attendant shall use alcohol, narcotics, medical marijuana, illegal drugs or drugs that impair ability to perform while on duty and no driver shall abuse alcohol or drugs at any time. The transportation provider shall not use drivers who are known abusers of alcohol or known consumers of narcotics or drugs/medications that would endanger the safety of recipients, whether those drugs are legally prescribed or not.

E. All drivers and attendants shall wear or have visible, easily readable proper organization identification.

F. At no time shall drivers or attendants smoke while in the vehicle, while involved in recipient assistance, or in the presence of any recipient.

G. Drivers shall not wear any type of headphones or use cell phones, except for dispatch purposes, at any time while on duty.

H. Drivers shall not use cell phones while operating vehicles.

I. Drivers shall assist passengers in the process of being seated and confirm that all seat belts are fastened properly and wheelchairs and wheelchair passengers are properly secured.

J. Drivers shall provide necessary assistance, support, and oral directions to passengers. Such assistance shall include assistance with recipients of limited mobility, and movement and storage of mobility aids and wheelchairs.

K. Vendor shall provide, or ensure that its subcontractors provide, classroom and behind-the-wheel training for all drivers within thirty (30) days of beginning service under this agreement. Driver training shall, at a minimum, include defensive driving techniques, wheelchair securement and lift operation when applicable, cultural and disability sensitivity training, passenger assistance techniques, first aid, and general customer service.

3.5.2.1. Requirements for Drivers. Total Transit's NET Provider Services Agreement, onsite review processes and ongoing training programs for network providers ensure driver understanding of service expectations and compliance with specified terms. Total Transit has reviewed the driver requirements in Section 3.5.2.1. We will comply, and we will require all NET network providers and drivers to comply with these requirements, including but not limited to items specified in RFP Section 3.5.2.1, parts A through K, which are detailed in the Driver Credentialing Checklist. As an experienced transportation program manager, we have long-established and effective processes for credentialing providers. During the credentialing process, we will review and source-verify each driver's record to ensure that the driver meets the contract standards. During the annual audits, we will credential any new drivers the provider would like to add to servicing the account and will re-credential existing drivers. All credentialing and re-credentialing is accomplished using the Driver Credentialing Checklist to ensure complete contract compliance.

3.5.2.2 Requirements for Provider Vehicles

The vendor shall ensure that all transportation providers maintain all vehicles adequately to meet the requirements of this RFP and resultant contract. Vehicles and all components shall comply with or exceed State, Federal, and manufacturer's safety and mechanical operating and maintenance standards for the vehicles. Vehicles shall comply with the Americans with Disabilities Act (ADA) regulations.

***3.5.2.2.* Total Transit will comply, and we will require all NET network providers and drivers to comply with our vehicle maintenance requirements as well as State, Federal and vehicle manufacturers' mechanical operating and maintenance standards. As an experienced transportation program manager, we have long-established and effective processes for credentialing providers including review of vehicle maintenance records and visual inspection of vehicles. Overall, vehicles are inspected against Federal, State, and Local licensing requirements, vehicle safety standards, and Americans with Disabilities Act (ADA) regulations. During the credentialing process, the PNC or regional maintenance staff will inspect each vehicle to ensure that it meets the contract standards as detailed in the Vehicle Credentialing Checklist. During the annual audits, we will credential any new vehicles the provider would like to add to servicing the account and will re-credential existing vehicles. All credentialing and re-credentialing is accomplished using the Vehicle Credentialing Checklist to ensure complete contract compliance.**

Total Transit's comprehensive NET provider monitoring and vehicle inspection programs ensure that any vehicle found out of compliance with contractual and program safety standards is immediately identified and suspended from service. When vehicle condition or performance is brought to us as a concern or we become aware of or suspect noncompliance of any kind, immediate steps are taken to investigate the issue. All concerns about vehicle condition and functionality are taken seriously. As such, when a concern is raised about a vehicle that would impact passenger safety or that does not comply with state law or federal regulations, notification is made to the NET provider and, per the Provider Agreement, that vehicle must be immediately prohibited from providing services under this contract (removed from service). The reason for non-compliance and required corrective actions are communicated to the provider. When the provider reports that the corrective actions have been completed the Provider Network Coordinator, Business Manager, or regional maintenance staff will conduct a re-credentialing audit. All allegations and ensuing activities, including inspections and investigative reports, corrective actions and outcomes, are documented and become a part of the NET provider and vehicle's permanent record. Records will be made available to the Division at any time.

3.5.2.3 All vehicles shall meet the following requirements:

A. *The transportation provider shall provide and use a two-way communication system linking all vehicles used in delivering the services under this contract with the transportation provider's major place of business. Pagers are not an acceptable substitute.*
B. *All vehicles shall be equipped with adequate heating and air-conditioning.*
C. *All vehicles shall have functioning, clean and accessible seat belts for each passenger seat position pursuant to NRS 484.641. Each vehicle shall utilize child safety seats when transporting children under age six (6) and weighing 60 pounds or less. Child safety seats shall meet standards and be used in a manner prescribed in NRS 484.474.*
D. *All vehicles shall have a functioning speedometer and odometer.*
E. *All vehicles shall have two exterior side view mirrors, one on each side of the vehicle.*
F. *All vehicles shall be equipped with an interior mirror for monitoring the passenger compartment.*

G. *The interior and exterior of the vehicle shall be clean and the exterior free of broken mirrors or windows, excessive grime, major dents or paint damage that detract from the overall appearance of the vehicles.*

H. *The vehicle shall have passenger compartments that are clean, free from torn upholstery or floor or ceiling covering, damaged or broken seats, protruding sharp edges and shall also be free of dirt, oil, grease or litter.*

I. *All vehicles shall have the transportation provider's name, vehicle number, and the vendor's toll free and local phone number prominently placed within the interior of each vehicle. This information and the complaint procedures shall be available in written form in each vehicle for distribution to recipients on request.*

J. *Smoking is prohibited in all vehicles while transporting Medicaid program recipients. All vehicles shall have the following signs posted in all vehicle interiors, easily visible to the passengers:*

   1. *"NO SMOKING"*
   2. *"ALL PASSENGERS MUST USE SEAT BELTS"*

K. *All vehicles shall include a vehicle information packet containing vehicle registration, insurance card and accident procedures and forms.*

L. *All vehicles shall be provided with a fully equipped first aid kit.*

M. *Each vehicle shall contain a current map of the applicable State(s) with sufficient detail to locate recipients and medical providers.*

N. *In compliance with NAC 706.191, all vehicles shall have a minimum of combined single limit insurance coverage for vehicles at all times during the contract period.*

O. *Any vehicle or driver found out of compliance with this RFP, resultant contract Requirements, or any State or Federal regulations shall be removed from service immediately until the vendor verifies correction of deficiencies. Any deficiencies and actions taken shall be documented and become a part of the vehicle's and the driver's permanent records.*

P. *The vendor shall develop and implement an annual inspection process in addition to the applicable State vehicle inspection requirements to verify that vehicles used by transportation subcontracted providers meet the above requirements and that safety and passenger comfort features are in good working order (e.g., brakes, tire, tread, signals, horn, seat belts, air conditioning/heating, etc.). Prior to execution of this Contract and the service agreement between the vendor and each transportation provider, the vendor shall complete an initial inspection of all the transportation provider's vehicles. Records of all inspections shall be maintained.*

Q. *All vehicles must carry at all times a copy of the Letter of Exemption issued by DHCFP to the vendor certifying that the vehicle is exempt from the need to obtain a Certificate of Public Convenience and Necessity pursuant to NRS 706.158 and NRS 706.745.*

3.5.2.3. ***Requirements for Vehicles. Total Transit's NET Provider Services Agreement, onsite review processes and ongoing training programs for network providers ensure provider and driver understanding of expectations and compliance with specified terms regarding vehicle operations, safety, signage, maintenance and licensure. Total Transit has reviewed the vehicle requirements in Section 3.5.2.3. We will comply, and we will require all NET network providers and drivers to comply with these requirements,***

including but not limited to items specified in RFP Section 3.5.2.3, parts A through Q, which are detailed in the Vehicle Credentialing Checklist. As an experienced transportation program manager, we have long-established and effective processes for credentialing providers. During the credentialing process, we will review and source-verify each driver's record to ensure that the driver meets the contract standards. Total Transit employs a team of knowledgeable and trained individuals who routinely conduct onsite vehicle inspections. These individuals also conduct on-site audits of NET provider files to ensure proper filing of paperwork, such as vehicle registration, insurance, driver licenses, and successful completion and passing of driver training courses are complete and current. Vehicles re-credentialing is included in the annual audits and we require every vehicle to be inspected at least annually. Vehicle standards are identified, in detail, in the Vehicle Credentialing Checklist. Results of onsite audits and vehicle inspections become a part of the NET provider's permanent record and are available for review by our clients.

3.5.3 The NET broker shall ensure adequate oversight of subcontracted transportation providers and ensure that providers comply with all applicable Local, State and Federal laws, regulations and permit requirements. This duty includes, but is not limited to verification that each provider maintains at all times:

3.5.3.1 Insurance which complies with the standards at 49 C.F.R. 387 subpart B, N.A.C. §706.191(1-3), and which provide for notice of the status of the policy to the Administrator of Nevada Medicaid upon expiration, termination, or at any time requested by the Administrator;

3.5.3.2 An alcohol and substance abuse testing program which complies with standards at 49 C.F.R. Part 382;

3.5.3.3 Criminal background checks conducted periodically that assure criteria in MSM Chapter §100 are met;

3.5.3.4 Signage on all vehicles identifying those operating under any exemption from Nevada Transportation Authority (NTA) regulation;

3.5.3.5 Documentation in each vehicle of any exemption from NTA regulation; and

3.5.3.6 Current provider agreements with Nevada Medicaid. As a contracted agent of the Director of the Department of Health and Human Services (DHHS), subject to the requirements of NRS § 422.2705 and NRS § 706.745. The NET broker may utilize the services of motor carriers that are exempt from certain certification requirements of the NTA of the Department of Business and Industry. Prior to exercising this option, the NET broker shall, with the assistance of the NTA, establish and utilize an inspection program designed to ensure that vehicles used by these motor carriers, and their operations, are safe. The NET broker shall also require these same motor carriers to submit proof of a liability insurance policy, certificate of insurance or surety which is substantially equivalent in form and is in the same amount or in a greater amount than the policy, certificate or surety required by the Department of Motor Vehicles (DMV) pursuant to NRS 706.291 for a similar situated motor carrier. The NET broker shall certify the transportation providers meet insurance requirements, vehicle safety standards, and driver background and drug tests cited in chapter 706 before a letter of exemption will be issued by DHCFP for that transportation provider.

3.5.3. Total Transit employs a team of experienced and knowledgeable Network Development Managers whose primary responsibilities include NET provider recruiting and oversight of credentialing and monitoring activities. Network Managers are

responsible for overseeing the entire NET network in the state to ensure that providers comply with all applicable local, State and federal laws, regulations and permit requirements. Network Managers also ensure that Total Transit gathers, verifies and maintains records of each NET provider's compliance with these rules and regulations. Network Managers are supported by Provider Network Coordinators (PNCs) who are NET provider service representatives and direct contacts for NET providers after they become network providers. PNCs are responsible for conducting annual on-site audits and training sessions with every NET provider in their assigned geographic service area. PNCs report directly to the project's Business Manager who has executive account management. A description of Total Transit's NET network oversight program is provided below.

Before any transportation provider becomes part of our network, Total Transit follows a structured credentialing process whereby each provider's background, services, and operating procedures are reviewed to ensure that the provider, the provider's driving team, and the vehicles they operate meet our clients' high standards and are capable of meeting and maintaining compliance with the contract requirements as well as local, State and federal requirements. Included in this credentialing process is obtaining confirmation that NET providers and drivers have the capability and capacity to respond to the needs of Medicaid recipients within their service area. The entire credentialing, contracting and training process is typically completed in 30 days or less. Additional details about Total Transit's credentialing and re-credentialing programs can be found in Section XXX.

3.5.3.1. Total Transit will ensure that each NET provider's liability insurance complies with 49 CFR 387 subpart B, Motor Carriers of Passengers and NAC §706.191(1-3), Insurance. Total Transit will include current minimum coverage requirements – by vehicle type and passenger capacity – in the Transportation Provider Agreements, the Operations (Training) Manual, the Credentialing Checklist, and the Policies and Procedures Manual. During credentialing, annual on-site visits, and re-credentialing, we will obtain insurance face sheets from each NET provider and will source-verify policies to ensure the policies are active and insurance levels meet minimum coverage amounts. Policies that we find to be inactive or below minimum coverage amounts will result in immediate suspension of the NET provider, including reassignment of any scheduled trips, until the NET provider reinstates the liability policy or raises coverage minimums to be within compliance levels. Failure to obtain proper insurance coverage within 30 days of our discovery of policy non-compliance will result in network termination.

3.5.3.2. Total Transit's program for alcohol and substance abuse testing for NET providers and their drivers will comply with the standards described in 49 CFR Part 382, Parts A through F – Controlled Substances and Alcohol Use and Testing. We will include information regarding testing compliance and submission of test results for NET providers and drivers in the Transportation Provider Agreements, the Operations (Training) Manual, the Credentialing Checklist, and the Policies and Procedures Manual. During credentialing, annual on-site visits, and re-credentialing, we will obtain proof that requisite testing has been performed and we will gather certification of test results from providers. We will require NET providers to keep records of testing in their business offices. Non-compliance with obtaining or submitting test results or test results that indicate drug/alcohol use will result in immediate suspension of the driver in question, including reassignment of any scheduled trips, until the NET provider can prove

compliance. Failure to maintain compliance with 49 CFR Part 382 will result in network termination.

3.5.3.3. Total Transit will comply with the requirement to conduct background checks periodically in accordance with criteria described in MSM Chapter 100. As part of initial credentialing, we require all applying NET providers to submit criminal, child-abuse, and elder-abuse background check results for their business and all employed or subcontracted drivers. We will include information regarding background check compliance and submission of the back ground checks for NET providers and drivers in the Transportation Provider Agreements, the Operations (Training) Manual, the Credentialing Checklist, and the Policies and Procedures Manual. During credentialing, annual on-site visits, and re-credentialing, we will obtain proof that requisite background checks have been performed and we will gather certification of results from providers. We will require NET providers to keep background check records for each driver in their business offices. Non-compliance with obtaining or submitting background checks or results that indicate a criminal background will result in immediate suspension of the driver in question, including reassignment of any scheduled trips, until the NET provider can prove compliance. Failure to maintain compliance with MSM Chapter 100 criteria for criminal background checks will result in network termination.

3.5.3.4. Total Transit will comply with the requirement to ensure signage on all vehicles that identifies the vehicle as operating under any exemption from the Nevada Transportation Authority (NTA) regulation. As part of initial credentialing, we require all applying NET providers to submit written information regarding any NTA exemptions pertaining to their vehicles. We will confirm exemptions with the NTA in accordance with Division expectations, then will ensure proper signage is visible on each NTA exempt vehicle, and that the documents that specify the NTA exemption are stored in the vehicle. We will include information regarding NTA exemptions – including requirements for signage on and documentation in each vehicle - in the Transportation Provider Agreements, the Operations (Training) Manual, the Credentialing Checklist, and the Policies and Procedures Manual. During credentialing, annual on-site visits, and re-credentialing, we will obtain proof that requisite signage is adhered to each NTA exempt vehicle, and we will check inside each vehicle to ensure NTA exemption documents are kept in the vehicle. We will require NET providers to keep NTA exemption records for each vehicle in their business offices. Non-compliance with obtaining or submitting NTA exemption records or failure to have signage on, and NTA exemption documents in each exempt vehicle will result in immediate suspension of the vehicle in question until the NET provider can prove compliance. Failure to maintain compliance with vehicle signage requirements will result in network termination.

3.5.3.5. See the description of Total Transit's information gathering and monitoring activities that will ensure NET provider compliance with keeping NTA regulation exemption documents in vehicles in Section 3.5.3.4 above.

3.5.3.6. Total Transit has read RFP Section 3.5.3.6 and understands its option to use the services of motor carriers that are exempt from certain certification requirements of the NTA. Before entering into any Provider Transportation Agreement with such motor carriers, we will engage the NTA in establishing and utilizing an inspection program that is designed and carried out to ensure all vehicles used by motor carriers are properly maintained and safely operated. We understand our obligation to ensure these same motor carriers must meet certain certificate of insurance requirements pursuant to NRS

706.291, and we will verify that these motor carriers meet all requirements for insurance, vehicle safety, signage, and driver drug and background checks as cited and applicable in NRS § 706. After certifying that these motor carriers meet all such requirements, Total Transit will seek to obtain a letter of exemption from the DHCFP prior to entering into an Agreement with the transportation provider.

With the assistance of the Nevada Transportation Authority (NTA), Total Transit will establish and utilize an inspection program designed to ensure that vehicles used by motor carriers are compliant with operational, safety and maintenance requirements, including requiring owners and operators of motor carriers to submit proof of a liability insurance policy, certificate of insurance or surety which is substantially equivalent in form and is in the same amount or in a greater amount than the policy, certificate or surety required by the Department of Motor Vehicles (DMV) pursuant to NRS 706.291 for a similar situated motor carrier. Total Transit will certify the transportation providers using motor carriers meet insurance requirements, vehicle safety standards, and driver background and drug tests cited in chapter 706 before a letter of exemption will be issued by DHCFP for that transportation provider.

3.5.4 Volunteer Drivers

The vendor is encouraged to use recipient vouchers and/or volunteer programs to provide the most cost efficient transportation service to the recipient if such transportation is appropriate to meet the needs of the recipient. The vendor shall have procedures in place to verify and document vehicles and drivers used in reimbursement and volunteer programs that comply with appropriate State operating requirements, driver's licensure, vehicle registration and insurance coverage. The vendor shall obtain prior Division approval for the reimbursement method and schedule for recipient vouchers and/or mileage reimbursement.

3.5.4 Volunteer Drivers. ***Total Transit has extensive experience coordinating access to care and services using volunteer drivers and volunteer agencies. We find that volunteer drivers are especially important in rural areas and Total Transit has begun to explore the various veteran and community organizations that might be able to provide resources in Nevada. To ensure passenger safety, we perform a quality check of each volunteer prior to allowing them to transport a person for whom we are required to provide NET services. For a volunteer driver to provide services, we require:***

- ***Drivers to be at least 18 years old***
- ***Valid state driver's license***
- ***Appropriate vehicle registration***
- ***Appropriate vehicle insurance***
- ***Vehicle inspection, if required by state/federal laws***
- ***Social Security Number (for use in reimbursement)***
- ***Vehicle service records to ensure proper vehicle maintenance***

Once we receive and verify this information and obtain Division approval for the reimbursement method, the volunteer drivers will be eligible to transport recipients to their health care appointments and other covered services. Total Transit will explain reimbursement methods to volunteer drivers. Upon receipt of vouchers or invoices, Total Transit will verify with the health care provider that the appointment occurred, and then reimburse the volunteer driver. Checks are issued every two weeks.

3.6 FISCAL REQUIRMENTS

3.6.1 Provide Reimbursement for Transportation Services

3.6.1.1 The vendor may negotiate individual service delivery rates through competitive bidding or utilize other strategies to ensure the least costly and most appropriate transportation services are provided. The vendor shall provide reasonable reimbursement of subcontracted transportation providers to ensure adequate transportation service capacity and accessibility to meet the transportation needs of Medicaid program recipients within the timeframes and standards specified in this RFP.

3.6.1.1. ***Total Transit leverages its years of experience in transportation management and as a provider to understand the markets we serve. We build diverse networks of providers that meet the demands of the recipient(s) by matching their needs with the most cost effective network provider. Our multi-modal networks consist of taxi and livery vehicles, wheelchair and NET providers, mileage reimbursement, public transit and private independent network providers. The diversity of the network allows us to offer the best service for the lowest price by leveraging our providers' core competencies in turn driving down the cost to our client and reducing expenses to the provider. Total Transit has provided its statements to section 6 in Tab IX.***

3.6.1.2 Vendor shall provide timely payment to each contracted transportation provider based on the authorized services rendered. Full payment of all authorized trips shall be made to the transportation provider within forty-five (45) calendar days of receipt of a valid invoice. The vendor's payment procedures shall ensure that transportation provider claims for reimbursement match verification of authorized trips. These procedures shall include one hundred percent (100%) verification of appointments with medical providers on recipient mileage reimbursement and when otherwise appropriate. The vendor shall validate that all transportation services paid for under this RFP are properly authorized and actually rendered. The vendor shall also have adequate safeguards in place against fraudulent activity by transportation providers and recipients.

In the event a network provider bills a liable third party or other health care (OHC) coverage for non-emergency transportation services prior to submitting a claim to the vendor, the provider shall submit a claim to the vendor for reimbursement of any remaining co-payments. The provider shall be required to attach the Explanation of Benefits (EOB) to the claim submitted to the vendor and the vendor shall reimburse the claim up to the Medicaid maximum allowable, if any. No prior authorization is required under these circumstances. This claims submission policy must be included in the vendor's network provider policies and procedures.

3.6.1.2. ***Total Transit performs weekly trip reconciliations and makes timely payment to NET providers within 45 Days (as outlined in 3.6.1.2) of receiving completed trip information from providers. In addition we offer providers the option of Prompt Pay Program that expedites payment and reduces costs. Our trip payment and provider billing system is a trip reconciliation process versus a claims submission process. Due to the nature of the non-medical transportation services NET providers deliver, we find that a trip reconciliation process enables us to collect timely and accurate utilization and encounter data while enabling transportation providers to be paid for services rendered more expeditiously. Quick timely payment options following completed trips is yet another reason why NET providers appreciate working with Total Transit. Trip reconciliation is performed using Total Transit's co-located mobility management system, called Real-time Automated Mobility Management System (RAMMS). RAMMS***

provides a custom-built solution for handling every aspect of data and document management relating to the provision of transportation services from call-intake, eligibility verification, authorization of services and scheduling transportation for recipients to billing and invoicing for NET providers. RAMMS integrates with 837 professional claims provided by 1EDISource and is HIPAA compliant.

Trip Reconciliation and Payment Process. ***RAMMS tracks all trips scheduled and dispatched to NET providers. There are various trip status levels within RAMMS and when a trip is completed it is marked in RAMMS as completed by the NET providers. Completed trip data is gathered electronically on a weekly basis for all scheduled trips from the prior week. By Tuesday of each week, Total Transit requires NET providers to submit trip completion reports – via the RAMMS interface -- for trips that they completed during the previous week. The provider's entry of trip completion data into RAMMS then triggers the system's service reconciliation and claims payment mechanisms. Once the trip validation and reconciliation processes are completed, Total Transit will remit payment for all validated trips. Total Transit's standard payment cycle is 45 Day and can be expedited with the use of our Prompt Payment Program.***

Route Deviations and Long Distance Trips. ***During call intake and trip scheduling, our RAMMS system will automatically calculate trip distances to pick-up and drop-off sites based on geo-mapping. RAMMS also enables us to send directions to transportation providers that includes instructions and notes to help the driver find the pick-up and drop-off sites. For example, a note might indicate that a certain road is closed due to construction or weather conditions and we recommend an alternate route; or the recipient's residence is located on a steep dirt road. In the event that the actual trip distance was lengthier than expected, our transportation providers are trained on how to enter this information into the RAMMS system so that we can review the information and evaluate the appropriateness of the route deviation as part of the trip reconciliation and payment process.***

Timely Claims Turnaround Policy. ***Total Transit's trip reconciliation process exceeds health care industry standards for timely claims turnaround. Trips that are completed and entered by NET providers into the RAMMS System are validated and reconciled each week with payment made within the 45 Days required in 3.6.1.2. Trips that do not meet verification standards are reconciled as non-payable during each reconciliation cycle. For the Division, Total Transit will adapt its reporting of compliance with timely claims payment turnaround policies that are common among state Medicaid programs.***

Mileage Reimbursement Program. ***Total Transit requires drivers who are part of the mileage reimbursement program to submit a trip form to Total Transit upon completion of transportation. Total Transit in turn will verify with the health care provider that the appointment occurred – for 100% of trips - and we will reimburse the driver in accordance with the allowable and established per mile rate. Checks are issued every two weeks.***

Third Party Liability. ***Total Transit will include a claims submission policy in its Policies and Procedures Manual regarding network provider billing and third party liability or other health care coverage for NET services. We recognize that if we receive a claim under these circumstances, Medicaid is the payor of last resort, and we are obligated to reimburse such claims up to the Medicaid maximum allowable rate and without requiring an authorization for services performed.***

3.6.1.3 Balance billing by providers is prohibited.

3.6.1.3. ***Total Transit does not balance bill recipients and prohibits balance billing of recipients by NET providers. Balance billing prohibitions are included in the Provider Services Manual that is available to all NET providers. Further, clauses and mandates regarding the prohibition of balance billing is made part of the Transportation Provider Agreement. Balance billing prohibitions are also reviewed with NET providers during their initial provider orientation training.***

3.6.1.4 Vendor Liability:

The vendor must ensure that its recipients are not held liable for any of the following:

A. The vendor's debts, in the event of the vendor's insolvency;

B. For services provided to the recipient in the event of the provider failing to receive payment from the vendor for such services;

C. For services provided to a recipient in the event a transportation provider with a contractual, referral, or other arrangement with the vendor (such as an out of network provider) fails to receive payment from the State or the vendor for such services;

D. For services provided to the recipient in the event of the vendor failing to receive payment from the State for such services; and

E. In the event of the vendor's insolvency, the vendor must cover continuation of services to recipients for duration of period for which payment has been made.

F. The requirements set forth in A through E above shall be included in all subcontracts.

3.6.1.4. ***Total Transit protects recipients from financial liability, and requires its subcontracted network of NET providers to protect (hold harmless) recipients from financial liability in accordance with State and federal law and as described in RFP Section 3.6.1.4, parts A through E. These requirements are included in Total Transit's Transportation Provider Agreement. Total Transit understands and complies with all requirements regarding Medicaid recipient liability and requires all downstream contracted NET Providers, drivers and vendors to comply with Medicaid recipient billing restrictions and hold harmless clauses. Total Transit has implemented policies and procedures that protect Medicaid recipients from financial liability when covered services have been authorized and in the event of our insolvency or the insolvency of a transportation provider in our network. All NET Provider Agreements that Total Transit executes include language restricting NET providers and drivers from seeking remuneration from or billing recipients for authorized services or in the event of NET provider or Total Transit insolvency. It is also our practice to pay providers without delay or interruption even when our state or health plan client has delayed or failed to make payment to us.***

3.6.1.5 When a service is provided by a Medicaid provider, which is not a Medicaid covered service, the recipient is only responsible for payment if a signed written agreement is in place prior to the service being rendered.

3.6.1.5. ***As part of our transportation services needs assessment and authorization processes, Total Transit will check for health care provider network participation, if***

required, and – to the extent possible under HIPAA regulations – whether the service being received is a Medicaid covered service. As such, in the event we learn that the service to which the recipient is being transported is not a covered Medicaid service, we understand our obligation is to deny transportation. Further, we understand that the only way we can bill for or collect payment from the recipient in such cases is if we have a signed written agreement with the recipient prior to providing a ride for the recipient.

3.6.1.6 Performance Security Deposit

The vendor is required to provide a performance security deposit in the form of a bond furnished by a surety company authorized to do business in the State of Nevada to DHCFP in order to guarantee payment of the vendor's obligations under this contract. Other types of security may be considered with the approval of the State's Risk Management Division. The performance security deposit may be utilized by DHCFP to remedy any breach of contract or sanctions imposed on the vendor and shall meet the following criteria:

A. The amount of the performance security deposit shall be equal to one hundred and ten percent (110%) of highest month's total capitation amount in the first quarter or five hundred thousand dollars ($500,000.00), whichever is greater. This must be deposited with the State Treasurer within fifteen (15) calendar days after the end of the first quarter of the contract. The total capitation amount is the sum of all capitation payments for all enrollees for the month; and

B. After the initial year of the contract DHCFP will require the vendor to increase the performance security deposit amount to reflect an amount equal to one hundred and ten percent (110%) of the preceding year's highest month's total capitation payment or five hundred thousand dollars ($500,000.00), whichever is greater.

C. Vendors submitting performance security to the State of Nevada in the form a surety bond must utilize a company that meets the below listed requirements:

- *A.M. Best A-VII rated insurance company.*
- *Certified by the Department of Treasury, Financial Management Services for Nevada.*
- *Licensed by the Nevada Department of Business and Industry, Insurance Division.*

The vendor must maintain the performance security deposit after the contract term for a length of time to be determined by DHCFP in order to cover all outstanding liabilities.

3.6.1.6. Total Transit will provide a performance security deposit in the form of a bond furnished by a surety company authorized to do business in the State of Nevada. This bond will guarantee payment of Total Transit's obligations under this contract.

3.6.2 Third-Party Liability and Subrogation

3.6.2.1 Third-party liability (TPL) refers to any individual, entity (e.g., insurance company) or program (e.g., Medicare), including group health plans, as defined in Section 607(1) of the Employee Retirement Income Security Act of 1974 (29 USC and 1167 (1)) service benefits plans, and vendors that are or may be liable for all or part of a recipient's health coverage. Under Section 1902(a)(25) of the Social Security Act, DHCFP and its contractors are required to take all reasonable measures to identify legally liable third parties and treat verified TPL as a resource of the Medicaid. The possibility exists that a recipient has another insurance plan that covers air ambulance or other transportation. The State can provide a list of recipients known to have third party coverage.

***3.6.2.1.* Total Transit understands Third Party Liability (TPL) obligations and processes and will take reasonable measures to identify TPL. We will work in partnership with DHCFP to treat verified TPL relating to other insurance that covers air ambulance or other transportation as a financial resource of the Medicaid program.**

3.6.2.2 The vendor shall act as the State's authorized agent for the limited purpose of TPL collection, within the limitation of the Fair Debt Collection Practices Act, 15 USC § 1692, of all third-party liability (TPL) pursuant to 42 CFR § 433.135 et seq and 42 CFR 433.147. If a capitated payment model is used, the contracted vendor's capitated payments shall include an offset in the rates for these collections. The contracted vendor shall vigorously pursue and bill prior TPL resources as these amounts are considered part of their risk based capitation payment. The contracted vendor is prohibited from delegating this responsibility to its providers and/or members of its provider network. The vendor shall reimburse provider claims regardless of any TPL or subrogation resource and shall not pend, deny, or hold in abeyance any provider claim for the sole purpose of awaiting or pursuing a TPL or subrogation collection or payment. The vendor must utilize the EVS eligibility system to determine if casualty claims are filed and recover costs through subrogation on behalf of Medicaid recipients. The vendor must determine the third party and seek payment; the vendor is prohibited from delegating this responsibility to its providers and/or members of its provider network. All information on the third party, including collections and collection attempts are to be reported to DHCFP in a format prescribed by the State.

***3.6.2.2.* Total Transit will pursue and bill prior identified TPL resources in accordance with 42 CFR § 433.135 et seq and 42 CFR 433.147 and within the limitation of the Fair Debt Collection Practices Act, 15 USC § 1692. Total Transit will not delegate this responsibility to NET providers or recipients' health care providers. Total Transit will reimburse NET providers regardless of any TPL or subrogation resource and will not pend, deny, or suspend any NET provider claim for the sole purpose of awaiting or pursuing a TPL or subrogation collection or payment. Total Transit will utilize Nevada's EVS eligibility system to determine if casualty claims are filed and recover costs through subrogation on behalf of Medicaid recipients. Total Transit will determine the third party and will seek payment. Total Transit will not delegate this responsibility to NET providers or the recipient's health care provider. Total Transit will report all information on the third party, including collections and collection attempts, to DHCFP in a format prescribed by the State.**

3.7 REPORTING

3.7.1 Submit Management Reports

The vendor shall submit accurate and complete management reports to the Division at requested intervals or on demand. The vendor shall provide the following management reports, at a minimum, to the Division on the frequency and in the specified format indicated below:

***3.7.1.* Total Transit has established processes for report preparation and submission and has a proven record of compliance with timely and accurate report delivery. As a transportation program manager with over 30 years of experience, we have invested in a system that supports the technological needs of our organization, transportation providers, and most importantly - the clients we serve. We understand the importance of**

collecting, verifying and delivering accurate utilization and outcomes data to our state clients. We reviewed the list of reports outlined in this RFP Section 3.7 and already prepare and submit such reports in the formats described to our state and MCO clients that serve Medicaid populations in Arizona, Colorado, California and Texas. Our Information Technology System (ITS) allows us to submit reports according to prescribed submission frequency using SFTP and secure e-mail. Total Transit will create and submit ad hoc reports as may be requested by the Division during the course of the Contract.

Report Responsibilities. Total Transit's Reports Analyst oversees the preparation, certification, publication and transmission of reports in accordance with contract requirements. The accuracy of data contained in reports is determined by review of historical trends and proactively addressing anomalies in collaboration with other departments, such as IT and Accounts Payable, to verify accuracy of extracted data. Reports are generally transmitted to our state and MCO clients via SFTP because it is the most secure and traceable transmission venue. We can also transmit reports via secure e-mail and obtain a receipt confirming timely delivery of the report. Total Transit's Reports Analyst will be a member of Total Transit's IT Work Group for the Nevada NET program. As a member of the Work Group, the Reports Analyst will have frontline exposure to the Division's IT and analyst teams, which will promote a clear understanding of report formats, contents, due dates and transmission venues most suited for the Division's NET program.

Total Transit's Reports Analyst will be a member of Total Transit's IT Work Group for

3.7.1.1 Transportation Summary Report summarizing all adverse actions and authorizations for transportation services by type of transportation. This information is to be provided in electronic media to the Division within ten (10) business days after the close of the month in format prescribed by the Division. Report must show utilization by Medicaid.

3.7.1.1. Each month, Total Transit will prepare a Transportation Summary Report and submit the report to the Division within ten (10) business days of the close of the month. The Transportation Summary Report will contain a summary of all adverse actions and authorization for transportation services that occurred in the previous month, sorted by transportation type and utilization by Medicaid (category). Sample reports are available as requested by the Division. Total Transit will deliver this report using secure, HIPAA compliant electronic transmission processes.

3.7.1.2 Call Center Report summarizing call volume, nature of calls, number of calls abandoned, and information listed in Section 3.6 of this RFP within ten (10) business days after the close of each month in format prescribed by the Division.

3.7.1.2 Call Center Reports. Each month, Total Transit will prepare a Call Center Report and submit the report to the Division within ten (10) business days of the close of the month. The Call Center Report will contain a summary of call volume, nature of calls, number of calls abandoned (including abandonment rate/percentage), and additional information pertaining to Total Transit's call center performance, including, but not limited to RFP Section 3.6 and 3.9. A sample of the Call Center Report Total Transit proposes is available upon request. Total Transit will deliver this report using secure, HIPAA compliant electronic transmission processes.

3.7.1.3 Recipient Satisfaction Survey Report summarizing the results of the surveys described in Section 3.7.2.3 to be submitted to the Division timely, pursuant to Section 3.7.2.3 of this RFP.

3.7.1.3. Total Transit will prepare a Recipient Satisfaction Survey Report and submit the report to the Division annually and in accordance with the requirements set forth in RFP Section 3.7.2.3. A sample of the Recipient Satisfaction Survey Report Total Transit proposes is available upon request. Total Transit will deliver this report using secure, HIPAA compliant electronic transmission processes.

3.7.1.4 Grievance Log summarizing complaints received and their resolution including any corrective action taken, along with any pending or unresolved grievances. The Grievance Log shall be delivered to the Division within twenty (20) business days of the close of each month.

3.7.1.4. Each month, Total Transit will prepare a Grievance Log and submit the report to the Division within twenty (20) business days of the close of the month. The Grievance Log will contain a summary of complaints received and their resolution, including any corrective action taken, along with any pending or unresolved grievances. A sample of the Grievance Log Total Transit proposes is available upon agency request. Total Transit will deliver this report using secure, HIPAA compliant electronic transmission processes.

Total Transit has an established system using Salesforce.com for maintaining and tracking grievance and complaints records. This system also allows for detailed reporting including but not limited to, number of grievances, types of grievances, timing of contact with the recipient, timing of communication (letters of acknowledgement, Notice of Decision), outcomes of steps in the process, and final disposition. We will provide information about the grievance system to our NET providers in Nevada via the Policies and Procedures Manual for transportation providers prior to the beginning of services. We have reviewed the State's definitions of "grievance" and "complaint" and related requirements in the RFP and in the Medicaid Service Manual. We understand and will comply with these requirements, which are guided by our quality assurance plan.

3.7.1.5 Annual Transportation Report describing the project and contracted services, major problems and issues and how they were addressed, and future plans. Also, a statistical summary of services provided and other pertinent information. A draft of the report shall be submitted to the Division within sixty (60) business days after the close of each year of operation and the final report shall be submitted to the Division within thirty (30) business days of receipt of the Division comments.

3.7.1.5. Total Transit will prepare an Annual Transportation Report and submit the report to the Division annually and in accordance with the requirements set forth by the Division. The Annual Transportation Report will contain information in a summary format, including but not limited to a description of the project and contracted services; major problems we, recipients and/or transportation providers encountered and how we addressed them; future plans; and a statistical summary of services provided. A sample of the Annual Transportation Report Total Transit proposes is available upon request. Total Transit will deliver a draft of this report within sixty (60) business days after the

close of each year of operation and a final report within thirty (30) business days of receipt of the Division's comments regarding the draft report.

3.7.1.6 High Cost Users Report: summarizing the monthly miles, level of service, cost, cost per mile, recipient ID number, location, and the name of the transportation provider. The report is due 45 days from the end of each fiscal quarter.

3.7.1.6. Each quarter, Total Transit will prepare a High Cost Users Report and submit the report to the Division within 45 days of the end of the fiscal quarter. The High Cost Users Report will contain a summary of monthly miles, level of service provided, cost of service, cost per mile, recipient ID number, location, and the name of the transportation provider(s) that provider transportation services. A sample of the High Cost Users Report Total Transit proposes is available upon request. Total Transit will deliver this report using secure, HIPAA compliant electronic transmission processes.

3.7.1.7 Monthly Cost Report: shows costs associated with providing NET by the type of transportation and by the amount spent per recipient.

3.7.1.7. Each month, Total Transit will prepare a Monthly Cost Report and submit the report to the Division within twenty (20) business days of the close of the month, unless otherwise specified by the Division. The Monthly Cost Report will contain a summary of the costs associated with providing NET, sorted by the type of transportation provided and by the amount spent per recipient. A sample of the Monthly Cost Report Total Transit proposes is available upon request. Total Transit will deliver this report using secure, HIPAA compliant electronic transmission processes.

3.7.1.8 Other operational, management and/or ad hoc reports as required by the Division, with reasonable notice or upon demand.

3.7.1.8. Total Transit will create and submit other operational, management and/or ad hoc reports as may be requested by the Division during the course of the Contract. Our experienced and knowledgeable Senior Reports Analyst will work directly with Division personnel to prepare and deliver reports to their specifications and in a time frame that is agreeable to both parties.

Report Customization. In addition to offering details at a granular level, Total Transit's reporting system is highly customizable. The following list depicts some of the reports Total Transit has customized for our state and MCO clients:

- ***Recurring Trips Report***
- ***Provider Performance Report***
- ***Accident/Incident Report***
- ***Average Talk Time Report***
- ***Service Quality Indicators Report***
- ***Bus Passes Report***
- ***Orders Completed Report***
- ***On-Time Percentage Report***
- ***Customer Service Report***
- ***Weekly Trip Limit Report***

In parallel with the Division's desire to monitor performance and ensure that transportation providers are giving each passenger the best possible service, Total Transit can provide weekly, monthly and quarterly electronic reports regarding quality assurance activities required under this contract, including, but not limited to,

performance standards, activity reports, grievance findings, insight reports, call center reports, NET services utilization reports, denial reports, and corrective action plan reports.

Joint Operating Committee (JOC) Reports. Total Transit offers to conduct quarterly JOC meetings with our state and MCO clients. The purpose is to provide an opportunity for us to review utilization and performance data from the previous quarter via a Quarterly Performance Review report. During quarterly JOC meetings, we also review and discuss the following information for the current quarter and the previous three quarters:

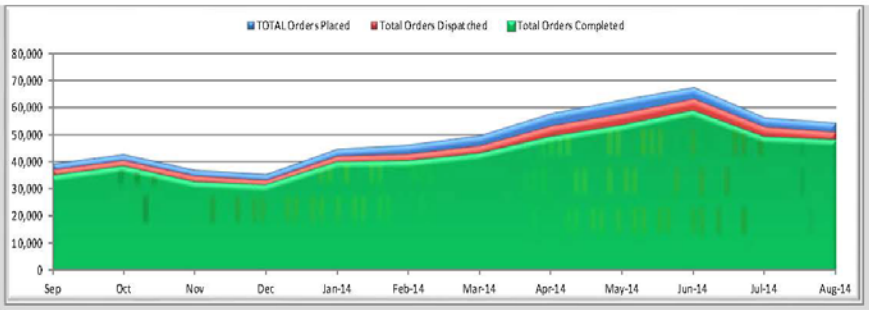
- ***Performance and utilization by service level***
- ***Challenges and improvement suggestions/recommendations***
- ***Grievance and resolution information***
- ***Detailed trip data***

The data is provided at a high level overview and supports the detailed monthly reported mentioned above. Our clients appreciate the details and transparency in our reports, as well as our ability to customize reports to address their specific NET program and its needs. The following provides two samples pages from the Quarterly JOC Performance Review report.

Executive Summary

						Current Quarter				
		Q3	Q4	Q1	Q2	Apr	May	Jun	Rolling Year	Goal
Service Level										
	Abandon Rate	2.5%	2.1%	3.1%	3.4%	3.0%	3.6%	3.5%	2.8%	5%
	Avg Speed of Answer	19	15	25	27	21.8	29.4	29.0	21.5	45
	Service Level	88.6%	91.8%	83.2%	81.6%	85.1%	80.8%	79.4%	86.3%	75%
	Calls Answered	104,636	98,834	124,804	148,320	46,232	47,560	54,528	476,594	
Trips										
	Total Completed Trips	109,308	101,948	122,523	160,759	49,122	53,232	58,405	494,538	
	On Time %	98.9%	98.3%	96.2%	96.2%	83.6%	97.2%	97.6%	97.4%	
	Member No Shows	7264	7026	8752	13,877	4267	4802	4808	36,919	
	Member No Show %	6.2%	6.4%	6.7%	7.9%	8.0%	8.3%	7.6%	6.9%	3%

All Trips



	Sep	Oct	Nov	Dec	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14
TOTAL Orders Placed	39,059	42,701	36,643	35,199	44,547	46,252	49,618	57,542	62,445	67,389	56,181	54,024
Via Fax	33,077	35,810	31,808	29,787	37,844	35,401	38,542	27,432	491	13	5	2
Via Telephone/Electronic	5,982	6,887	4,835	5,410	6,698	10,847	11,074	30,103	61,954	67,370	56,176	54,022
Cancelled	1,754	1,864	1,871	1,834	2,368	3,283	3,491	4,153	4,411	4,176	3,285	2,805
Total Orders Dispatched	37,305	40,837	34,772	33,365	42,179	42,969	46,127	53,389	58,034	63,213	52,896	51,219
No Shows	2,421	2,633	2,258	2,135	2,547	2,965	3,240	4,267	4,802	4,808	3,801	3,312
Total Orders Completed	34,884	38,204	32,514	31,230	39,632	40,004	42,887	49,122	53,232	58,405	49,095	47,907
on time %	98.9%	98.3%	97.5%	98.0%	97.5%	95.3%	95.7%	83.8%	97.2%	97.6%	96.8%	97.3%
late %	1.1%	1.7%	2.5%	2.0%	2.5%	4.7%	4.3%	16.4%	2.8%	2.4%	3.2%	2.7%

3.7.1.9 Any other reports the vendor produces, which may be of value to the Division.

3.7.1.9. We produce a monthly on-time performance report, as well as no-show reports that we believe would be of value to the Division because they indicate the quality of service recipients receive and their ability to access covered services without delay. Upon contract award, Total Transit's Business Manager for Nevada and Senior Reports Analyst will collaborate with the Division to discover any additional reporting needs the Division may have so that we can make arrangements to produce and submit any additional reports desired to the Division.

3.7.1.10 Fraud and Abuse Reporting: Pursuant to 42 CFR 455.1(a)(1), the vendor must report fraud and abuse information to the state. Minimum reporting requirements include the number of complaints of fraud and abuse made that warrant preliminary investigation by the State. For each report which warrants investigation, the vendor must provide to the State:

A. The provider name/recipient name and ID number;

B. The source of the complaint;

C. The type of provider;

D. The nature of the complaint;

E. Approximate dollars involved; and

F. Legal and administrative disposition of the case.

3.7.1.10. Total Transit will report fraud and abuse information to the State in accordance with the State's prescribed requirements, definitions and standards relating to Fraud and Abuse and the reporting of Fraud and Abuse. In the event that Total Transit discovers or

suspects Fraud or Abuse, Total Transit will immediately notify the State and will, at a minimum, supply the State with the data elements listed in RFP Section 3.7.1.10, parts A through F for investigative purposes.

Total Transit constantly monitors reports to ensure our operations are in agreement with each client's requirements. As part of this process, we notify our state and MCO clients of any fraud, waste, or abuse we identify during our assessments. Additionally, all Total Transit employees who have access to recipient information receive HIPAA and Fraud, Waste, and Abuse (FWA) training. They must pass an exam related to these subjects prior to assuming any roles that require them to access protected data. After completion of this training, staff is required to attend annual training to ensure continued adherence to HIPAA and FWA standards.

3.7.1.11 Upon project implementation, monthly reports must be delivered via e-mail to the current transportation program manager no later than the fifteenth (15th) business day of each month. The e-mail address may be obtained by contacting the contract monitor.

3.7.1.11. ***As described in other parts of this RFP Section 3.7, Total Transit will deliver monthly reports by the prescribed due date and in the delivery format required. We will deliver monthly reports via secure e-mail to the current transportation program manager no later than the fifteenth (15th) business day of each month with copy to the contract monitor (if approved).***

3.7.1.12 Timely receipt of reports shall be a prerequisite for authorization of monthly payment to the vendor. Therefore, failure to provide accurate and complete management reports by reporting deadlines may result in delay or suspension of payment to the vendor until the reports are received and approved by the Division. Failure to provide accurate and complete reports by reporting deadlines may also result in contract suspension or termination.

3.7.1.12. ***Total Transit acknowledges that its timely submission of required reports is a precondition to receiving payment from the State, and that our failure to deliver accurate and complete management reports by their due date to the Division could result in payment delay or suspension until the reports are received and approved by the Division. Total Transit acknowledges that failure to provide accurate and complete reports to the Division could result in suspension or termination of the Contract.***

3.7.1.13 Vendor shall provide utilization data as requested to the State's contracted actuary. Utilization data must be separated by Medicaid and Nevada Check-up.

3.7.1.13. ***Total Transit will provide utilization data, separated by Medicaid and Nevada Check-Up recipients, to the State's contracted actuary as requested. It is understood that Nevada Check Up recipients are not eligible for NET services.***

3.7.2 Report Encounter Data on a Monthly Basis

3.7.2.1 Electronically transmit monthly Encounter Data on all completed transportation services authorized by the vendor. The data elements shall be based on the CMS 1500 format and include recipient's name, Medicaid ID number, date of service, transportation service provider, service type, pick-up point, destination, and miles. CMS' specifications are subject to change,

and other data elements may be specified by the Division. The submission format to the Division shall be in ANSI X12 837 format for transportation services, or what format may supplant that specification at a future date.

3.7.2.1. ***Total Transit has extensive experience with encounter data reporting and submission for our state and health plan clients that serve Medicaid beneficiaries. We have consistently maintained accuracy levels exceeding 99%. An Encounter Data Work Plan will be provided to the Division prior to implementation. The Work Plan will be reviewed and updated at least annually. It describes work flow processes including how data is collected and the data validation, certification and qualification procedures we apply to ensure complete and accurate encounter data is submitted. We will include all encounter data and encounter data adjustments processed by Total Transit. Encounter data quality validation will incorporate assessment standards developed jointly by Total Transit and the Division. Total Transit will make original records available for inspection by the Division for validation purposes. Encounter data that does not meet the Division's quality standards will be corrected and returned within a time period specified by the Division. Total Transit will use the data elements based on the Division's specification and current CMS 1500 format and will include recipient's name, Medicaid ID number, date of service, transportation service provider, service type, pick-up point, destination, and miles. Any exceptions, updates and revision requests will be performed per the Division's instructions and at Total Transit's expense. Total Transit will deliver Encounter Data to the Division in ANSI X12 837 format or in a format that supplants ANSI X12 837 in the future.***

We have consistently maintained accuracy levels exceeding 99%.

3.7.2.2 The vendor shall upgrade to subsequent versions of this Format as specified by the Division. The Division will provide the vendor with a minimum sixty (60) calendar day advance notice prior to the date of implementation of the revision. The data are to be provided to the Division within ten (10) business days after the close of the month using a mode of transmission and format specified by the Division. In the event the data submission contains erroneous data as determined by the Division, the vendor has thirty (30) days to correct the errors and resubmit to the Division.

3.7.2.2. ***Each month, Total Transit will prepare an Encounter Data file and submit the report to the Division within ten (10) business days of the close of the month. The Encounter Data file will contain all Encounter Data elements required by the Division and will be prepared and delivered in accordance with the Division's mode of transmission and format requirements. Total Transit will deliver the file using secure, HIPAA compliant electronic transmission processes.***

Encounter Data Accuracy. ***Total Transit's Encounter Data Work Plan describes work flow processes including how data is collected and the data validation, qualification and certification procedures we will apply to ensure complete and accurate Encounter Data is submitted to the Division. Each month, completed trip data from the previous month's billing cycle is extracted from the system by the billing department. Determining Encounter Data accuracy then becomes a collaborative function that occurs between our IT, customer service center, billing and reporting units, wherein each unit performs data filtering or data scrub exercises in order to identify and address anomalies or inconsistencies. As the extracted data moves through these data checks and validation***

inconsistencies. As the extracted data moves through these data checks and validation processes, it undergoes a final quality-check by the Accounts Receivable Manager, who finalizes the Encounter Data file and facilitates its transfer to the client. The Encounter Data Work Plan will be supported by Encounter Data, Trip Reconciliation and Billing policies and procedures for internal staff and NET providers. Total Transit will submit the work plan to the Division prior to implementation and will update/augment the work plan at least annually or more frequently if required by the Division.

3.7.2.3 Independent Customer Satisfaction Survey

As part of the QA Monitoring Plan, the vendor will perform and submit an annual customer service survey regarding Medicaid transportation. The initial period shall be the first twelve (12) months the vendor delivers services under this RFP. The survey shall be in a format and use sampling strategies that are provided or approved by the Division. Periodic sampling issues may include, but are not be limited to:

A. Convenience of scheduling trip;

B. Call answered promptly;

C. Operator courteous and respectful;

D. Satisfaction with NET provider's staff;

E. Confirmation of scheduled trip;

F. Driver arrive within 15 minutes of scheduled trip;

G. Driver and vendor staff courtesy;

H. Driver assistance when required;

I. Overall driver behavior;

J. Driver safety and operation of the vehicle;

K. Condition, comfort and convenience of the vehicle; and

L. Punctuality of arrival time.

The purpose of the survey is to verify the availability, appropriateness and timeliness of the trips provided and the manner in which the vendor's and transportation provider's staff interacted with recipients. The vendor shall allow recipients to respond to surveys within sixty (60) days of mailing. Upon receipt of the survey sample response, surveys shall be collected and compiled by the vendor into a reporting format with the original surveys attached. These reports are to be submitted to the Division no later than ninety (90) days following the mailing of the survey.

3.7.2.3. ***Each year, Total Transit will prepare a customer satisfaction survey and survey execution plan in order to gauge recipient satisfaction with the availability, appropriateness and timeliness of the trips provided and the manner in which Total Transit and our NET providers interacted with and served recipients. Prior to conducting the survey, we will submit to the Division the survey document (mailer/postcard) along with our survey execution plan for Division review and approval. Within ninety (90) days of first mailing the survey (wherein we will give the recipients sixty (60) days to respond to the survey), we will prepare and deliver to the Division a survey summary report that will have the original completed and returned surveys attached to it.***

Satisfaction Surveys performed by independent third party. ***Total Transit considers satisfaction surveys to be an important quality improvement initiative not only to report actual satisfaction outcomes, but also to monitor, identify and address any issues or unwanted trends in a timely manner. All satisfaction surveys are conducted by an independent third party to ensure the validity of our results. We have found that conducting quarterly or annual surveys is not often enough to adequately monitor our performance. Therefore, we conduct monthly satisfaction surveys, which are telephonic surveys, of recipients to rate our call center and transportation provider performance. Total Transit will analyze data collected from these satisfaction surveys and ensure a continuous process of quality improvement.***

Our recent member satisfaction surveys accentuate our commitment to quality service delivery:

Question	Yes	No	Not Sure
Were you satisfied with the transportation received?	97.10%	2.90%	
Did you arrive on time for your appointment?	96.80%	3.20%	
Did your driver drive safely?	98.30%	1.50%	0.20%
Was your driver courteous?	98.00%	1.60%	0.40%
Was the vehicle clean?	98.70%	0.20%	1.10%
Were you satisfied when calling to schedule your transportation?	97.20%	2.50%	0.30%

3.8 GRIEVANCES, APPEALS, AND FAIR HEARINGS

3.8.1 Notice of Decision

The vendor may take action on a recipient's transportation service authorization request based on Medicaid guidelines set forth in Chapter 1900 of the Medicaid Services Manual (MSM). The service authorization request may be denied or limited (i.e. denied in part, or reduced) based on MSM policies. The vendor shall notify each recipient in writing of the reason for the adverse action on their transportation service authorization request within ten (10) business days of the adverse action. Pursuant to 42 CFR 438.10 (h), the Notice of Decision (NOD) shall include information regarding the recipient's right to a State Fair Hearing, the method for obtaining a State Fair Hearing, and the rules that govern the recipient's right to representation. The vendor must provide a written Notice of Decision (NOD) to the recipient of any decision to deny a service authorization request or to authorize a service in an amount, duration, or scope that is less than requested.

3.8.1 Total Transit's Notice of Decision Processes

Total Transit understands its responsibility to take Action, and that Actions will result in denial or limitation of authorized services (i.e., adverse action). When an Action is made, Total Transit has an established, automated system for sending Notice of Decision (NOD) letters within five business days that such Action occurred. The written NOD will contain the requisite information, in accordance with State and federal rules and regulations, such as notice and description of the decision that was made, the reason for the decision, the recipient's right to file a grievance, appeal and/or request a State Fair Hearing including relevant governing rules and instructions on how to file a grievance, appeal and/or request a State Fair Hearing. Total Transit has read and understands the NOD requirements described in Section 3.8.1 of the RFP and in Chapter 1900 of the

Nevada MSM and will comply with all applicable requirements, rules and regulations referenced therein, such as but not limited to 42 CFR §431.206 through 42 CFR §431.214 and 42 CFR §438.10 (c) and (d). We will utilize a NOD letter provided by the Division, if required, as our NOD template, or we will submit our NOD template letter to the Division for review and approval prior to implementation.

NOD Language and Format. Language. ***Total Transit will have NOD templates written in English and Spanish and will develop templates in other languages as may be directed by the Division. Format: NOD templates will be written to inform and instruct recipients on how to receive the NOD in an alternate format if they desire. NOD letters will be sent to recipients via first class mail and in accordance with HIPAA and privacy policies.***

Notice of Action Timelines. ***For intended Actions, Total Transit will send the NOD at least ten (10) business days before the date of the Action, except as is otherwise allowed by law per 42 CFR §431.213, (Exceptions from advanced notice) and 42 CFR §431.214 (Notice in cases of probable fraud). For Actions, Total Transit typically sends the NOD within 24 hours of when the request was first made. Nevertheless, all NODs will be mailed within five business days of when the Action was made. It is important to note that due to the non-clinical nature of the service that Total Transit and its NET network provides, authorization decisions are routinely made the same day that the trip request was made. In the event that extenuating circumstances preclude a same-day authorization decision, Total Transit's decision-making processes ensure a service authorization decision is made within three business days to align with expedited authorization decision timelines to which State Agencies and health plans must comply as specified in 42 CFR § 438.210 (d).***

The notice of Decision must include the following information:

3.8.1.1 The action the Contractor or its network provider has taken or intends to take;

3.8.1.2 The reasons for the action (including the MSM section that calls for the action);

3.8.1.3 The recipient's right to request a State Fair Hearing;

3.8.1.4 The method of obtaining a State Fair Hearing;

3.8.1.5 The rules that govern representation at a State Fair Hearing;

3.8.1.6 The right of the recipient to request a State Fair Hearing and how to do so;

3.8.1.7 The right to request to receive benefits while the hearing is pending and how to make this request;

3.8.1.8 That the recipient may be held liable for the cost of transportation services if the hearing decision upholds the vendor's action; and

3.8.1.9 The Contractor is required to maintain records of grievances and NODs, which the State will review as part of the State's contract monitoring and management oversight.

3.8.1.1 through 3.8.1.8. ***The Notice of Decision (NOD) template letter Total Transit proposes to utilize for Nevada's NET program complies with all requirements described in RFP Sections 3.8.1.1 through 3.8.1.8. A sample of the NOD letter will be provided to the Division for review and approval and as part of the implementation readiness review upon contract award.***

***3.8.1.9.* Total Transit will maintain records of all grievances, including Actions and NODs. Additionally, Total Transit will retain electronic copies of all NOD letters that have been mailed to recipients within each recipient's record. The record-keeping capabilities within our RAMMS system enables efficient retrieval of records and compilation of grievance, Action and NOD activity for reporting, auditing and monitoring purposes. Records will be made available to the State and Division for review at any time.**

3.8.2 Grievances

The vendor is responsible for receiving and responding to all written or verbal grievances from recipients, providers, Division, or other sources with regard to the delivery of non-emergency transportation services under this contract. A complaint is defined as a verbal or written expression of dissatisfaction with some aspect of NET services. The vendor should encourage those with verbal complaints to submit them as written complaints.

***3.8.2.* Total Transit has established and maintains a comprehensive complaint/grievance intake, documentation, resolution and reporting system that is supported by written policies and procedures and data-managed within Salesforce Service Cloud. Complaint/grievance intake, tracking and resolution processes are reviewed at least annually as part of our Quality Assurance program and adjusted as needed to comply with contract requirements or to address identified trends as part of our continuous quality improvement plan. We align our goals with our clients' goals as we work in partnership to serve their Medicaid beneficiaries. Total Transit's overall complaint rates in 2013 and 2014 were 0.18% and 0.103% respectively, which is a testimony to our strong Quality Assurance program.**

***Dedicated Complaint/Grievance Intake Staff.* Because the vast majority of complaints/grievances regarding the delivery of NET services or other aspects of NET services come through the call center, Total Transit has designated all call center staff as the main channel for complaint/grievance intake, documentation, resolution and follow-up activities. Call Center supervisors and managers have oversight responsibilities to ensure compliance with response, resolution, documentation and reporting requirements as prescribed for each client or line of business we manage.**

Total Transit's overall complaint rates in 2013 and 2014 were 0.18% and 0.103% respectively.

***Logging Complaints/Grievances.* Total Transit maintains an electronic log for every complaint and grievance received. The following information is collected and documented with each issue:**

- ***Recipient name and ID#***
- ***Name of person reporting the issue, if different than recipient, and their relationship to the recipient (i.e. relative, provider, Division)***
- ***Name of NET Provider/Driver relating to the issue (if applicable)***
- ***Date of occurrence***
- ***Date and time the issue was reported***
- ***Issue type (i.e. written or verbal, complaint or grievance)***
- ***Date and time the issue was resolved***

- ***A detailed sequential description of the occurrence***
- ***Date(s) and description(s) regarding subsequent updates, corrective action plans and/or monitoring activities and outcomes***

Reporting Complaints/Grievance to the Division. ***Total Transit will prepare a monthly Grievance Log and Grievance Summary Report and will deliver these reports to the Division in accordance with the Division's report and submission formats within twenty (20) business days of the close of each month, as described in this RFP.***

3.8.2.1 The vendor shall attempt to respond verbally to the recipients, authorized representative, the Division or provider grievances within twenty-four (24) hours of receipt of the grievance. The vendor shall respond to written grievances in writing within seventy-two (72) hours.

3.8.2.1. ***Total Transit will respond to complaints and grievances received verbally and in writing in accordance with the timelines prescribed by the Division and as described below.***

Verbal Acknowledgment upon Receipt. ***Total Transit will respond verbally – either directly to persons with whom they are speaking on the phone or in person – or by telephoning persons who have submitted a written complaint/grievance, within 24 hours of receiving the written or oral complaint/grievance. Total Transit recognizes that the main purpose of this timely verbal response is to acknowledge receipt of the complaint/grievance and to make the complainant aware that the issue will be addressed immediately by Total Transit. All complaints/grievances, whether received from the Division, recipients, NET providers or other stakeholders, which are made verbally to call center staff will be documented in our Salesforce Service Cloud. Call center staff is trained to use proper codes to delineate whether the issue is an inquiry, complaint or grievance. In the event that any inquiries, complaints or grievances are made directly to non-call center staff, the staff member is trained to acknowledge receipt of the issue, gather information and promptly escalate it to the call center, where it is documented and processed through the Salesforce Service Cloud.***

Written Response to Written Receipts. ***In addition to verbally acknowledging the receipt of a complaint or grievance within 24 hours of receipt, Total Transit will respond to complaints or grievances that have been submitted in writing -- including those that are faxed or entered via email to a staff member or received through the website portal -- within 72 hours of receipt of the written complaint. Complaints from the Division, recipients, NET providers and other stakeholders made in writing to Total Transit will be date-stamped, scanned and entered into the Salesforce Service Cloud within one business day of receipt using the same documentation entry procedures as are used for verbal complaints and grievances. In addition, our website enables individuals to file complaints online through a portal that captures all issues in one central location; prevents loss of data; and enables quick retrieval for Customer Service Representatives (CSRs). We respond in the timeframes required. Our standard practice is to resolve and respond to verbal complaints and grievances within 24 hours of receipt and written complaints and grievances within 72 hours of receipt. Also, the Division will have access to our web portal for submission of complaints on behalf of recipients and providers.***

Using Salesforce to Manage Resolution Processes. ***Below is a brief synopsis of how complaints and grievances are processed in the Salesforce Service Cloud:***

- ***Issue is taken (typically verbally)***
- ***CSR uses the Salesforce Service Cloud web-to-case desktop tool and gathers information in a secure, local form (same as complaint/grievance form on website)***
- ***Issues entered by complainants on website routed to call center***
- ***A new case is opened in the Salesforce Service Cloud***
- ***Information gathered by CSRs during investigation is added to open cases***
- ***The quality team and supervisors can add documents, voice recordings, and annotate open cases***
- ***Other departments collaborate on cases as needed to reach resolutions***
- ***Cases remain open until a resolution is entered and fully documented***

Cases are manually closed by the assigned CSR after requisite follow-up with the complainant has occurred and the documentation of the follow-up has been entered into Salesforce. This ensures accurate measuring and monitoring of compliance with timely follow-up and reporting requirements specific to each client.

3.8.1.2 The vendor must have a process with which to address recipient authorized representative, the Division or provider grievances. The vendor's grievance process must be in writing and submitted to DHCFP for review and approval at the time of contract implementation. DHCFP will refer all recipient grievances to the vendor for resolution. The vendor must provide information about its grievance process to all providers and subcontractors, at the time they enter into a contract.

3.8.1.2. Total Transit recognizes that within this RFP the Division has defined the term "Grievance" as any oral or written communications made by a recipient, or a provider acting on behalf of a recipient with the recipient's written consent, to any of Total Transit's employees or its NET providers expressing dissatisfaction <u>with any aspect Total Transit's operations, activities or behavior</u>, regardless of whether the communication requests any remedial actions. Therefore, in our response below, we will focus on describing our grievance processes pertaining mainly to an expression of dissatisfaction or disagreement from the Division, recipients or providers <u>with any aspect Total Transit's operations, activities or behavior</u> that challenges Total Transit's past or future decisions or practices regarding such issues as Actions, Notice of Decisions (NODs) or NET provider payment and service quality.

Total Transit has a system and established processes for the Division, recipients, the recipient's authorized representative, and NET providers, to file grievances and to have their grievances addressed in a compliant and timely manner that is supported by our Grievance and Appeal Policies and Procedures and filing processes. Our definition for that which constitutes a "Formal Grievance" will align with the Division's and we will augment our current policy by adopting the DHCFP's definitions of related terms to be used for the Division as part of this NET contract. Information about Total Transit's grievance process is made available to all NET providers through the Provider Manual that is distributed to NET providers and is accessible to providers on our website.

Total Transit will submit its Grievances, Denials, Appeals & State Fair Hearings processes, policies and procedures that address DHCFP requirements contained in this RFP for review and approval at the time of contract implementation.

3.8.2.3 The vendor is required to dispose of each grievance and provide notice as expeditiously as the recipient's health condition requires within the State's established time frames which allows the vendor no more than ninety (90) days from the date the grievance is received by the vendor or a network provider. In addition, the vendor must:

A. Provide recipients any reasonable assistance in completing forms and taking other procedural steps. This includes but is not limited to providing interpreter services and toll-free numbers that have adequate TTY/TTD and interpreter capability;

B. Acknowledge receipt of each grievance;

C. Ensure that the individuals who make decisions on grievances were not involved in any previous level of review or decision-making; and

D. The vendor shall notify the recipient of the disposition of grievances in written format. The written notice must include the results of the resolution process and the date it was completed.

3.8.2.3. ***Total Transit Grievance Disposition Processes. Total Transit has an established system for verbally acknowledging receipt of grievances within 24 hours of receipt and will send written acknowledgement of receipt within 72 hours of receiving written grievances. Written acknowledgements will be sent via first class mail. In Notice of Decision (NOD) letters, we will inform the recipient and/or provider that they have 30 days (or Division's requirement, if other than 30 days) from the date that our decision (i.e., Action) was made to file a grievance or appeal or request a fair hearing. The entire grievance disposition process will be completed – with written notice of Total Transit's final decision sent to the original complainant and recipient -- within 90 days of the date we first received the grievance.***

As we proceed through the grievance disposition process, Total Transit will:

- ***Ensure that the staff member(s) who made the original denial decision (i.e., Action) are not part of or involved with any grievance decision-making activities; and***
- ***Assist recipients and/or providers in navigating through the process by providing interpreter and alternate communication services as needed; explaining procedural steps, and assisting with forms.***

Grievance Disposition. ***Upon disposal of each grievance, Total Transit will send a Notice of Grievance Disposition letter to the recipient that will contain the information described in RFP Section 3.8.2.3 and Total Transit will conduct the grievance disposition process in accordance with the rules and activities described in RFP Section 3.8.2.3, including parts A through D. In addition, we will incorporate the statements and instructions regarding the recipient's and/or provider's right to request a State Fair Hearing into the Notice of Grievance Disposition letter when our decision is not wholly in favor of the recipient or provider.***

Additional Grievance Processes. ***Total Transit has an established system for maintaining grievance records, including grievance dispositions, and tracking the number of grievances received that includes but is not limited to details of grievance dispositions, when verbal acknowledgements and written notices were issued, and outcomes of disputes or State Fair Hearings. We will provide information about the grievance system***

to our NET providers in Nevada via the Policies and Procedures manual for transportation providers prior to the program implementation date.

3.8.2.4 The vendor must establish a process to resolve any provider grievances that are separate from, and not a party to, grievances submitted by providers on behalf of recipients. Written grievance procedures must be included, for review and approval, at the time the vendor policies and procedures are submitted to the DHCFP and at any time thereafter when the vendor's provider grievance policies and procedures have been revised or updated.

3.8.2.4. ***Total Transit has established processes for addressing and resolving provider complaints and grievances that are not related to recipient complaints or grievances. The project Business Manager and Compliance Manager oversee the documentation, investigation, and resolution of provider grievances. Total Transit will include written grievance procedures for NET providers in the Policies and Procedures Manual, which is made available to NET providers via the website and in other formats as requested. Total Transit will submit its provider grievance procedures to the DHCFP for review and approval as part of implementation readiness review and anytime thereafter, and will submit any changes or revisions to the written policies to the DHCFP for review and approval prior to implementing the change.***

Provider Grievance Processes. ***Total Transit has established processes for addressing provider disputes and grievances regarding some aspect of Total Transit's administrative decisions, processes or practices that meet or exceed CMS requirements. We adhere to – and expect NET providers to comply with - contract requirements. Our Quality Assurance Plan dictates proper and timely follow-up with providers, including advising providers of their rights to file and request a fair hearing if they are not satisfied with our resolution decision. Our practices will align with the DHCFP's requirements and will ensure compliance with local, state and federal regulations regarding the provision of Medicaid benefits.***

Participation in Fair Hearing Process. ***We have dedicated, experienced and qualified staff who will attend fair hearings and who will address and ensure compliance with the contract's confirmation of receipt and notice of decision requirements that are in accordance with the DHCFP's timely follow-up and resolution requirements throughout the provider grievance disposition process.***

3.8.2.5 The vendor must accept written or oral grievances that are submitted directly by the provider as well as those that are submitted from other sources, including the DHCFP. The vendor must keep a written or electronic record of each provider grievance to include a description of the issue, the date filed, the dates and nature of actions taken, and the final resolution. The vendor must issue a final decision, in writing, no later than ***Ninety (90) days after a grievance is filed.***

3.8.2.5. ***As described in previous narratives within this Section 3.8.2, Total Transit accepts written or oral grievances not only from recipients and NET providers, but also from other sources, such as health care providers, the State, Division/DHCFP personnel, and community stakeholders who may be filing a grievance on recipients' behalf. Upon receipt of any written grievance, we date-stamp the document, scan and load the document into the system where it is tied to the corresponding recipient and/or provider electronic record, and open a grievance case file (electronically). The grievance case file***

contains all of the elements described RFP Section 3.8.2 and serves as the main data gathering and tracking mechanism and case management tool throughout the grievance disposition process. Upon receipt of verbal grievances, although we encourage those who submit verbal grievances to also submit written grievances, we will not delay the disposition process due to the lack of a written grievance. Instead, we will open a grievance case file and populate the various portions/elements of the file with the information provided by the person who is making the verbal grievance. Per Total Transit policy, grievance case files must be opened on the same day that grievances – whether oral or written - are received to ensure compliance with acknowledgement, resolution, decision-making and notification timelines as prescribed by our state and MCO clients. For the Division, the entire grievance disposition process will be completed – with written notice of Total Transit's final disposition decision sent to the provider or entity that first filed the grievance -- within 90 days of the date we first received the grievance.

3.8.2.6 The vendor shall establish and maintain standardized written procedures for handling all grievances, including documentation requirements. Investigation shall entail obtaining as much factual information about the grievance as is made available during the course of the investigation. The vendor shall attempt to resolve the grievance, if possible. The vendor shall maintain a log of all grievances, verbal and written, with documentation of the grievance and action taken to resolve the grievance. The vendor shall compile a summary report and analyze grievances received on a monthly basis to determine quality of services to recipients and noting patterns or trends of grievances received. This summary report shall be submitted to the Division by the 20th working day following the close of the reporting month. The vendor shall analyze the grievance data for quality improvement as an integral part of its QA Monitoring Plan.

3.8.2.6. Total Transit has established policies and maintains standardized processes for the handling, documenting and investigating of all grievances we receive. Our goal is to resolve all grievances we receive to the satisfaction of the person or entity filing the grievance. Below, we describe our grievance logging, investigation, and reporting processes.

Logging Grievances. ***Total Transit maintains an electronic log for every grievance received. The following information is collected and documented with each issue:***

- ***Recipient name and ID#***
- ***Name of person reporting the issue, if different than recipient, and their relationship to the recipient (i.e. relative, provider, Division)***
- ***Name of NET Provider/Driver relating to the issue (if applicable)***
- ***Date of occurrence***
- ***Date and time the issue was reported***
- ***Issue type (i.e. written or verbal grievance)***
- ***Date and time the issue was resolved***
- ***A detailed sequential description of the occurrence***
- ***Date(s) and description(s) regarding investigation activities subsequent updates, corrective action plans and/or monitoring activities and outcomes***

Investigating Grievances. ***Total Transit enters all grievances received into Salesforce Service Cloud (Salesforce). Throughout the day, Quality Control agents, who are a specialty unit within the call center, retrieve the grievances that have been entered into Salesforce, sort them by grievance type (i.e., recipient, provider), and then distribute investigation assignments according to grievance type. For example, if the grievance***

was filed by a recipient who disagrees with the level of transportation that was authorized, the grievance is assigned to a Travel Coordinator or person who was not part of the original decision for investigation and follow-up. If the grievance is from an NET provider disputing payment, the grievance is assigned to the project Business Manager for investigation and follow-up. Salesforce enables documenting and tracking of investigative activities, and also serves as a repository for evidence that is collected during the investigation. Salesforce will send reminder "ticklers" to keep Quality Control agents and investigators aware of impending due dates and on track for completion, resolution and closing of the grievance case.

Reporting Grievances to the Division. ***Total Transit will prepare a monthly Grievance Log and Grievance Summary Report and will deliver these reports to the Division in accordance with the Division's report and submission formats within twenty (20) business days of the close of each month, as described in this RFP.***

3.8.3 Appeals

3.8.3.1 The vendor must establish an appeals process to review any decision denying, terminating or reducing services and any decisions resulting from a grievance from a provider or a recipient. The review shall be performed by parties other than those making the original decision and who possess the authority to uphold, modify, or reverse the original decision. The Written Appeals procedures must be included, for review and approval, at the time the vendor policies and procedures are submitted to the DHCFP and at anytime thereafter when the vendor's provider appeals policies and procedures have been revised or updated.

The vendor must accept written or oral appeals that are submitted directly by the provider as well as those that are submitted from other sources, including the DHCFP. An oral appeal must be followed by a written, signed appeal; however, the oral appeal must count as the initial date of appeal. The vendor must keep a written or electronic record of each provider appeal to include a description of the issue, the date filed, the dates and nature of actions taken, and the final resolution. The vendor must issue a final decision, in writing, no later than ***Thirty (30) days after an appeal is filed.***

3.8.3.1. ***Total Transit recognizes that within this RFP the Division has not defined the term "Appeal." Therefore, in our response below, we will use the term "Appeal" to mean an expression of disagreement that challenges Total Transit's grievance disposition decision or Action.***

Written Appeals Processes. ***Total Transit has a system and established processes for the Division, recipients, the recipient's authorized representative, and NET providers, to file appeals and to have their appeal addressed in a compliant and timely manner that is supported by our Grievance and Appeal Policies and Procedures and filing processes. Prior to program implementation, we will ensure that our definition for that which constitutes an "Appeal" aligns with the Division's and we will augment our current policy by adopting the DHCFP's definitions of related terms to be used for the Division as part of this NET contract. Information about Total Transit's appeal process is made available to all NET providers through the Provider Manual that is distributed to NET providers and is accessible to providers on our website.***

Submission for DHCFP Approval. ***Total Transit will submit its Grievances, Denials, Appeals & State Fair Hearings processes, policies and procedures that address DHCFP***

requirements contained in this RFP for review and approval as part of the implementation readiness review and any time thereafter. Further, Total Transit will submit any changes or revisions to the written policies to the Division for review and approval prior to implementing the change.

Verbal Acknowledgment upon Receipt. ***Total Transit will acknowledge verbally – either directly to persons with whom we are speaking on the phone or in person – or by telephoning persons who have submitted a written appeal, within 24 hours of receiving the written or oral appeal. When receiving oral appeals, we will inform the appellant that they must submit the appeal to us in writing. We will use the date on which the verbal appeal was submitted as the initial date of the appeal, and we will document this date and information regarding the appeal in Salesforce, and will start the investigation and resolution process as we wait for the written appeal to be received. Total Transit recognizes that the main purpose of this timely verbal response is to acknowledge receipt of the appeal and to make the appellant aware that the issue will be addressed immediately by Total Transit.***

Written Response to Written Receipts. ***In addition to verbally acknowledging the receipt of an appeal within 24 hours of receipt, Total Transit will respond to appeals that have been submitted in writing within 72 hours of receipt of the written appeal. Written appeals will be date-stamped, scanned and entered into the Salesforce Service Cloud within one business day of receipt using the same documentation entry procedures as are used for verbal appeals, complaints and grievances. Our standard practice is to resolve and respond to appeals within 24 hours of receipt and written complaints and grievances within 72 hours of receipt. Also, the Division will have access to our web portal for submission of complaints on behalf of recipients and providers.***

Final Decision. ***The appeals process will be completed – with written notice of Total Transit's final decision sent to the appellant -- within 30 days of the date we first received the appeal (i.e., appeal file date).***

3.8.3.2 The State Fair Hearing process is described in Chapter 3100 and Chapter 1900 of the Medicaid Services Manual. The NET vendor is required to provide access to State Fair Hearing in the event an action is taken by the vendor on a recipient's service authorization request. A recipient, recipient's representative or the representative of a deceased recipient's estate has the right to request a State Fair Hearing. The vendor will participate in the State Fair Hearing process, at the vendor's expense, in each circumstance in which a recipient for whom the vendor has made an adverse determination requests a State Fair Hearing. The vendor is bound by the decision of the Fair Hearing Officer. Recipient grievances eligible for the State Fair Hearing process include:

A. Denial or limited authorization of a requested service;

B. Reduction, suspension or termination of a previously authorized service; and

C. Failure of the vendor to meet specified timeframes (e.g., authorization, claims processing, appeal resolution).

3.8.3.2. ***Total Transit has reviewed Chapters 3100 and 1900 of Nevada's Medicaid Services Manual and acknowledges its understanding of its obligations and responsibilities regarding the State Fair Hearing Process for the State of Nevada, and Total Transit will comply with these processes and related requirements.***

Notifying Recipients of their Right to a Fair Hearing. ***Total Transit has an established system in place and processes to mail written notices regarding recipients' right to a fair hearing that is supported by our Grievance and Appeal Policies and Procedures filing and tracking processes. All letters and written notices that Total Transit sends to recipients regarding Actions, Notice of Decision, Grievance Disposition and Appeals will contain information about fair hearings; the recipient's right to a fair hearing; and explicit instructions on how to file/request a State Fair Hearing, including applicable toll-free telephone numbers and addresses.***

Participating in State Fair Hearings. ***At our expense, qualified Total Transit representatives will attend State Fair Hearings and will participate in the entire fair hearing process for all cases in which we made an adverse determination for which the recipient then requested a State Fair Hearing. Total Transit acknowledges that we are bound by the decision of the State's Fair Hearing Officer.***

3.8.3.3 Pursuant to Nevada Revised Statute 422.306, when a provider has exhausted the vendor's internal appeals process, the provider has the right to submit a written request to the DHCFP for a State Fair Hearing. It is the vendor's responsibility to notify the provider of this right at the time the provider enters into a contract with the vendor and when the outcome of an appeal is not wholly in favor of the provider pursuant to 42 CFR 431.200(b); 42 CFR 431.220(5); 42 CFR 438.414; and 42 CFR 438.10(g)(1). Provider grievances eligible for the State Fair Hearing process include:

A. Denial or limited authorization of a requested service;

B. Reduction, suspension or termination of a previously authorized service;

C. Denial, in whole or in part, of payment for a service;

D. Demand for recoupment; or

Failure of the vendor to meet specified timeframes (e.g., authorization, claims processing, appeal resolution).

The DHCFP will not accept requests for State Fair Hearings that address provider enrollment, termination or other contract disputes between the vendor and its providers and/or subcontractors.

3.8.3.3. ***Total Transit's Transportation Provider Agreements will contain language regarding NET providers' rights to submit written requests for State Fair Hearings. For the Division, Total Transit will ensure NET provider agreement language is pursuant to Nevada Revised Statute 422.306; including when the outcome of an appeal is not wholly in favor of the provider pursuant to 42 CFR 431.200(b); 42 CFR 431.220(5); 42 CFR 438.414; and 42 CFR 438.10(g)(1). It is our standard practice to give the unexecuted Transportation Provider Agreement to potential NET providers upon request and following their successful "passing" of the credentialing process. This allows the NET applicants to review the document prior to entering into a formal contractual relationship with Total Transit.***

Total Transit acknowledges its understanding that the State Fair Hearing process does not apply to disputes or disagreements between Total Transit and its NET providers

regarding provider enrollment, termination or other contractual issues that are separate from service authorizations, payments and recoupments.

3.8.4 Recipient Rights

Pursuant to 42 CFR 438.100(c), the vendor shall ensure that each recipient is free to exercise his or her rights and that by the exercise of those rights, no adverse effect will result in the way the vendor treats the recipient.

3.8.4. Total Transit will ensure that each recipient is free to exercise his or her rights pursuant to 42 CFR 438.100(c), Free Exercise of Rights. Additionally, Total Transit will ensure that by exercising those rights, the recipient will not be treated by Total Transit, its employees, and its NET providers in a way that results in adversely affecting the recipient.

3.9 INFORMATION SYSTEMS AND TECHNICAL REQUIRMENTS

3.9.1 Establish and Maintain a Transportation Database

3.9.1.1 The vendor shall establish and maintain a HIPAA compliant computer database sufficient to meet the needs of the transportation program. The vendor shall maintain person level computerized data on recipients that contain the following data elements, at a minimum:

A. Recipient's name;

B. Date of birth/age;

C. Sex;

D. Medicaid ID number;

E. Address;

F. Telephone/e-mail;

G. Directions to home;

H. Program eligibility;

I. Managed care program status;

J. Name of primary care provider (PCP);

K. Telephone of PCP;

L. Third party liability status;

M. Special needs (medical condition, language, dependents, escorts);

N. Required mode of transportation (wheel chair);

O. Verification of medical appointment, if applicable;

P. Notes (abusive behavior, complaint history, etc);

Q. Existence of a legally responsible individual; and

R. Authorized assessed level of needs.

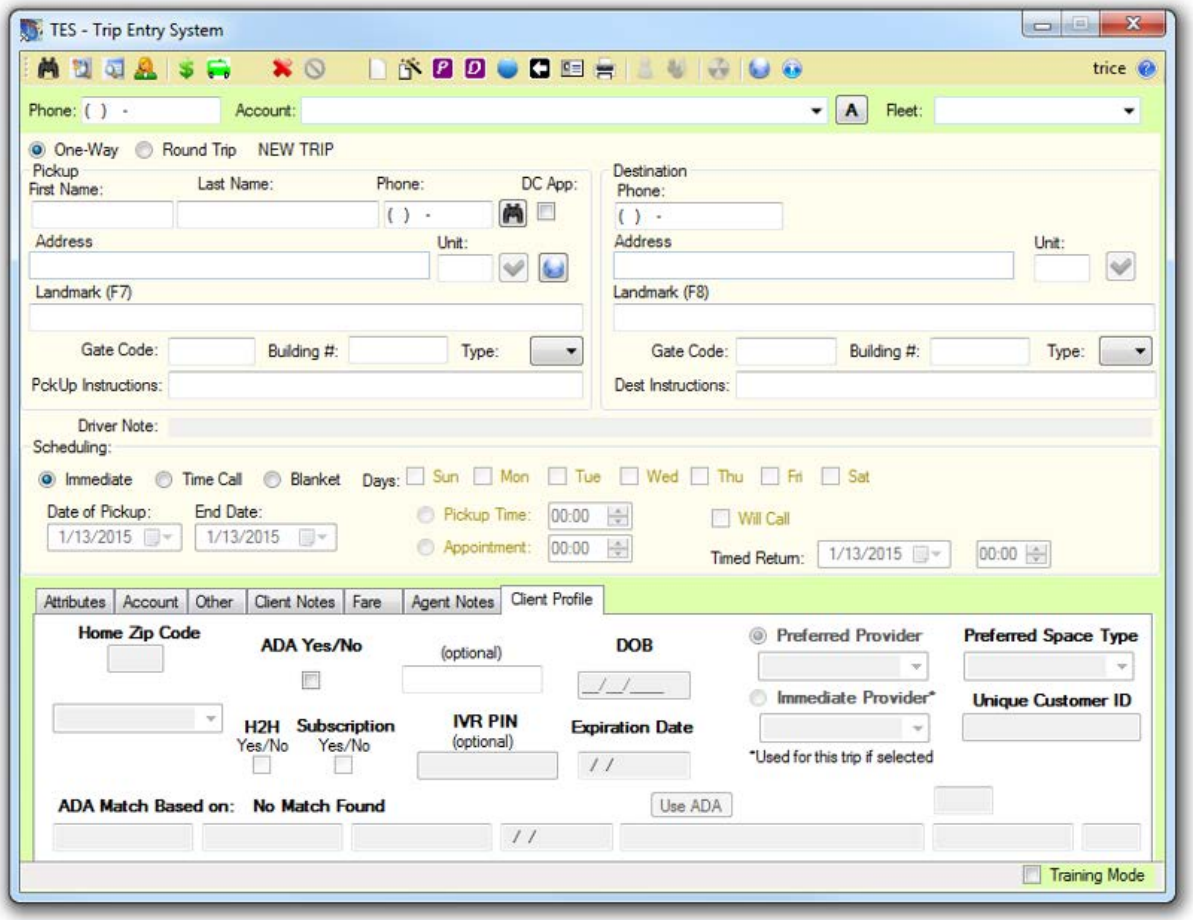
3.9.1 RAMMS: Total Transit's HIPAA Compliant Database

Total Transit has more than 13 years of non-emergency transportation (NET) program experience. Total Transit's Real-Time Automated Mobility Management System (RAMMS) is the main data tracking and utilization system for transportation authorization and scheduling. RAMMS is a secure, HIPAA compliant database. To ensure ongoing compliance with HIPAA guidelines, we conduct internal audits of our database on a regular basis. Audits are conducted by Quality Assurance staff within the IT department; reviewed with the HIPAA Security Manager; and monitored by the Corporate Compliance Department. Results of the audits are reviewed by the Corporate Compliance and Quality Assurance Committees. Third-Party Audits: Total Transit welcomes and has successfully completed audits conducted by several of our Medicaid managed care plans, and we participate in stringent audits annually with all of our clients.

The table below depicts Total Transit's data analysis, transmission and reporting capabilities.

	Capability
Data Analysis	**Performance Metrics** **Utilization Review** **Quality Management** **NET Provider Performance** **Ad Hoc Reports** **Gap analyses** **Customer Satisfaction Survey Metrics and Results**
Report Generation & Transfer Formats	**Electronic transfers, including SFTP and secure e-mail** **Hardcopy formats in color or black and white** **Excel, CSV, WORD, PDF, PowerPoint**
Data Storage	**Maintain records, books, documents, and information in HIPAA compliant format for a period of five-to-seven years after a contract expires or until the resolution of all litigation, claims, financial management reviews, or audits pertaining to the contract, whichever is longer.**
Data Maintenance	**Maintain a comprehensive information database providing consistent, effective reports to keep clients informed on a variety of topics, including utilization data, service delivery, performance and costs.**
Data Management	**Total Transit's extensive IT team is responsible for the development and maintenance of the database** **IT team consists of a development team and a deployment team**

Below is a screen shot that depicts how Total Transit collects and maintains data regarding beneficiaries (i.e. recipients), trip authorizations, trip details, eligibility, special needs, and a multitude of additional data.



The following provides additional information on how Total Transit's RAMMS database is HIPAA compliant and maintains HIPAA compliance:

- ***Total Transit and our providers currently maintain records, books, documents, and information in HIPAA compliant format for a period of five to seven years after a contract expires or until the resolution of all litigation, claims, financial management reviews, or audits pertaining to the contract, whichever is longer. Based on Total Transit's data retention process, retrieval of the client's information can be provided within 24 hours of a request.***
- ***RAMMS enables collection of complete and accurate encounter data in the 837 HIPAA-approved format. The encounter data will follow the format, rules, and data elements required by the Division and described in the current HIPAA-compliant 837P Professional Companion Guide or a comparable format (such as 834) as determined by the Division. Total Transit has extensive experience with encounter data submission for our customers. We have consistently maintained encounter data accuracy levels exceeding 99%.***
- ***Total Transit currently maintains a comprehensive information database that provides consistent, effective utilization and quality management reports to keep customers informed on a variety of topics, including ridership levels, trip counts, real-time cost estimates, and other critical service delivery and cost-related information. Total Transit's data management and reporting capabilities serve a***

critical role in providing a comprehensive system that is capable of effectively monitoring, managing, and adapting service delivery and system costs to meet ever-changing funding requirements.

- ***Total Transit's extensive IT resources will be responsible for the development and maintenance of the database, including development teams and a deployment teams. These teams will assist in creating the database design and development to support the Division's database requirements, as well as ensuring the accuracy and HIPAA compliance of the database information through a detailed testing protocol and testing the data structure quarterly, at a minimum. These IT resources will also establish the process to allow designated Division staff to access the database to review information, run reports, and audit files.***

To ensure Total Transit's program exceeds expectations, we employ external service quality auditors to certify that all services comply with established standards.

3.9.1.2 The vendor shall also maintain a daily-computerized Trip Log (excludes public bus transportation) that documents the following data elements, at a minimum:

A. Recipient name;

B. Medicaid ID number;

C. Requester name (if different);

D. Date/time of request;

E. Date/time of medical appointment;

F. Mode of transportation requested/mode authorized;

G. Justification of mode authorized;

H. Scheduled time of pickup/drop off;

I. Actual time of pickup/drop off;

J. Scheduled companions or escorts;

K. Pickup location;

L. Drop off location;

M. Referral, approval, or denial (include reason) of transportation;

N. Ancillary expenses authorized (parking, tolls, etc);

O. Transportation provider number, assigned by vendor;

P. Date/time of notification to transportation provider;

Q. Trip Mileage;

R. Staff member referring/authorizing/denying request;

S. Notes (cancellation, incomplete request, no-show, abusive behavior occurrence);

T. Driver name or ID#; and

U. Drivers' insurance policy name and number.

The drivers' insurance policy name and number on a trip log is required for immediate access for various liability reasons. NET Transportation is provided during various times of the day;

before and after office hours including weekends, thus requiring quick access to the driver's insurance policy name and number.

3.9.1.2 Total Transit's Computerized Trip Log

Total Transit maintains an electronic daily trip log in RAMMS that is a component of the Trip Detail and Summary reports we distribute to our clients. The log is an Excel spreadsheet with a myriad of tabs that contain trip details.

Trip Log Elements. ***Total Transit's daily trip log contains all the elements listed in RFP Section 3.9.1.2, including parts A through U. The Trip Distance tab within the log depicts auto-calculation of trips by mileage and highlights if the trip distance is/was outside of preset standards (an indicator of route deviation). Total Transit's IT team will configure the tab to the distance limit/shortest trip details specified by our state and health plan clients. The Trip Distance tab is also accessed and analyzed as part of our trip reconciliation, report preparation and provider performance reviews because it depicts completed trips that appear to have taken too long to complete in comparison to the mileage calculated. Other tabs in the log list information by trip type, provider (including name of driver's insurance carrier and policy number), distance, county, city, recipient, on time, and no-show. Even more tabs contain historical and trending data which gives us and our clients a comprehensive view of the provision of transportation services as a whole.***

3.9.1.3 The vendor shall utilize a computer software package for trip planning, which includes the accurate determination of the mileage from the recipient's residence to the medical service site and the return trip. The vendor shall maintain electronic and hard copy files on completed transportation trips, by transportation provider.

3.9.1.3 ***Described in greater detail in Section 3.4.1 of this response, RAMMS is Total Transit's computer software for trip planning, scheduling, monitoring and adjudication. RAMMS Transportation Management and Trip Scheduling System. Our co-located mobility management and trip scheduling system, called Real-time Automated Mobility Management System (RAMMS) is Total Transit's custom-built solution for handling every aspect of transportation management from authorizing and scheduling transportation to billing and invoicing. This system has been in production since 2009 and a dedicated development team releases new features and upgrades several times per year. This system operates on Windows Servers with Microsoft SQL Server databases. Additionally, a VMware virtual server farm at the main data center and at a co-location facility provides a virtual and redundant operating platform.***

Trip Distance Tab. ***We use the Trip Distance Tab within RAMMS to calculate expected trip distance for every trip. Using Bing Maps, RAMMS auto-calculates the mileage from the recipient's residence to the medical service site and the return trip. The Trip Distance tab within RAMMS is also accessed and analyzed as part of our trip reconciliation, report preparation and provider performance reviews because it depicts completed trips that appear to have taken too long to complete in comparison to the mileage calculated. Total Transit maintains electronic and hardcopy files of completed trips by transportation provider and recipient, and will make the data available to the Division at any time.***

Tracking Route Deviations. ***The Trip Exception Manager in RAMMS allows transportation providers to enter information pertaining to use of alternate routes. Additional***

information that we collect and enter into the daily trip log includes information such as why trip deviation was authorized and the reasons why a driver deviated from the direct route during the course of transporting the recipient to or from the appointment site. Appropriateness of route deviation is reviewed and verified by the Accounts Payable Department during weekly trip reconciliation and payment cycles.

3.9.1.4 The vendor's computer system shall accommodate the following functions for daily operations, service authorization, trip scheduling, provider reimbursement, recipient monitoring and reporting:

A. Record recipient and trip log data and store it in a designated database format;

B. Back up the database on a daily basis; and

C. Be able to pull data by recipient ID number, name, date or other identifier to create a history of approvals and denials for at least a 24-month period. This file shall be available to the Division within 24 hours of the request.

3.9.1.4 RAMMS is Total Transit's custom-built solution for handling every aspect of transportation data management from authorizing and scheduling transportation to reporting, billing and invoicing. This system has been in production since 2009 and a dedicated development team releases new features and upgrades several times per year. This system operates on Windows Servers with Microsoft SQL Server databases. Additionally, a VMware virtual server farm at the main data center and at a co-location facility provides a virtual and redundant operating platform. The comprehensive set of features for this system includes:

- ***Role based security permissions for each client account so that data from different clients remains securely separated***
- ***Real-time integration with XO cloud IVR system and provider management portals so call center agents know trip status***
- ***Ability to setup unique client profiles for each passenger that identifies relevant contact information, account related information, and transport history***
- ***Computer telephony integration (CTI) for all data entry interfaces so that incoming caller identification and ACD queue identification automatically displays existing client profile.***
- ***Data entry field validation so that each data entry field only allows appropriate entries.***
- ***Eligibility file integration via secure FTP or web services so that telephone agents can quickly determine passenger eligibility.***
- ***Day of service eligibility verification using EDI methods such as 270/271 interchange.***
- ***Service oriented architecture web services application programming interface (API) so that users can deliver transit requests via electronic means.***
- ***Advanced passenger and transport query functions that allow users to quickly find scheduled trips, passenger information, and transport details.***
- ***Data entry and dispatch handle a variety of transportation and scheduling types, including immediate transport, pre-scheduled transport, recurring subscription transport, pharmacy stops, companions, wheelchair accessible, and special needs.***

- ***Automatic trip distribution and routing processes that ensure every trip goes to the best qualified transportation provider, public transit service (including auto-issue of bus passes and shortest routes), or volunteer driver at the lowest cost***
- ***Secure, web-based transportation provider invoicing system that handles all transport exceptions prior to invoicing process.***
- ***Secure, web-based encounter data collection, certification and reporting system.***
- ***Comprehensive reporting features to meet customer needs including compliance reporting, custom reports, and encounter data.***
- ***Integrated and HIPAA compliant EDI billing with 837 professional claims provided by 1EDISource.***
- ***The system supports multiple custom and third party dispatch methods, including support for third party Mobile Data Terminal (MDT) dispatch, and web-based dispatch portals.***

Daily Database Back-Up. ***All RAMMS databases are backed up daily and stored in a secure private cloud location. Additionally, the databases are stored on clustered disk arrays for the highest level of redundancy and availability of data.***

On-Demand Data Pull Capabilities. ***RAMMS enables data pulls of records that can be sorted by recipient ID number, name, date or other identifiers, such as trip type, provider type and much more. Historic and archived records are quickly retrievable. Total Transit will make records regarding past history of approvals and denials, for at least a 24-month period, available to the Division within 24 hours of receiving the request.***

3.9.1.5 The vendor shall be responsible for all programming functions and costs associated with the maintenance of this database.

3.9.1.5 ***Total Transit acknowledges its responsibility for all programming functions that are necessary to manage the Division's NET program, and will maintain its Information Technology Systems and RAMMS database at its own expense.***

Data Exchange Trading Partner Accounts. ***As part of the work plan that our dedicated IT Work Group will collaborate with the Division's MMIS vendors and other applicable partners to ensure data exchanges and transactions between our entities are performed using HIPAA compliant methods and compatible with each entity's exchange methods. It is understood that these activities will be performed at no additional cost to the Division or incumbent vendors.***

3.9.1.6 The vendor shall be responsible for developing the necessary interfaces with the Medicaid Management Information System (MMIS), including but not limited to the delivery of encounter data.

3.9.1.6 ***Total Transit is experienced with and currently facilitates ASC X12 EDI Medicaid billing transactions with several state and health plan clients. As part of the implementation plan for Nevada, Total Transit's dedicated IT Work Group will work in close collaboration with the Division's internal IT team and its MMIS partner(s). Our IT Work Group will take the initiative to be intimately familiar with applicable Division, local, State, and federal rules and regulations for this project and will ensure compliance with any new rules and regulations that are applicable for the state of Nevada and the provision of non-emergency transportation services for Nevada's Medicaid recipients.***

Data Interface Partners. ***Total Transit has enterprise licensing agreements with Microsoft and uses the latest Windows Server Datacenter Edition and SQL Server Enterprise Edition platforms to host our proprietary software solutions. Our data and document relationship management activities are supported through our electronic document management solutions in RAMMS and Salesforce. Total Transit also uses 1EDI Source as an integration partner for HIPAA compliant EDI billing with 837 professional claims. A description of how these electronic solutions facilitate search, retrieval and analysis of information and interactions between various systems and entities is described below.***

Daily Data Backup and Quality Management. ***GoldenClient record is the name for Total Transit's internal Data Quality Management (DQM) database storage solution. Client data is recorded in this database, which identifies correct spellings of first names, last names, date of birth, and any distinctive medical identification number. If the system finds inconsistencies in the data on a trip entry, a SQL (Structured Query Language) Service supported by Microsoft technology will use logic to determine if the inconsistent data can be updated through an automated process or if a human needs to check the record and make a decision on correcting the data for that record. The "GoldenClient" record is algorithmically updated daily and Total Transit staff also have the ability to update and save the record information if changes are needed (such as correct spelling of first and last names or address changes). GoldenClient DQM system also allows us to keep bad data out of our databases and maintain true data integrity across all information assets by:***

- ***Profiling and analyzing data to assess its quality and immediately identify and correct any issues that may negatively impact its accuracy***
- ***Dynamically cleansing data via an automated rules engine that allows us to define and implement restrictions, constraints, and other business rules and criteria for data quality. Changes and modifications to existing data will then be automatically made based on those definitions to eliminate mistakes***
- ***Enriching information with content obtained from external and third party sources, which can then be automatically appended to incorporate any appropriate new content found***
- ***Merging and matching related information across multiple data sets to promote consistency throughout the business***
- ***Maintaining a golden record repository that essentially Implements a real-time data quality firewall***

Data Integration. ***Total Transit has systems in place to integrate with a variety of data sources rapidly including web services, secure FTP, and Electronic Data Interchange (EDI). We use a variety of data integration tools developed in house or obtained through third party vendors to:***

- ***Securely transfer files using secure FTP methods included in WS FTP Server software. This software provides the highest levels of file transfer security and encryption available as well as exceeding HIPAA, Sarbanes-Oxley, PCI DSS 2.0, GLBA, and Basel II compliance requirements***
- ***Integrate with web services using several custom built and secure interfaces to provide end-to-end data flow***

- ***Flexible extract, transform, and load (ETL) and message-based integration modules further assist in addressing unique needs of customer and vendor data integration***

Systems Integration. ***Total Transit has produced a flexible and adaptable transportation platform using open technologies to facilitate rapid integration with other business, customer, and partner components. Over a decade ago, we developed working integration platforms for dozens of proprietary systems. We understand our state and health plan clients' needs for systems integration with EDI billing, trip request databases, encounter data and eligibility components among others; and recognize these integration activities are a standard requirement in health care delivery environments. A list of currently active system integrations follows:***

- ***EDI 837 partner setup and integration (direct and through clearing houses)***
- ***Billing auto reconciliation with EDI 835 Claims Remittance***
- ***Eligibility file integration using secure FTP and EDI 270/271***
- ***Trip Request Integration using secure web services***
- ***Client Profile file integration using secure email***
- ***Trip Request Integration using secure web portals***
- ***Interactive Voice Response Integration:***
- ***XO Communications using VoiceXML***
- ***Taxi and Para-transit Dispatch and Routing System Integrations:***
- ***Mobile Knowledge Cabmate Unix API TCP/IP socket integration***
- ***Digital Dispatch Taxi Track via black box terminal sessions***
- ***Trapeze Software PASS via SQL Server and web services***
- ***Mapping Software Integrations:***
- ***Microsoft Bing Maps via API***
- ***Google Maps via API***
- ***Other Integrations:***
  - ***Claims Management System via SQL Server***
  - ***Secure, web-based <u>encounter data collection</u>, certification and reporting processes***
  - ***Comprehensive reporting features to meet customer needs including compliance reporting, custom reports, and <u>encounter data</u>.***
  - ***Credit card processing via web services***
  - ***Gift card processing via web services***
  - ***Senior Center card system via secure FTP***
  - ***Trip ordering via web services***
  - ***Salesforce.com via web API for data transfer***
  - ***Workforce Management System via secure FTP***

Systems Compatibility. ***Total Transit's ITS Work Group will work hand-in-hand with the Division's ITS team, MMIS vendors and its other systems software/hardware managers to ensure systems compatibility and interoperability as required under the Contract. In addition, our dedicated IT Work Group will be responsible for ensuring conformance with the Division's requirements for system compatibility and interoperability.***

Program Integrity Regarding Data Exchange. ***Our dedicated ITS Work Group for Nevada will be responsible for maintaining system capability and capacity to produce files, such as reports, using formats and data transmission methods as prescribed and required by the Division. Ongoing systems refresh activities will ensure data integrity and***

compliance with contract requirements regarding data management and exchange practices.

3.9.2 Establish and Maintain a Telephone Call Center

3.9.2.1 Professional, prompt, and courteous customer service shall be a high priority. The vendor shall establish and maintain an adequately staffed telephone call center and shall ensure that the telephone staff treat all callers with dignity and respect the caller's right to privacy and confidentiality. The vendor shall process all incoming telephone inquiries for non-emergency transportation services in a timely, responsive, and courteous manner. Telephone staff shall greet the caller and identify themselves by name when answering. The vendor shall have capabilities to ensure that the communication and language needs of recipients in the State are addressed. The vendor shall also ensure that recipients with emergency requests are referred or transferred to 911 or an appropriate local emergency (ambulance) service.

3.9.2.1 Establish and Maintain Telephone Call Center

Total Transit has more than 30 years of transportation program management experience. Through our fully-staffed call centers, we arrange for the provision of non-emergency medical transportation services, including urgent transportation services. We handle approximately 16,000 trip requests/calls per day and ensure that emergency requests receive immediate attention and are referred to 911 emergency services. Total Transit currently operates three call centers. Our call centers run on the same information systems platforms, which are redundant and interoperable, thus enabling call rerouting in response to fluctuations in call volume or if a threat to business continuity exists. Order processing and trip distribution is fully automated, and we will integrate the Division's systems, as needed, with ours to enable even greater efficiencies.

Call Center Dedicated to the Division's NET Program. ***We propose our main call center located in Phoenix, Arizona as the dedicated call center for Nevada and its Medicaid recipients. This call center never closes – it is open 24/7/365. We will also fully integrate with the Division's information technology and telephony systems, as appropriate, by the targeted readiness review dates described in the RFP and in preparation for call intake and scheduling of trips that will take place from July 1, 2016 onward. For Nevada's Medicaid recipients, we will provide a dedicated toll-free telephone number or will arrange for transition of the current NET toll-free number to our call center for continued use by Nevada's Medicaid recipients.***

Transportation Authorization Processes. ***Described more fully in Section 3.3.1 of this proposal, Total Transit has established processes, policies and technologically-supported procedures that ensure quick yet comprehensive and consistent application of rules and requirements regarding service authorizations. For all of our state and MCO clients, Total Transit develops a comprehensive transportation guideline document that is made a part of the Contract and that has been developed in collaboration with – and approved by – our state or MCO client prior to implementation. Within the transportation guidelines, protocols to be followed regarding transportation authorization processes is delineated in such a way that***

- ***Performance can be measured and reported;***
- ***Instructions are clear and concise, making it easy for our staff to follow;***

- ***Our system is configured to ensure adherence to the client's authorization policies through automation, enabling alerts and override approval requirements in the event of apparent non-adherence to transportation guidelines.***

Through our 24/7/365 call center, requests for transportation services are managed by our team of experienced Call Center Directors, who oversee the Customer Service Representatives (CSRs), who are required to – and trained on how to use – Total Transit's automated trip authorization and scheduling system we call RAMMS.

CSR Professionalism and Courtesy. ***All Total Transit call center staff receive initial and ongoing training that focuses on treating all callers with respect and in a culturally competent manner. Approximately 30% of our CSRs are bilingual in English and Spanish. Use of scripts is an integral part of Total Transit's trip scheduling processes and we require CSRs to utilize the scripts that have been developed and customized for each of our clients. We train our CSRs on how to access scripts in the system for use during each call. CSRs are also trained to answer calls by stating their name and on how to use voice inflection, proper pronunciation, words to use and words to avoid, and tone of voice when asking questions in order to foster a positive experience for each caller and to gather the right information.***

3.9.2.2 The call center shall be staffed to receive telephone calls from recipients during the hours of 8:00 AM to 5:00 PM (Pacific time) Monday-Friday except national holidays. A voice mailbox shall be available after hours with a call back the next day. The vendor must make available 24-hour, 7 days per week access by telephone to a live voice (an employee of the vendor or an answering service) or an answering machine that will immediately page an on-call employee of the vendor so information may be given to handle a transportation problem that may arise during non-office hours (such as after-hours emergency room discharges or after hours transport to PCPs or urgent care centers). The vendor may need to educate recipients who habitually call after regular working hours and leave messages requesting transportation.

3.9.2.2. ***Total Transit Proposes its 24/7/365 Call Center for the Division's NET Program. We propose our main call center located in Phoenix, Arizona as the dedicated call center for Nevada and its Medicaid recipients. This call center never closes – it is open 24/7/365. We will also fully integrate with the Division's information technology and telephony systems, as appropriate, by the targeted readiness review dates described in the RFP and in preparation for call intake and scheduling of trips prior to the actual start date.***

3.9.2.3 The vendor shall have a properly functioning toll free telephone number for recipients and other individuals or organizations to call to request transportation services, obtain information about transportation services, and register complaints. Recipients shall not incur a charge for placing a call, other than those applicable for local calls. The vendor shall have sufficient and appropriate staff to handle all calls and act as troubleshooters and problem solvers for transportation related questions and problems that may rise.

3.9.2.3. ***For Nevada's Medicaid recipients, Total Transit will provide a dedicated toll-free transportation telephone number or will arrange for transition of the current NET toll-free number to our call center for continued use by Nevada's Medicaid recipients. Additionally, for the Division, we will provide a separate administrative telephone number for our business office so that Division staff can reach Total Transit staff, including the Business Manager, directly versus through the toll-free transportation line. Additionally,***

we will integrate our call center systems with our Nevada business office systems for seamless and real-time communication between office sites that ensures continuously high-quality and timely response to all transportation requests and inquiries no matter what time of day or night we receive calls, e-mails or facsimiles from Division staff, providers and recipients.

3.9.2.4 The telephone staffing shall be adequate to fulfill the following standards of promptness and quality:

A. Ninety percent (90%) of telephone calls shall be answered within five (5) rings during live voice answering times;

B. A call pick-up system that places the calls in queue shall be used;

C. Blocked call rate (busy signal received) of five percent (5%) or less on an average daily basis; and

D. Ninety percent (90%) of calls in the queue shall be answered by a live operator in less than two (2) minutes, measured on a daily basis.

3.9.2.4 Call Center Staffing Adequacy and Performance

Total Transit arranges for the provision of non-emergency transportation services and meets or exceeds all performance thresholds for Call Center services as described in the RFP and as may be described elsewhere, such as Nevada's Medicaid Services Manual. Our proven record of meeting or exceeding call center performance standards is proof of our experience and ability to maintain adequate call center staffing levels. Total Transit call center operations and responsibilities for managing and administering the Division's NET program will meet or exceed telephone answering performance for promptness and quality including:

- ***Toll free telephone number exclusively for the Division's NET program***
- ***Prompt call answering through our ACD system (RAMMS) and by live operators such that:***
- ***No call goes unanswered (no busy signals)***
- ***90% of calls answered within 5 rings***
- ***Average IVR to Hold Time under 2 minutes for at least 90% of calls***
- ***Eligibility Verification***
- ***Trip Assessment and Authorization using established transportation guidelines in combination with covered services lists as described in DHCFP regulations***
- ***Verification of closest healthcare provider using the Division's definitions***
- ***Scheduling and dispatching one-way and round-trip transportation***
- ***Scheduling most appropriate, most cost-effective level of NET services aligning with recipient' mobility, age and cognitive abilities***
- ***Documentation of all trip intake, authorization, and scheduling activities in RAMMS for every transportation request received.***

3.9.2.5 The vendor shall install and maintain a functioning automatic call distribution system (ACD) and call reporting system that records and aggregates the following information, at a minimum, on an hourly, daily, weekly, and monthly basis, for the call center as a whole and for individual operators:

A. Total number of incoming calls;

B. Number of answered calls by vendor staff;

C. Average call wait time;

D. Maximum call wait time;

E. Percentage of calls answered by a live operator in under two (2) minutes;

F. Average talk time;

G. Number of calls placed on hold and length of time on hold;

H. Number of abandoned calls and length of time until call is abandoned;

I. Number of outbound calls; and

J. Number of available operators by time.

This system should have the capability of automatically routing calls to back-up, part-time operators when target wait times are exceeded.

3.9.2.5 ACD and Call Center Quality Management.

Total Transit maintains an Automatic Call Distribution (ACD) system supported by LiveOps for efficient call routing. Quality Management of call center activities, call volume, complaints and grievances management is supported by Salesforce Service Cloud, which enables Customer Relationship Management (CRM), reporting, records management and collection of data in a myriad of formats. Salesforce also enables us to expand capacity as our business expands by reinforcing our systems back-up processes; measuring speed to answer, call abandonment using real-time dashboards; enabling report development; and supporting call queues, ACD, language line, custom greetings, messaging, outbound calls and customer satisfaction surveys. Total Transit's telephony and database system, RAMMS, is supported by XO Communications Technology. Total Transit can record, monitor, and report all call center activities on an hourly, daily, weekly, quarterly, and annual basis that includes all performance outcomes and volume of activities items listed in RFP Section 3.9.2.5 parts A through J for the entire call center and/or separated by individual call center representative. Features of Total Transit's telephony systems include:

- ***All calls initially answered by IVR with prompts given in English and Spanish***
- ***IVR Call Queue Routing Configured to Client specifications***
- ***TDD/TTY***
- ***On Hold Messaging - configured with custom messaging per each client's specifications. Messages can be changed daily, weekly, monthly, or quarterly. Multiple message/language capabilities.***
- ***Multiple language capabilities - TransPerfect to address the communication needs of Limited English Proficiency (LEP) populations. Total Transit uses a combination of multilingual CSRs and TransPerfect, enabling oral translation services in over 170 languages, 24 hours a day 7 days a week.***

Telephony. ***In 2014, Total Transit implemented a hosted "cloud-based" telephone system. With an XO Communications enterprise-class Hosted PBX solution, all of our telecommunications services reside in the cloud on the XO Tier 1 nationwide network, ensuring superior call quality. The XO Hosted PBX provides the following functionality for all of Total Transit's call center and telephony services:***

- ***Business continuity on every phone line for disaster recovery and re-routing in real-time.***
- ***High definition voice quality for every customer call.***
- ***Easily scalable to increase or decrease capacity on demand so callers never hear a busy signal.***
- ***Nationwide telecommunications backbone supports multiple location call centers.***
- ***XO Communications provides a 100% uptime service level agreement.***

Our Cloud Telephony solution includes the LiveOps Automated Call Distribution (ACD) System that maximizes the performance of customer call handling with the following features:

- ***Intelligent Call Routing (ICR) system ensures that our agents never miss a call.***
- ***LiveOps allows multi-channel communication so users can communicate via phone call, web chat, email, or even social media.***
- ***Fully integrated with our data entry and dispatch systems through open, service-oriented architecture.***
- ***Enterprise class monitoring and analytics provide real-time or historical dashboards that cover every aspect of a customer interaction with the system.***
- ***Customizable reporting dashboards provide standard, advanced, and customizable ACD metrics.***
- ***A fully integrated work force management system provides for cost efficient staffing.***
- ***Access to any part of the system secured through roles-based permissions and data encryption.***
- ***Provides screen and voice recording for every call, including 256-bit ES encrypted call recordings.***
- ***PCI, HIPAA, SOX 404, and SAS 70 (SAES 16) Type 2 compliant.***
- ***Geo-redundant, skills-based routing and queuing supported.***
- ***Supports complex call flow authoring with professional voice recordings and music on hold.***
- ***A fully integrated Interactive Voice Response (IVR) system allows us to verify member eligibility, provide status on a transport, cancel a scheduled trip, or request a return trip.***

Total Transit's call centers are built to improve the user experience for members accessing our services. As an example, the following features to further enhance our services for members:

- ***Night Before Call-Out Reminder: The IVR system will automatically call a member the night before their scheduled ride to remind them of the appointment and allow them to confirm or cancel the appointment, as well as provide them with the option to speak with an agent.***
- ***Where's My Ride: When a member calls to check on the status of their ride, Total Transit's system will automatically port the call to the assigned transportation provider. The trip information is annotated to note that the member called.***
- ***Will Call Return: When a member calls for a will-call return, Total Transit will automatically port the call to the assigned transportation provider's dispatch center. The trip information is annotated to note that the member called for a return trip.***

- ***Automated Eligibility: When the member calls, they will enter the last four digits of their member ID and the month and day of their date of birth. This unique key will allow Total Transit to search a client profile and capture all of the required fields to verify that the member is eligible for NET services. This data can be retrieved from Total Transit's internal client profile or by querying a web portal and returning the requested information.***
- ***Platform: Our virtual platform uses VMware, clustering, and standby servers with remote failover collocation facility for disaster recovery processes.***
- ***Telecommunications: We maintain connections via a fiber MPLS network with bandwidth up to 2GB. All locations have dedicated Internet connections protected by firewalls with support for remote VPN clients.***
- ***Web Capabilities: Total Transit pioneered its proprietary web portal technology with a managed care customer in 2008. Our web portal currently accommodates nearly 50% of the transportation requests submitted on behalf of many managed care members. Our technology provides an easy-to-access and easy-to-use, web-based application that allows members to submit transportation requests online. This system streamlines communications, provides an automated confirmation process, and greatly simplifies the submission of transportation requests. Additionally, our member issues can be entered into the web portal for submission. The portal allows all issues to be captured in one central location. This prevents loss of data and is easy for members to use.***

Business Continuity. ***Total Transit maintains a complete business continuity plan that fully accounts for and addresses any unexpected disruptions or unplanned events. Our comprehensive business continuity plan covers all aspects of daily operations and addresses various scenarios that could adversely impact daily operations. As an example, the list below outlines key business processes and the agreed system continuity strategy for each. The primary strategy chosen is for a fully mirrored recovery site at a collocation facility in Phoenix, Arizona. This strategy entails the maintenance of a fully mirrored duplicate site, which will enable instantaneous switching between the live site data center and the backup site. Examples of backup procedures include:***

- ***NetApp Snap Mirror Replication***
  - ***Redundantly replicates data offsite on an hourly, daily, and weekly basis with a full month of restorable data.***
  - ***Allows testing without affecting production, which occurs on a monthly basis.***
- ***NetApp Virtual Machine Backup and Recovery***
  - ***Provides integrated, comprehensive, end-to-end virtual storage management for our VMware infrastructure, including discovery, health monitoring, capacity management, provisioning, cloning, back-up, restoration, and disaster recovery.***
  - ***Provides near-instant backups and restoration.***
  - ***Ability to rapidly clone thousands of virtual machines and provisioning data stores.***
  - ***Restoration can occur within hours in the event of catastrophic failure of a data store.***
  - ***Backups are completed on a daily basis with retention of a month.***
- ***Snap Manager for SQL***
  - ***Reduces SQL Server data-recovery times to minutes and simplifies data protection for SQL Server applications by providing federated database backup of multiple SQL Server instances and databases.***

Ability to restore a failed database of any size to full production in minutes.

- ***VMware {Site Recovery Manager}***
  - ***Provides automated orchestration and non-disruptive testing for virtualized applications.***
  - ***Automates the failover within minutes in catastrophic site down situations, as well as load balancing between disaster recovery sites.***
  - ***Provides 100% redundant site recovery for Total Transit technology assets.***
- ***Cloud based data backup***
  - ***Provides critical data backups to cloud services providers.***
  - ***Critical systems are backed up and tested on a daily and weekly basis.***
  - ***In the event of catastrophic failure, this represents a secondary recovery option that would allow recovery.***
- ***Cisco Network Topology {Virtual Switching System}***
  - ***Our network topology at all Total Transit operations utilizes Cisco Catalyst networking equipment with Smart Net 24x7 support.***
  - ***All core and backbone switches use load balancing between equipment, which combines two switches to run as a single unit.***
  - ***In the event that one of the switch pairs fails to function, the other switch will automatically assume all connections with no downtime or single point of failure.***
- ***Site to Site Wide Area Network (WAN) and Internet Connectivity***
  - ***Dual 1 GB connection between Glendale data center, XO Communications data center, and Phoenix NAP collocation facility utilizing redundant fiber connections.***
  - ***Dual 2 GB or greater Internet connections at all data centers.***
  - ***Multiprotocol Label Switching (MPLS) network connectivity established between a call centers, hosted PBX site, and satellite offices with 1.5 MB – 10 MB bandwidth dependent on office size.***
- ***VMware Horizon View Virtual Desktop Infrastructure (VDI)***
  - ***All Total Transit employees access their desktop through a secure VDI platform running at both data centers.***
  - ***Enables end users secure access to their desktops as needed from any location.***
  - ***Unlike traditional PCs, Horizon View desktops reside in the cloud, rather than being tied to the physical computer.***
  - ***Virtual desktops enhance security with all data stored in the corporate datacenters, protected by datacenter-level security mechanisms, including firewalls, DMZ's, web proxies, and VPNs.***
  - ***Since users can no longer store data on their local desktops, this solution meets the expectations of security and compliance regulations.***
  - ***The system prevents users from connecting USB flash drives, iPods, iPhones, or other USB-based personal devices to their desktops, thereby reducing the opportunity for data leaks.***
  - ***By restricting use of USB devices, we also mitigate concerns about the introduction of malicious software.***
- ***The VMware View desktop strategy helps achieve efficiencies in disaster recovery, both in the recovery of desktop connections to an alternate datacenter location and in the recovery of desktop images.***
- ***Access to mission critical systems also resides on the same-shared datacenter storage providing for faster and more efficient user interfaces.***

3.9.2.6 The vendor shall develop operational procedures, manuals, forms, and reports necessary for the smooth operation of the Telephone Call Center. A demonstration of the vendor's telephone system and staffing capability will be required as part of the readiness review prior to the effective date of implementation.

3.9.2.6. Total Transit has been successfully managing call centers that serve the transportation needs of individuals and organizations for over 30 years. As such, Total Transit has well-established operational procedures and functional processes that are supported by Operations Manuals; written policies; a Policies and Procedures Manual; various forms, such as authorization assessment tools and Notice of Decision (NOD) letters; and a seemingly endless array of reporting capabilities. Total Transit is prepared - and looks forward to - providing a demonstration for the Division of our telephony systems and the strength of our experienced, professional and highly-trained bi-lingual call center representatives prior to the effective date of implementation.

3.9.2.7 The vendor shall develop a complete monitoring, supervision, and enforcement plan to ensure that call center performance and customer service standards are maintained. The Division should have the ability to monitor calls on a random basis to ensure quality service is being offered. Callers will be notified that calls may be monitored.

3.9.2.7. Total Transit continuously measures and monitors call volume and service performance within its call centers. To align with call center performance standards to which our state Medicaid and health plan clients typically must comply, we use NCQA guidelines as the benchmark for measuring successful compliance with average speed to answer, percent of calls answered in 30 seconds or less, and call abandonment rates. We collect and analyze call center performance data using our dashboards (described below) not only to fulfill the report preparation and submission exercises required by our clients, but also to deliver monthly, quarterly and annual outcomes reports to our Quality Improvement Committee. All call center monitoring activities and reporting processes serve to address ongoing operations and support deliverables relating to:

- ***Quality Improvement***
- ***Reporting Requirements***
- ***Monitoring Requirements***
- ***Ensuring Adequate Staffing***
- ***Meeting or Exceeding Performance Goals***

We use our top 18 metrics, such as Average Speed to Answer, Average Handle Time, First Call Resolution, Service Level, for daily review and to review our previous day's performance and make adjustments to staffing to enhance our overall customer service metrics. We also use this data to coach agents on demand which contributes to cost-efficient and highly talented call center teams.

Total Transit consistently hears from our customers that the calls/trip ratios that we report are dramatically lower than previous transportation coordinators or managers. There are two reasons for this: First, our provider network is consistently a motivated, high performing team dedicated to our partnership and our high performance due to the Total Transit provider network partnership program. The result is fewer "where is my ride" and "is my ride going to be here" calls that come from poor performance. The second reason for this is that we will never under-staff our call-center, and with our

virtual agent program we have the ability to quickly increase the staffing levels to meet unpredictable increases in demand. You will not hear Total Transit making promises to "hire more agents" to address service level issues, as we will be fully prepared on day one to take 100% and more of all the calls from your members.

CSR Training. Total Transit requires every Customer Service Representative (CSR) to undergo a minimum of two weeks initial training that includes classroom attendance, shadowing, testing, ongoing monitoring, recording, cultural sensitivity, training specific to each client/contract, and use of all call center equipment (e.g., Bi-lingual call center staff interpretive services, TYY/TDD, TransPerfect, warm transfers, call etiquette, etc.) Ongoing Cultural Competency training occurs for all staff. Total Transit ensures trained and dedicated staff are always available to deliver consistent performance. Quality is monitored daily and is addressed pursuant to the Agent Call Monitoring Plan. Qualitative data is continuously collected through complaint and grievance processes, agent feedback, live customer feedback, and agent call monitoring. Call center management staff meets daily to discuss call center operations performance. Qualitative feedback is incorporated into either the daily plan or provided to training staff to incorporate into the recurrent training that is regularly conducted with staff members. Monthly reviews of all data is conducted internally with the Total Transit's staff and externally with each client. Internal reviews typically contain the following:

- ***Call Center Performance Metrics (KPIs)***
- ***Process adherence***
- ***CSR adherence as observed through quality observations***
- ***Mechanics of setting up the trips and their outcomes***
- ***Acceptance and denial rates***
- ***Canceled and no-show rates***
- ***Eligibility verification***
- ***Completed rates***

Total Transit's management staff is responsible for developing and implementing action plans to improve performance on a monthly basis.

Real-Time CSR Performance Monitoring and Reporting. Total Transit's sophisticated call center technical system platforms offer up-to-the-minute monitoring of all operations, visibility into primary indicators at all times, and the ability to develop analytics in real-time without IT or third-party assistance. In support of our continuous quality improvement initiatives and for reporting purposes, the following is a short list of items we continuously measure so that we can adjust staffing levels in real time:

- ***Number of incoming calls***
- ***Average speed to answer***
- ***Average and maximum talk time***
- ***Average and maximum time calls are placed on hold***
- ***Average and maximum hold time***
- ***Average call abandonment rate***
- ***Number of outbound calls made***

Silent Monitoring. Call center supervisors and trainers perform silent monitoring of CSRs. Silent monitoring activities occur using a random sampling process. Results of silent monitoring are shared with the CSR. Additionally, qualitative data is continuously

collected including complaint information, CSR feedback and live customer feedback. Management staff members meet daily to discuss this data and the call centers' operational effectiveness. Qualitative feedback is incorporated into either the daily plan or fed back to the Training department to assist with modifying the recurrent training process or if coaching is needed for an individual CSR.

Call Center Dashboards. ***Total Transit's complete, end-to-end call center solution allows us to efficiently monitor, analyze, and manage our call center operations, capacity levels and performance through configurable, real-time dashboards within a browser-based application. These dashboards provide centralized administration and management, with established industry-standard metrics and predefined performance thresholds. Through these dashboards, Total Transit proactively monitors ongoing agent performance, managing any issues before they affect business results. Additionally, these capabilities allow Total Transit to gain insight into the effectiveness of campaign routing plans.***

3.9.2.8 The vendor must ensure that recipients receive the appropriate form of transportation in every instance. While the least expensive mode of transportation is preferred, the vendor must ensure the recipients medical needs are met through the most appropriate form of transportation for each individual.

3.9.2.8. ***Total Transit's decision making processes will align with the Division's benefits and exclusions for Nevada Medicaid recipients and its NET program that we will pre-program into our RAMMS system. This will ensure accurate and effective use of decision making "trees" that are within the system and that take <u>medical necessity</u> into account throughout the process so that trips are arranged with the most appropriate form of transportation with every request.***

Medical Necessity and Level of Service Determination. ***Use of the RAMMS system for call intake, eligibility verification and trip authorization ensures efficient and consistent application of requirements that are specific to each contract we manage. The scripts and transportation guidelines housed within RAMMS are integral to authorizing and scheduling trips based on medical necessity and we require our CSRs to utilize the scripts and transportation guidelines with every call. We train our CSRs on how to access the information in the system for use during each call.***

Assessment and Authorization Based on Medical Necessity. ***Initial trip requests are filtered through our established assessment and authorization processes and the vast majority of trips are then scheduled accordingly. However, when a higher mode of transport is warranted or requested or the recipient disagrees with the authorized level of transportation services to be scheduled, a dedicated Travel Coordinator, will be engaged to determine the most appropriate level of transportation. Travel Coordinators represent a specialized team within the call center who are qualified to make assessment and authorization decisions based on medical necessity and case complexity. Travel Coordinators will conduct an assessment and make authorization decisions for trips that are complex, such as trips that are out-of-state and require overnight stays, long-distance trips, paratransit, or when specially-equipped vehicles or additional mobility factors must be considered in arranging transportation for the recipient. Using an Assessment Form (tool), the assessment process begins with gathering and documenting pertinent information from the recipient (or their authorized representative) and their primary health care provider regarding medical necessity. The Travel***

Coordinator uses the information gathered to make an authorization decision and to determine the most appropriate, lowest cost available transportation. This process is typically completed the same day the trip request is made. If the recipient disagrees with the health care provider's assessment, the Travel Coordinator will assist with auditing and working with medical providers to optimize the appropriate level of transportation. Our experience has shown that Travel Coordinators add significant value in quality, time and cost savings by identifying and optimizing transportation based on medical necessity. Should the requested level of service be denied or reduced, the Travel Coordinator is responsible for sending written notices (i.e. Notice of Decision letter) and will advise the recipient of their right to file a Grievance or Appeal.

Mitigating Fraud, Waste, and Abuse. The assessment process supports our commitment to responsible stewardship and serves as a means to reaffirm that the most appropriate level of transportation will be arranged for each recipient; thus reduce the risk of incurring unnecessary costs; and avoiding fraud and abuse. Additional internal audit processes enable Quality Management staff to identify and address seemingly inappropriate utilization patterns or indicators of possible fraud.

4. COMPANY BACKGROUND AND REFERENCES

4.1 VENDOR INFORMATION

4.1.1 Vendors must provide a company profile in the table format below.

Question	Response
Company name:	Total Transit Inc.
Ownership (sole proprietor, partnership, etc.):	Corporation
State of incorporation:	Arizona
Date of incorporation:	February 29, 1984
# of years in business:	31
List of top officers:	Craig Hughes, CEO Michael Pinckard, President Bill Blair, Director of Operations Stan Sipes, Director of Business Development Larry Eisel, CFO Donna McLaughlin-Travis, Director of Organizational Development
Location of company headquarters:	4600 West Camelback Road, Glendale, AZ 85301
Location(s) of the company offices:	4610 West Camelback Road, Glendale, AZ 85301 2225 West Main St, Mesa, AZ 85201 829 West Silverlake Road, Tucson, AZ 85713 2121 South Blackhawk Street, Ste 220, Aurora, CO 80014
Location(s) of the office that will provide the services described in this RFP:	4600 West Camelback Road, Glendale, AZ 85301 4610 W Camelback Road, Glendale, AZ 85301 Nevada Office, TBD
Number of employees locally with the expertise to support the requirements identified in this RFP:	Nevada Business Manager Nevada Provider Network Coordinator Nevada Travel Coordinator
Number of employees nationally with the expertise to support the requirements in this RFP:	CSC Management 2 CSC Supervisors 3 CSRs 65 Corp Safety 1 Compliance Manager 1 Accounting 3 Human Resources 1
Location(s) from which employees will be	4600 West Camelback Road,

Question	***Response***
assigned for this project:	***Glendale, AZ 85301*** ***4610 W Camelback Road, Glendale, AZ 85301*** ***Nevada Office, TBD***

4.1.2 ***Please be advised****, pursuant to NRS 80.010, a corporation organized pursuant to the laws of another state must register with the State of Nevada, Secretary of State's Office as a foreign corporation before a contract can be executed between the State of Nevada and the awarded vendor, unless specifically exempted by NRS 80.015.*

Total Transit has attained a State of Nevada Business License and it is, as requested, in Tab IV – State Documents.

4.1.3 The selected vendor, prior to doing business in the State of Nevada, must be appropriately licensed by the State of Nevada, Secretary of State's Office pursuant to NRS76. Information regarding the Nevada Business License can be located at http://sos.state.nv.us.

Question	*Response*
Nevada Business License Number:	*NV20151550127*
Legal Entity Name:	*Total Transit, Inc.*

Is "Legal Entity Name" the same name as vendor is doing business as?

Yes	*X*	*No*	

If "No", provide explanation.

4.1.4 Vendors are cautioned that some services may contain licensing requirement(s). Vendors shall be proactive in verification of these requirements prior to proposal submittal. Proposals that do not contain the requisite licensure may be deemed non-responsive.

We have obtained the Nevada State Business License, included in Tab 4, State Documents.

4.1.5 Has the vendor ever been engaged under contract by any State of Nevada agency?

Yes		*No*	*X*

If "Yes", complete the following table for each State agency for whom the work was performed. Table can be duplicated for each contract being identified.

Question	***Response***

Question	***Response***
Name of State agency:	***N/A***
State agency contact name:	***N/A***
Dates when services were performed:	***N/A***
Type of duties performed:	***N/A***
Total dollar value of the contract:	***N/A***

4.1.6 Are you now or have you been within the last two (2) years an employee of the State of Nevada, or any of its agencies, departments, or divisions?

Yes		*No*	*X*

If "Yes", please explain when the employee is planning to render services, while on annual leave, compensatory time, or on their own time?

If you employ (a) any person who is a current employee of an agency of the State of Nevada, or (b) any person who has been an employee of an agency of the State of Nevada within the past two (2) years, and if such person will be performing or producing the services which you will be contracted to provide under this contract, you must disclose the identity of each such person in your response to this RFP, and specify the services that each person will be expected to perform.

Total Transit has not employed any company or person, other than bona fide employees working solely for Total Transit, to solicit or secure this contract. Total Transit has not paid or agreed to pay any company or person, other than bona fide employees working solely for Total Transit, any fee, commission, percentage, brokerage fee, gifts or any other consideration contingent upon or resulting from the award of this contract. Total Transit affirms its understanding and agrees that for breach or violation of this term, the State has the right to annul the contract without liability or, in its discretion, to deduct from the contract price the amount of any such fee, commission, percentage, brokerage fee, gifts or contingencies.

4.1.7 Disclosure of any significant prior or ongoing contract failures, contract breaches, civil or criminal litigation in which the vendor has been alleged to be liable or held liable in a matter involving a contract with the State of Nevada or any other governmental entity. Any pending claim or litigation occurring within the past six (6) years which may adversely affect the vendor's ability to perform or fulfill its obligations if a contract is awarded as a result of this RFP must also be disclosed.

Total Transit has no pending claim or litigation occurring within the past six years.

Does any of the above apply to your company?

Yes		*No*	*X*

If "Yes", please provide the following information. Table can be duplicated for each issue being identified.

Question	***Response***	
Date of alleged contract failure or breach:	***N/A***	
Parties involved:	***N/A***	
Description of the contract failure, contract breach, or litigation, including the products or services involved:	***N/A***	
Amount in controversy:	***N/A***	
Resolution or current status of the dispute:	***N/A***	
If the matter has resulted in a court case:	*Court*	*Case Number*
	N/A	***N/A***
Status of the litigation:	***N/A***	

4.1.8 Vendors must review the insurance requirements specified in ***Attachment E, Insurance Schedule for RFP 3207.*** *Does your organization currently have or will your organization be able to provide the insurance requirements as specified in* ***Attachment E.***

Yes	*X*	*No*	

Any exceptions and/or assumptions to the insurance requirements ***must*** *be identified on* ***Attachment B, Technical Proposal Certification of Compliance with Terms and Conditions of RFP.*** *Exceptions and/or assumptions will be taken into consideration as part of the evaluation process; however, vendors must be specific. If vendors do not specify any exceptions and/or assumptions at time of proposal submission, the State will not consider any additional exceptions and/or assumptions during negotiations.*

Upon contract award, the successful vendor ***must*** *provide the Certificate of Insurance identifying the coverages as specified in* ***Attachment E, Insurance Schedule for RFP3207.***

4.1.9 Company background/history and why vendor is qualified to provide the services described in this RFP. Limit response to no more than five (5) pages.

Total Transit has been managing transportation programs for over 30 years. Since 2002, we have been providing or managing non-emergency transportation (NET) services on behalf of state and local agencies that serve Medicaid or underserved populations. We currently manage NET programs in Arizona, California, Colorado and Texas; and we are in the process of expanding into Idaho and South Carolina. We have the experience and capacity to support the NET needs of statewide Medicaid populations and arrange over a million trips each year. We serve a variety of clients, such as state agencies, Medicaid

managed care organizations (MCOs), public transit authorities, school districts, local municipalities and other government and social service agencies. These services include contracts ranging from statewide full-risk programs to regional and local fee-for-service agreements.

Total Transit understands its role as the access-to-care link for people who have no alternate means of transportation to and from covered services. Our approach to ensuring access to care is described throughout the Scope of Work section of this RFP response and showcases Total Transit's experience and ability to manage statewide NET programs similar in scope and size to the Division's NET program in a cost efficient manner that does not compromise quality. The services we provide as the NET program manager for our existing MCO and state clients, and that we are experienced and qualified to perform for the Division include:

- ***Toll-free Call Center services 24/7/365***
- ***Bilingual call center staff***
- ***TTY/TDD***
- ***Oral Interpretation***
- ***Eligibility verification***
- ***Authorization of NET services***
- ***Scheduling one-way and round-trip NET***
- ***Nevada Business Office and staff***
- ***Technology systems integration***
- ***Recipient Education***
- ***Cultural Competence***
- ***Outbound reminder calls to recipients***
- ***NET Provider Network Development***
- ***Contracts with public and private NET providers***
- ***NET Provider Network Management***
- ***On-site vehicle and records inspections***
- ***Provider and driver training***
- ***Ongoing monitoring and performance improvement initiatives***
- ***Claims Management***
- ***Trip reconciliation***
- ***Encounter Data reporting***
- ***Quality Assurance Program***
- ***Complaints, Grievances, Appeals, Management***
- ***Report preparation and delivery***
- ***Business Continuity***
- ***URAC Certification***

Call Center Operations

Total Transit was founded on the principal of providing exceptional customer service to every passenger, every time. While our geographic footprint has grown and our list of services keeps expanding, our commitment to delivering consistently high quality customer service has never wavered. Our high-touch customer service approach brings passengers, caregivers, healthcare and NET providers together with a common goal of ensuring timely access to quality healthcare services for recipients.

Total Transit's Dedicated Call Center for Nevada. We have selected our main call center located in Glendale, Arizona as the dedicated call center for Nevada. This call center never closes. We have identified office sites in Las Vegas area and plan to be fully integrated with the Division's systems by targeted readiness review dates and in preparation for call intake and trip scheduling activities. We will provide a dedicated toll-free telephone number exclusively for use by Nevada's Medicaid recipients.

Our call centers are equipped with and supported by the latest in call center telephony and systems technology. We continuously monitor and adjust staffing levels based on

call volume to ensure every call is answered promptly and trip requests are immediately addressed. As such, Total Transit provides "after hours" services that mirror the prompt responsiveness callers receive during normal business hours. Calls received outside of normal business hours are answered by a live person and addressed while the caller is on the line, including urgent care, hospital discharge, or "where's my ride" calls.

Eligibility Verification Processes. ***Total Transit updates eligibility databases early each morning by retrieving, receiving or refreshing file transactions (such as 834 eligibility files). Eligibility files are consumed into the corresponding database via the secure FTP and integrated into our operational systems (HIPAA compliant) every day.***

Trip Authorization and Scheduling Processes. ***Only eligible recipients receive NET services. Call center staff are experienced and trained regarding proper use of telephony functions such as ACD, IVR, TDD/TTY, call answering etiquette; use of scripts; eligibility verification; verification of covered services; trip documentation protocol and how to screen callers to ensure consistent and proper provision of transportation benefits. Scripts specific to each client's NET program guide trip authorization and scheduling processes to ensure the most appropriate, most cost-effective level of transportation is arranged once eligibility has been verified.***

Nevada Business Office

We have identified office sites in Las Vegas and Reno to serve as Total Transit's business offices for the Division's NET program. Total Transit's dedicated team of locally-based representatives will work out of our Nevada business office and will be supervised by the Business Manager. Regional staff support start-up operations and provide overflow support as long as needed before, during and after program implementation. The Business Manager is the executive account manager for state contracts. The Business Manager assembles a dedicated team of Provider Network Coordinators (PNCs) and Travel Coordinators. The PNCs are responsible for providing ongoing service support and network management services for our NET providers. Travel Coordinators have a background in managing trips that are complex or out-of-state. We monitor staff caseloads and adjust staffing levels to ensure long-distance and complex trips are scheduled in a timely manner. Call center, billing and reporting operations are managed at Total Transit's main office in Arizona (IT systems to be integrated with Nevada). Quality Assurance, credentialing, contracting and training will be managed by the Nevada business office, with administrative support from Arizona staff.

Technology Systems Integration. ***Our dedicated IT work group for Nevada will work with the Division's IT staff to ensure our IT systems are appropriately integrated with the Division's systems and the systems we will install in our Nevada office by the targeted readiness review dates and in preparation for call intake and scheduling of trips.***

Recipient Education

Total Transit pays special attention to passengers' cultural and mobility abilities and needs as they transition to our services. We customize written materials for each NET program we manage on behalf clients. We coordinate and collaborate with clients through every phase of managing the NET program to ensure our passenger and provider education plans are fully compliant and reflective all service requirements for each client we serve.

Online Ordering System. ***A popular service that Total Transit offers is our convenient online ordering system. This secure, HIPAA compliant online ordering system is accessible from mobile devices in the same way users would access, view and navigate the website from a personal computer.***

Outbound reminder calls. ***Total Transit's sophisticated, cloud-based auto-reminder system is similar to trip reminder systems used by major airlines for air transport and pharmacies when a person's prescription is ready for pick-up. Auto-reminder enables messages in English and Spanish and any other language our clients require. This outbound call reminder system is an effective tool for reducing no-shows and ensuring proper utilization of the NET benefit.***

NET Provider Network Development

Total Transit has over 30 years of transportation provider network management experience and currently manages the provision of NET services for Medicaid recipients in four states. We understand the unique NET challenges that urban and rural areas present and we are accustomed to successfully developing and maintaining qualified NET provider networks that deliver timely and safe transportation for recipients regardless of where they live.

We have developed the model for a proprietary private driver network which is connected to Total Transit through our cloud-based, mobile platform. These drivers and their vehicles will meet all the same standards that any NET provider must meet, and they provide Total Transit with the ability to deliver exceptional service levels at levels of efficiency never before experienced in NET.

Statewide NET Provider Network. ***Total Transit builds statewide NET provider networks that consist of sedans/taxicabs, vans, public transportation, para-transit (wheelchair vans) and will also include provision of attendants, volunteers, stretcher vans, bariatric and air transport providers as well as management of a Mileage Reimbursement programs and other travel-related expenses. Ground transportation services are provided in- and out-of-state to and from covered services as approved and allowed by our state and MCO clients.***

Credentialing/Re-credentialing Programs. ***Total Transit performs credentialing of NET providers prior to their network participation; and re-credentialing thereafter. Our credentialing program is a key component of our QA Plan and involves <u>on-site</u> inspection of business, vehicle and driver records of all NET providers. We execute written agreements with NET providers that have successfully completed and passed our rigorous credentialing requirements.***

NET Provider Network Management

The local Business Manager and PNCs are responsible for providing ongoing service support and NET network management. The PNC is the key contact for NET providers in their assigned territory.

NET Provider Training. ***PNCs conduct initial orientation training with NET providers, on-site, as part of the credentialing process and before any trips are offered to the provider. All NET providers in Total Transit's network receive a Provider Packet containing reference guides and a supply of forms needed for day-to-day provision of NET services.***

These materials - along with operations and billing manuals - are also made available to providers on our website for convenient access at any time.

Network Service Support and Performance Monitoring. ***PNCs manage NET networks in their assigned territory and serve as key contacts for NET providers on an ongoing basis. It is the Business Manager's responsibility to oversee and monitor the performance of the NET provider network as a whole in order to identify trends and develop action plans for performance improvement. Performance Monitoring: Total Transit delivers Score Cards to providers and deploys other performance monitoring activities to ensure NET providers and drivers consistently deliver safe, high quality customer service.***

Claims Management

Total Transit's claims and payment system is a trip reconciliation process. NET providers submit trip completion reports (i.e., claims) that trigger timely reconciliation and payment mechanisms. Data collected following the close of each billing cycle is used to prepare and deliver Encounter Data and other utilization reports.

Quality Assurance (QA) Program

Total Transit is a URAC accredited organization. All policies and processes are reviewed at least once per year. Key components of Total Transit's QA Program are described throughout the Scope of Work section of this proposal submission and highlighted below.

Complaint Management Grievance, Appeals, Fair Hearing Processes. ***Total Transit maintains a complaint intake, documentation, resolution and reporting system that is supported by written policies and procedures. Complaint intake, tracking and resolution processes are reviewed at least annually as part of our QA Program; comply with timely resolution requirements; and address trends for continuous quality improvement. Our QA Plan dictates proper and timely notice to recipients of their rights to file Grievances, Appeals and request State Fair Hearings. Our practices align with local requirements and comply with state and federal regulations regarding the provision of Medicaid benefits.***

Report Preparation and Delivery. ***Total Transit has a proven track record of compliance with timely and accurate report submission. Reports are generally transmitted to our clients via SFTP because it is the most secure and traceable transmission venue. We also transmit reports via secure e-mail and obtain receipts confirming timely delivery.***

Business Continuity Plan, Disaster Recovery and System Redundancy. ***Total Transit's business continuity plan supports immediate deployment of our Disaster Recovery Plan and ensures data integrity through our systems backup, archiving, restoration, and recovery processes. The plan details how Total Transit will account for unexpected disruptions or unplanned events that could affect the provision of NET and demonstrates how our established continuity processes will prevent program disruption. Our business continuity plan covers all aspects of daily operations and addresses various scenarios to mitigate events that could adversely impact daily operations.***

Systems and Operational Readiness

Systems Readiness. ***In order to ensure Information Technology (IT) Systems readiness, we propose to engage the Division's designated IT staff in developing an action plan together with the members of our IT work group. By working together, our respective teams of IT experts can ensure systems readiness. The systems we propose for management of the Nevada NET program are fully operational and have the capacity to handle the anticipated increase in call volume and trip scheduling activities. Systems testing prior to implementation will demonstrate compliance. Our main objective is to ensure appropriate integration of our respective systems, which we have successfully completed for our state and MCO clients serving Medicaid beneficiaries in other markets.***

Operational Readiness. ***In order to ensure operational readiness, the dedicated Nevada Business Manager will develop an Operational Readiness Action Plan in concert with our IT Product Manager and team leads within Total Transit that targets all key areas of operation. Each team lead coordinates with the IT Product Manager to perform readiness testing in accordance with the Action Plan... We are confident that operational readiness testing will demonstrate compliance prior to program implementation.***

Cost Reductions Programs

Total Transit is an innovative company that leverages our experience as a provider and a transportation management leader by incorporating our technologies that reduce costs and improve efficiencies for our clients and providers. If awarded the contract Total Transit will integrate these innovative programs and technologies to help further reduce cost to DHCFP by incorporating the following:

- ***Increase Public Transportation utilization***
- ***Improve utilization of the "Gas Reimbursement" program***
- ***Implementation of Provider Performance Incentives***
- ***Prompt Provider Pay Discount Program***
- ***Private Provider Network Model***

Conclusion

Our response demonstrates that we understand the transportation challenges, issues and most importantly the operational requirements to deliver high quality, cost effective NET solutions to the Division for Nevada's Medicaid recipients. Total Transit has the ability and capacity to provide the Division's requested NET services in an efficient and effective manner, and according to federal, state, and local specifications. Additionally, our program will ensure the highest standards of performance, program integrity, and customer service are achieved and maintained for the duration of the contract. Total Transit has never missed an implementation deadline and with our knowledge of the issues facing DHCFP and your members, our close geographic proximity and our innovative approach, we are confident our record will continue.

4.1.10 Length of time vendor has been providing services described in this RFP to the public and/or private sector. Please provide a brief description.

Total Transit has been managing transportation programs for more than 30 years. Since 2002, we have been providing or managing non-emergency medical transportation (NET) services on behalf of state and local agencies that serve Medicaid or underserved populations. We currently manage NET programs in Arizona, California, Colorado and Texas; and we are in the process of expanding into Idaho and South Carolina. We have

the experience and capacity to support the NET needs of statewide Medicaid populations and arrange over a million trips for Medicaid beneficiaries and underserved populations each year. We serve a variety of clients, such as state agencies, Medicaid managed care organizations (MCOs), public transit authorities, school districts, local municipalities and other government and social service agencies. These services include contracts ranging from statewide full-risk programs to regional and local fee-for-service agreements.

4.1.11 Financial information and documentation to be included in Part III, Confidential Financial Information of vendor's response in accordance with Section 9.5, Part III – Confidential Financial Information.

4.1.11.1 Dun and Bradstreet Number

4.1.11.2 Federal Tax Identification Number

4.1.11.3 The last two (2) years:

A. Profit and Loss Statement

B. Balance Statement

Total Transit operations began in 1984 and the company has enjoyed steady growth over the past three decades. We focus our attention on weekly and monthly operational and financial metrics to assure sound financial stability that enables consistently reliable and compassionate service. We have a strong balance sheet with positive working capital and positive net worth. In the last two years, our revenue has grown 50%, and our net worth has grown 40%. In addition to steady and responsible business growth, Total Transit has maintained long-term relationships with its banking partners. Total Transit has the means to access several borrowing institutions should we require additional working capital.

All financial information and documentation requested in RFP section 4.1.11 is provided in included in Part III, Confidential Financial Information.

4.2 SUBCONTRACTOR INFORMATION

4.2.1 Does this proposal include the use of subcontractors?

Yes		***No***	**X**

If "Yes", vendor must:

No. Total Transit will not be utilizing subcontractors in the performance of this contract.
4.2.1.1 Identify specific subcontractors and the specific requirements of this RFP for which each proposed subcontractor will perform services.

4.2.1.2 If any tasks are to be completed by subcontractor(s), vendors must:

A. *Describe the relevant contractual arrangements;*
B. *Describe how the work of any subcontractor(s) will be supervised, channels of communication will be maintained and compliance with contract terms assured; and*
C. *Describe your previous experience with subcontractor(s).*

Total Transit will not be utilizing subcontractors in the performance of this contract.

4.2.1.3 Vendors must describe the methodology, processes and tools utilized for:

A. *Selecting and qualifying appropriate subcontractors for the project/contract;*
B. *Ensuring subcontractor compliance with the overall performance objectives for the project;*
C. *Ensuring that subcontractor deliverables meet the quality objectives of the project/contract; and*
D. *Providing proof of payment to any subcontractor(s) used for this project/contract, if requested by the State. Proposal should include a plan by which, at the State's request, the State will be notified of such payments.*

Total Transit will not be utilizing subcontractors in the performance of this contract.

4.2.1.4 Provide the same information for any proposed subcontractors as requested in ***Section 4.1, Vendor Information****.*

Total Transit will not be utilizing any subcontractors for this contract.

4.2.1.5 Business references as specified in ***Section 4.3, Business References*** *must be provided for any proposed subcontractors.*

Total Transit will not be utilizing subcontractors in the performance of this contract.

4.2.1.6 Vendor shall not allow any subcontractor to commence work until all insurance required of the subcontractor is provided to the vendor.

Total Transit will not be utilizing subcontractors in the performance of this contract.

4.2.1.7 Vendor must notify the using agency of the intended use of any subcontractors not identified within their original proposal and provide the information originally requested in the RFP in ***Section 4.2, Subcontractor Information****. The vendor must receive agency approval prior to subcontractor commencing work.*

Total Transit will notify DHCFP of the intended use of any subcontractors not identified with our original proposal and provide the information originally requested in the RFP in Section 4.2, Subcontractor information.

4.3 BUSINESS REFERENCES

4.3.1 Vendors should provide a minimum of three (3) business references from similar projects performed for private, state and/or large local government clients within the last three (3) years.

*4.3.2 Vendors must provide the following information for **every** business reference provided by the vendor and/or subcontractor:*

The "Company Name" must be the name of the proposing vendor or the vendor's proposed subcontractor

Reference #:	*1*		
Company Name:	*State of Colorado*		
Identify role company will have for this RFP project (Check appropriate role below):			
XXXX	***VENDOR***		***SUBCONTRACTOR***
Project Name:	*Non-Emergent Medical Transportation Brokerage Services*		
Primary Contact Information			
Name:	*William P. Heller*		
Street Address:	*1570 Grant Street*		
City, State, Zip:	*Denver, CO 80203-1818*		
Phone, including area code:	*(303) 866-3244*		
Facsimile, including area code:	*(303) 866-2803*		
Email address:	*William.Heller@state.co.us*		
Alternate Contact Information			
Name:	*Diane Stayton*		
Street Address:	*1570 Grant Street*		
City, State, Zip:	*Denver, CO 80203*		
Phone, including area code:	*(303)866-2385*		
Facsimile, including area code:	*(303) 866-2803*		
Email address:	*Diane.Stayton@state.co.us*		
Project Information			
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications,	*Total Transit, a prime contractor, has implemented our services with Colorado Medicaid, with those services going live with their members on 11/01/14. The contract dates are 11/01/2014 through 06/30/15, with*		

etc.) if applicable:	*the possibility of up to four (4) one-year extensions.* *Total Transit is contracted to provide services to approximately 870,000 Colorado Medicaid members across nine counties and more than 11,000 square miles, including urban and rural areas, with the future goal of adding the remaining 55 counties over the life of the contract.*
Original Project/Contract Start Date:	*11/1/2014*
Original Project/Contract End Date:	*June 30, 2016*
Original Project/Contract Value:	*Administrative Pass-Thru, At the request of our customer, Total Transit cannot provide this information.*
Final Project/Contract Date:	*June 30, 2020*
Was project/contract completed in time originally allotted, and if not, why not?	*Ongoing relationship in good standing, 12 month grievance rate 0.02%*
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	*Within*

Reference #:	*2*		
Company Name:	*Bridgeway Health Solutions*		
Identify role company will have for this RFP project (Check appropriate role below):			
XXX	***VENDOR***		***SUBCONTRACTOR***
Project Name:	*NET Services*		
Primary Contact Information			
Name:	*Jeff Adams*		
Street Address:	*1501 W. Fountainhead Pkwy, Suite 295*		
City, State, Zip:	*Tempe, AZ 85282*		
Phone, including area code:	*(480) 567-9076*		
Facsimile, including area code:	*Not applicable*		
Email address:	*jeadams@centene.com*		
Alternate Contact Information			
Name:	*Christina Carr*		

Street Address:	*1501 W. Fountainhead Pkwy, Suite 295*
City, State, Zip:	*Tempe, AZ 85282*
Phone, including area code:	*(866) 475-3129 ext.26768*
Facsimile, including area code:	*Not applicable*
Email address:	*chcarr@centene.com*
Project Information	
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:	*Scope: Bridgeway Health Solutions, a Centene Company, has an agreement with the State of Arizona (AHCCCS) The Arizona Long Term Care System (ALTCS) program is for individuals who are 65 or older, blind or disabled, and need ongoing services at a nursing facility level of care; however, program participants do not have to reside in a nursing home. Many ALTCS participants live in their own homes or an assisted living facility and receive needed services in their home. Total Transit, is the prime contractor, provides non-emergency transportation services for over 6,000 of these ALTCS members, resulting in almost 130,000 annual trips, with an almost 1,700 monthly recipients receiving services.* *The geographic area addressed by this project is six counties in Arizona, coverings 31,952 square miles of rural and urban areas.*
Original Project/Contract Start Date:	*April 1, 2013*
Original Project/Contract End Date:	*Present*
Original Project/Contract Value:	*Capitation Agreement. At the request of our customer, Total Transit cannot provide this information.*
Final Project/Contract Date:	*Evergreen agreement*
Was project/contract completed in time originally allotted, and if not, why not?	*Ongoing relationship in good standing, 12 month grievance rate .20%*
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	*Within*

Reference #:	*3*

Company Name:	Phoenix Health Plan		
Identify role company will have for this RFP project (Check appropriate role below):			
XXX	**VENDOR**		**SUBCONTRACTOR**
Project Name:	NEMT Services		
Primary Contact Information			
Name:	Kirk LaPlante		
Street Address:	7878 N. 16th Street, Suite 105		
City, State, Zip:	Phoenix, AZ 85020		
Phone, including area code:	(480) 567-9076		
Facsimile, including area code:	(602) 674-6670		
Email address:	klaplante@abrazohealth.com		
Alternate Contact Information			
Name:	**Bradley A. Ludwick**		
Street Address:	7878 N. 16th Street, Suite 105		
City, State, Zip:	Phoenix, AZ 85020		
Phone, including area code:	(602) 824-3926		
Facsimile, including area code:	(602) 674-6670		
Email address:	Bradley.Ludwick@abrazohealth.com		
Project Information			
Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable:	Scope: Total Transit, a prime contractor, has provided full brokerage for Phoenix Health Plan's (PHP) NEMT services since 1996. Total Transit completes over 98,000 annual trips for PHP. The State of Arizona is the 6th largest state in country and the service area is mostly rural. This demonstrates Total Transit's ability to serve a widely distributed Medicaid population. Service area was the entire State of Arizona until September 30, 2013.		
Original Project/Contract Start Date:	1996-2011, 2012-Present		
Original Project/Contract End Date:	Evergreen Agreement		
Original Project/Contract Value:	Capitation Agreement. At the request of our customer, Total Transit cannot provide this information.		
Final Project/Contract Date:	Evergreen Agreement		

Was project/contract completed in time originally allotted, and if not, why not?	*In 2011, PHP left Total Transit for another NEMT broker with a lower price. However, PHP quickly realized they made a mistake picking price over quality. PHP returned to Total Transit in 2012.* *Ongoing relationship in good standing, 12 month grievance rate .10%*
Was project/contract completed within or under the original budget/ cost proposal, and if not, why not?	*Within*

4.3.3 Vendors must also submit ***Attachment F, Reference Questionnaire*** *to the business references that are identified in* ***Section 4.3.2****.*

4.3.4 The company identified as the business references must submit the Reference Questionnaire directly to the Purchasing Division.

4.3.5 It is the vendor's responsibility to ensure that completed forms are received by the Purchasing Division on or before the deadline as specified in ***Section 8, RFP Timeline*** *for inclusion in the evaluation process. Reference Questionnaires not received, or not complete, may adversely affect the vendor's score in the evaluation process.*

Total Transit will comply with all specified requirements in Section 8 RFP Timeline

4.3.6 The State reserves the right to contact and verify any and all references listed regarding the quality and degree of satisfaction for such performance.

Total Transit understands the DHCFP right to contact and verify all references listed.

4.4 VENDOR STAFF RESUMES

A resume must be completed for each proposed key personnel responsible for performance under any contract resulting from this RFP per ***Attachment G, Proposed Staff Resume.***

PROPOSED STAFF RESUME FOR RFP 3207

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***Total Transit Inc.***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Bill Blair***	**Key Personnel:(Yes/No)**	***Yes***
Individual's Title:	***Director of Operations***		
# of Years in Classification:	***30***	**# of Years with Firm:**	***9***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE ***Information should include a brief summary of the proposed individual's professional experience.***

With over thirty years of management, strategic business development, corporate oversight, and operations expertise, Bill manages strategic planning, safety, profitability, budget administration, and day-to-day operations of our three operating divisions.

RELEVANT EXPERIENCE ***Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.***

TOTAL TRANSIT INC. (2007 – Present)
Director of Operations
Manages strategic planning, safety, profitability, budget administration, and day-to-day operations of three area profit centers that are responsible for cab operations (over 1,100 vehicles), public transportation, and transportation management service delivery. Oversees the contact center which processes over six million telephone calls/faxes a

year. Develops policies and procedures and negotiates customer/vendor contracts. Provides project management leadership.

DISTRIBUTION MANAGEMENT CORPORATION (2006 –2007)
Site Manager
Managed strategic planning, safety, profitability, and day to day operations for a regional air/ground courier company. Oversaw 100 couriers in a two state area. Responsible for the daily on-time delivery of thousands of customer packages and financial information.

LOOMIS, FARGO & CO. (1999 – 2006)
Branch Manager (2005 – 2006)
Managed operations, safety, profitability, and strategic business development of a $16 million branch with a two facilities totaling 55K square feet, 60-vehicle fleet, and over 200 team members. Led branch back to its former high level of profitability after executing a complicated and comprehensive state-wide re-route. Returned to Branch Manager position after General Manager position was organizationally eliminated.

General Manager (2003 – 2005)
General Manager of a two-state, $6.5 million Southwest Area with 110 team members for this leading U.S. armored transportation, ATM service, and cash management company. Managed strategic planning, day-to-day operations, business development, and budget administration. Oversaw three vaulted facilities and fleet mechanic staff tasked with servicing 33 vehicles. Directly managed, trained, and developed three Branch/Operations Managers charged with oversight of 100 management, supervisory, sales, and field staff. Developed and implemented processes and procedures. Negotiated customer and vendor contracts. Interacted with customers and national sales account representatives to ensure top-level service.

Western Division Operations Manager (2002–2003)
Led day-to-day and turnaround operations for $130 million Western Division with 35 branches and 1,550 team members. Served as division-wide Customer Service Project Manager charged with averting and resolving issues. Devised and executed standards, policies, and procedures. Provided dotted-line leadership to 35 Branch Operations Managers. Project managed branch turnarounds by developing operational controls to assist in identifying and resolving performance issues.

Branch Manager (1999–2002)
Managed operations, safety, profitability, and strategic business development of a $10 million branch with two vaulted facilities, 49-vehicle fleet, and 120 team members. Facilitated sales presentations to prospective customers. Teamed with business partners to ensure customer satisfaction. Developed and implemented operational/customer service policies, procedures, and performance metrics. Orchestrated security, driver safety, and new hire safety training programs.

WELLS FARGO BANK (1996 – 1999)
Operations Manager/Assistant Vice-President
Led operations and production for a Cost Center with 50 team members. Closely monitored production performance to ensure compliance with processes, procedures, and deadlines. Developed and implemented best practices policies in tandem with peers.

Closely interacted with Proof Department. Oversaw training to minimize production errors. Directed equipment maintenance, service, and repair.

UNITED STATES MARINE CORPS (1975 – 1996)
Commanding Officer, Marine Corps Recruiting Station, Phoenix, AZ
Sourced and qualified 1,000 military recruitment candidates. Managed 20+ office facilities across three states. Oversaw a 40-vehicle fleet. Closely interacted with state and local law enforcement and education officials.

Assorted other command and staff billets.

EDUCATION

Information required should include: institution name, city, state,

degree and/or Achievement and date completed/received.

Master of Arts in Business Administration, Webster University, Beaufort, SC

Bachelor of Science in Business Administration, University of Kansas, Lawrence, KS

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

None

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Name: Chad Christensen
Title: CEO
Organization: Gentle Care
Phone Number: (928) 322-1458
Fax Number: (928) 428-0862
Email Address: gctransport@cableone.net

Name: Scott Wisner
Title: Bus Service Delivery Manager
Organization: Valley Metro RPTA
Phone Number: 480-858-7775
Fax Number: 602-523-6099
Email Address: swisner@valleymetro.org

Name: Kirk LaPlante
Title: Director of Network Services
Organization: Abrazo Health

Phone Number: (480) 567-9076
Fax Number: (602) 674-6670
Email Address: KLaPlante@abrazohealth.com

PROPOSED STAFF RESUME FOR RFP 3207

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***Total Transit Inc.***

Check the appropriate box as to whether the proposed individual is

prime contractor staff or subcontractor staff.

Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Angela Nettles***	**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***National Business Development Manager***		

# of Years in Classification:	***20***	**# of Years with Firm:**	***2***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE ***Information should include a brief summary of the proposed individual's professional experience.***

With over 20 years in healthcare transportation and transportation management experience Angela is a proven Business Development professional with a clear dedication to delivering the highest level of services to the client.

RELEVANT EXPERIENCE ***Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.***

Total Transit (2014-Present)
National Business Development Manager – Transportation Management
Responsible for our managed care clients. Provides consultation about client services to national and regional managed care organizations on their non emergent transportation benefit design, learning all aspects of the plan, understanding its benefit parameters and ultimately the needs of the contract.

American Medical Response (2004-2014)
Regional Business Development Manager, Texas
Successfully utilize appropriate business development and sales methodologies to develop, secure and maintain profitable business in emergent and non-emergent medical transportation services in the State of Texas. Responsible for oversight and development of Account Executives and support for Transport Coordinators. Provide assistance in other markets within the region. Provide solid direct sales and effective closing strategies on Integrated Delivery Networks, hospitals, long term care organizations, commercial and governmental health plans, and other appropriate uses and buyers of medical transportation systems with support for 911 opportunities. Create and launch marketing campaigns designed to increase market share and client loyalty; evaluate return on investment and facilitate campaign follow up meetings to discuss strengths, weaknesses, opportunities and threats. Proven track record of achieving mutually agreed year over year annual sales goals. Thorough understanding of the healthcare and medical transportation industry.

- ***Developed healthcare facility Disaster Management Program CodeCLEAR (Logistics, Evacuation and Repatriation);***
- ***Developed customer focused programs for hospitals to support stroke and cardiac accreditations Programs such as***
- ***CodeER and CodeSTEMI/HEART processes;***
- ***Closed multitude of new statewide and national Agreements with health plans AmeriGroup, BCBS Texas Star, Star Plus and CHIPs, Bravo HealthCare, Cigna, HealthSprings TX, KelseyCare Advantage, Molina HealthCare, M-Health, PacifiCare, and WellCare, Superior Healthcare, TriCare, Humana and United Healthcare.***

Advanced Ambulance Services, Inc. (1992-2004)
President, CEO
Responsible for the overall profitability and growth of the company. General power and duties over management. Lead and directed the work of 5 senior executive officers, one accountant, 10 reimbursement personnel. Established and maintained relationships with accountants, attorneys, and banks. Developed and implemented financial policies and procedures. Employed over 100 medical and dispatch employees. Established policies and procedures for reimbursement to ensure timely and accurate claims processing. Established corporate compliance programs to combat health care fraud and abuse.

- ***Successfully transitioned company from factoring service who provided 100% of the companies funding and billing services when the factoring company went bankrupt.***
- ***Developed and implemented internal compliance program resulted in the termination Medicare prepayment as review status and recovery of 85% of accounts receivable as a result of poor appeal practices from the factoring company.***
- ***Implemented state of the art utilization review, quality assurance and audit programs that facilitated ongoing improvements in the delivery and cost of care. Management and financial improvement processes delivered average annual cost savings of 25%.***
- ***Company expeditious growth in eight years of operation resulted in sales revenue for FY 2002 exceeding over 4.5 million dollars and positioned the company for acquisition.***

United States Air Force (1983-2004)
Paralegal/Information Manager
16 years Active Duty and 4 years Reserve Duty.

EDUCATION

Information required should include: institution name, city, state,

degree and/or Achievement and date completed/received.

Community Minority Business Advancement Master of Business Administration
University of Texas

Bachelor of Business Administration
Stafford University

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

None

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Cherry Jefferson
Sr. Provider Network Contracting
BlueCross Blue Shield of Texas
Phone: 713-820-7340
Email: Cherry_Jefferson@bcbstx.com

Bjorn Thommesen
Director of Sales, Ateb, Inc.
Phone: 636-579-2825
Fax: 919.872.1645
Email: Bjorn.Thommesen@ateb.com

Tracy Branch
Director, EHS – Solar Turbans
Phone: 323-450-6414
Fax: 281-860-6713
Email: branch_tracy_d@solarturbans.com

PROPOSED STAFF RESUME FOR RFP 3207

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***Total Transit Inc.***

Check the appropriate box as to whether the proposed individual is

prime contractor staff or subcontractor staff.

Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Greg Bell***	**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Corporate Safety Manager***		
# of Years in Classification:	***16***	**# of Years with Firm:**	***2***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

With over 16 years of transportation experience Greg is a highly skilled leader in both Safety and Operations. His experience encompasses both public and private transportation in roles ranging from front line supervision to managing corporate programs.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

Total Transit (2014 – Present)
Corporate Safety and Security Manager
Manage safety and security at a policy level for a multi-modal transportation company that provides public transportation, private transportation and transportation management services. Currently, the company is staffed with over 450 employees and provides services through over 2500 independent contractors in multiple operating

locations. Functions include accident and injury reduction, compliance, investigations and facility security.

Veolia Transdev (2009 – 2014)
Director of Safety and Risk
Working under the second largest transit service contract in the nation with the City of Phoenix for fixed route, express and commuter services. Oversaw safety and risk management for transit system that includes 650 bus operators, 150 maintenance personnel and 50 supervisory and administrative staff. Reported directly to the project Vice President and lead a safety and training team of nine, responsible for reducing collision rates and severity, work place injuries, facility security, training functions and event investigations.

- ***Developed work place safety rules to elevate accountability for preventable work place injuries.***
- ***Developed multiple safety committees and tasks forces to support employee leadership and ownership of the project's safety culture.***
- ***Reduced both vehicle collisions and work place injuries by 14% through system safety analysis and management, investigations and training.***

Transportation Concepts (2008-2009)
Site Manager
Under contract with the Riverside Transit Agency, managed two operational yards for fixed route, commuter link and trolley services. Directly supervise 5 supervisors, 6 dispatchers and 4 administrative personnel. Manage daily operations that include 60 buses and 110 operators. Responsible for contract compliance while meeting budget and revenue projections. Prepare and provide client with daily, weekly and monthly operational and revenue reports. Communicate operational and revenue reporting challenges with client on a daily basis. Monitor and evaluate safety and quality procedures. Create, evaluate and implement run cuts & bid processes.

- ***Developed and implemented a shift from a two site operation to a three site operation, including route and driver domicile restructuring, run cuts, supervisory and office personnel distribution and transition planning.***

TNM&O (2005-2008)
Director of Operations, Safety & Human Resources
Promoted to oversee all activities within 3 departments, reporting to the General Manager. Directly supervise District Manager, Division Manager, 5 Operations Managers and 2 Area Sales Managers while indirectly overseeing 130 drivers. Monitored expenses within departments. Manage daily operations, schedule routes for 24x7 buses from 5 different locations, monitor for safety and quality objectives, and ensure compliance with local, state, and federal regulations. Train, mentor, and evaluate management team members; handle and resolve all escalated problems.

- ***Developed and implemented Driver Instructor Program that included selection of drivers, instruction of drivers on training methods, development of training budget, and creation of training materials.***
- ***Introduced American with Disabilities Act training company-wide to improve compliance; created new motor coach inspection process that led to fewer equipment/safety problems.***

GREYHOUND LINES, INC. (1998-2005)
Terminal Field Training Manager/Area Sales Manager
Promoted to implement Associate Training program across 14 terminals, developing and promoting terminal training staff at each location. Managed driver screening/hiring and controlled candidate flow through computer-based training phase.

Area Sales Manager, directed sales and service functions in up to 50 commissioned sales locations (sales of up to $20 million annually). Led implementation of customer service plans, policies, and strategies among agencies, including budget development and marketing initiatives.

Terminal Supervisor/Manager
Managed all functions within terminal operations with $3 million in annual sales. Supervised team of 25 employees and 15 drivers, planned and administered budget of $400,000, oversaw dispatching and driver assignments, and handled all Safety and HR-related issues, including staff development and employee relations. As Terminal Supervisor, trained and managed team of 25, directed sales and customer service activities, and worked with operations support center on driver dispatching. Supervised coach servicing crew in fueling and cleaning.

EDUCATION

Information required should include: institution name, city, state,

degree and/or Achievement and date completed/received.

Bachelor of Science, Business Management, Arizona State University

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Certified Safety & Security Director – World Safety Organization. September 2013

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Lonny Kane
President
BrightStare Care of Lubbock
2526 82nd St, Suite A
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P 806-745-9996
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Lonny.kane@brightstarcare.com

Steve Sisson
Director of Safety
Transdev On Demand
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ssisson@supershuttle.com

Jaime Lopez
General Manager
Southland Transit
Metro Division 95
14913 East Ramona Blvd.
Baldwin Park, CA 91706
Office 626.430.3651
Cell 951.816.2344
Jaime.L@southlandtransit.com

PROPOSED STAFF RESUME FOR RFP 3207

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***Total Transit Inc.***

Check the appropriate box as to whether the proposed individual is

prime contractor staff or subcontractor staff.

Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Mike Wall***	**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Interim Nevada Business Manager***		
# of Years in Classification:	***20***	**# of Years with Firm:**	***7***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Mike is a highly motivated and accomplished manager with 16 years of experience in operations, P&L responsibility, and account management in the transportation and distribution markets. He is results-oriented with a proven track record in market growth, customer service relations, and profitability.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

TOTAL TRANSIT INC. (2009 – Present)
Regional Manager
Manages operations for the organization's southern Arizona (Tucson) facility. Fleet management of 175 vehicles. Responsible for creating and implementing business development plan. Increased cash sales over 34% and account sales 200%. Increase fleet utilization and reduce overhead expenses. Also manages out-of-state transportation networks including credentialing, training and monitoring of providers and drivers.

SAIA MOTOR FREIGHT (2008 – 2009)
Terminal Manager
Responsible for the daily operations of the southern Arizona region. Developed and implemented strategies to increase driver and dock efficiencies resulting in on-time service standard of 98.5%. Instrumental in obtaining and maintaining a five million-dollar national account.

FEDEX NATIONAL LTL (2005 – 2008)
Operations Manager
Coordinated operations in the Tucson and Nogales, Arizona territories. Responsible for managing the transition from a contractor-based operation to a company-based operation. Managed fleet and terminal maintenance through local vendors.

GI TRUCKING (2000 – 2005)
Terminal Manager/Account Manager
Terminal Manager and Account Manager in the Nevada and Arizona markets. Proven track record for increased revenue and customer base. Improved OR from 109 to 85 at the Las Vegas facility as well as increased the customer base over 200%. Received awards for the Best Improved Operating Ratio and Best in Class Terminal for Operations and Sales.

ANDERSON & SONS (1999 – 2000)
Terminal Manager
Managed and maintained operations at the Tucson, Arizona terminal. Organization operated as an agent-based carrier. Responsible for maintaining close relations with partner carriers such as Yellow, GI Trucking, ABF, and Roadrunner Express as well as adhering to partners' service standards.

WEST EX TRUCKING (1996 – 1999)
Operations/Pricing
Monitored and resolved customers pricing issues through daily audits. Trained, coached and managed billing staff. Trained in all aspects of operations management. Developed training program for billing and weight / inspection departments.

EDUCATION

Information required should include: institution name, city, state,

degree and/or Achievement and date completed/received.

Canisius College, Buffalo, New York – Marketing
Erie Community College, Buffalo, New York – Business Administration

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

None

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Name	***Scott Cleveland***
Title	***Terminal Manager***
Organization	***Estes Express***
Phone Number	***520-807-1750***
Fax Number	***520-807-2420***
E-mail Address	***Tucson@estes-express.com***

Name	***Mark Napier***
Title	***Director of Transportation***
Organization	***University of Arizona***
Phone Number	***520-621-3643***
Fax Number	***N/A***
E-mail Address	***mnapier@email.arizona.edu***

Name	***Gina Murphy Darling***
Title	***CEO***
Organization	***Mrs. Greens World***
Phone Number	***520-230-3977 x 7***
Fax Number	***N/A***
E-mail Address	***gina@mrsgreensworld.com***

PROPOSED STAFF RESUME FOR RFP 3207

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***Total Transit Inc.***

Check the appropriate box as to whether the proposed individual is

prime contractor staff or subcontractor staff.

Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Wade Harding***	**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***IT Manager***		
# of Years in Classification:	***18***	**# of Years with Firm:**	***11***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE
Information should include a brief summary of the proposed individual's professional experience.

With more than 18 years of experience, Wade has worked with nearly every aspect of information technology, including software development, network administration, and technical documentation. For more than six years, he has managed the Total Transit MIS department, bringing many technological innovations to the company, including several enterprise software applications, VOIP telephone technology and state-of-the art network communications.

RELEVANT EXPERIENCE
Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

TOTAL TRANSIT, INC. (2004 – Present)
Corporate IT Manager
Direct all technical operations including business development, vendor relations, enterprise cashiering, data entry systems, software/Web design and client support.

BARRETT-JACKSON AUCTION COMPANY (2001 – 2004)
Chief Technology Officer
Directed planning, management and support of all technical operations with functional oversight for network infrastructure/connectivity, .NET auction management software development, website enhancements/maintenance, systems support and training.

TRAINING ASSOCIATES, INC (1998 – 2001)
Software Engineer
Team leader and developer performing full lifecycle development and support of Windows and web-based applications, network infrastructure and websites. Responsible for delivering software documentation and technical instruction to Training Associates clients.

UNITED HEALTHCARE (1996 – 1998)
Senior PC/LAN Management Analyst
Setup a 2-location/120-user network, providing comprehensive user support and training. Managed MIS staff in administering PC hardware, software and telecommunication systems at each location.

FHP HEALTHCARE (1992 – 1996)
Information Services Analyst
Established WAN connectivity for mainframe and client/server connectivity. Developed software applications. Managed the integration of a 4-server/100-node Novell network into the corporate WAN. Designed programs in PowerBuilder, Visual Basic and ObjectPal to expand customer information storage/retrieval capabilities.

EDUCATION

Information required should include: institution name, city, state,

degree and/or Achievement and date completed/received.

Bachelor of Science in Biopsychology, University of California, Santa Barbara

CERTIFICATIONS

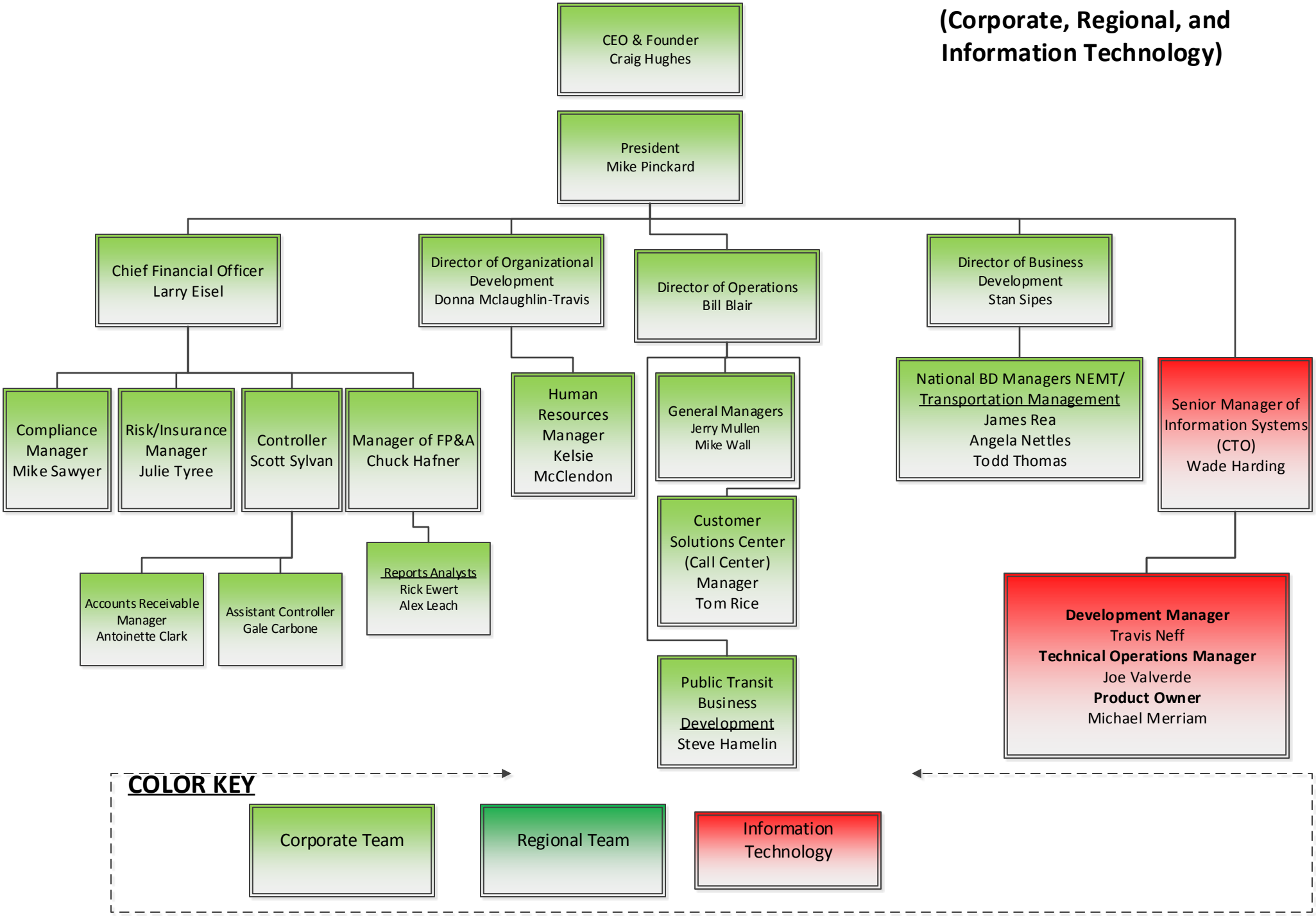
Information required should include: type of certification and date completed/received.

ITIL v3 Foundation Certification - 2014
Previously held MCSD, MCSE, MCDBA, MCT, and CNA certifications

REFERENCES

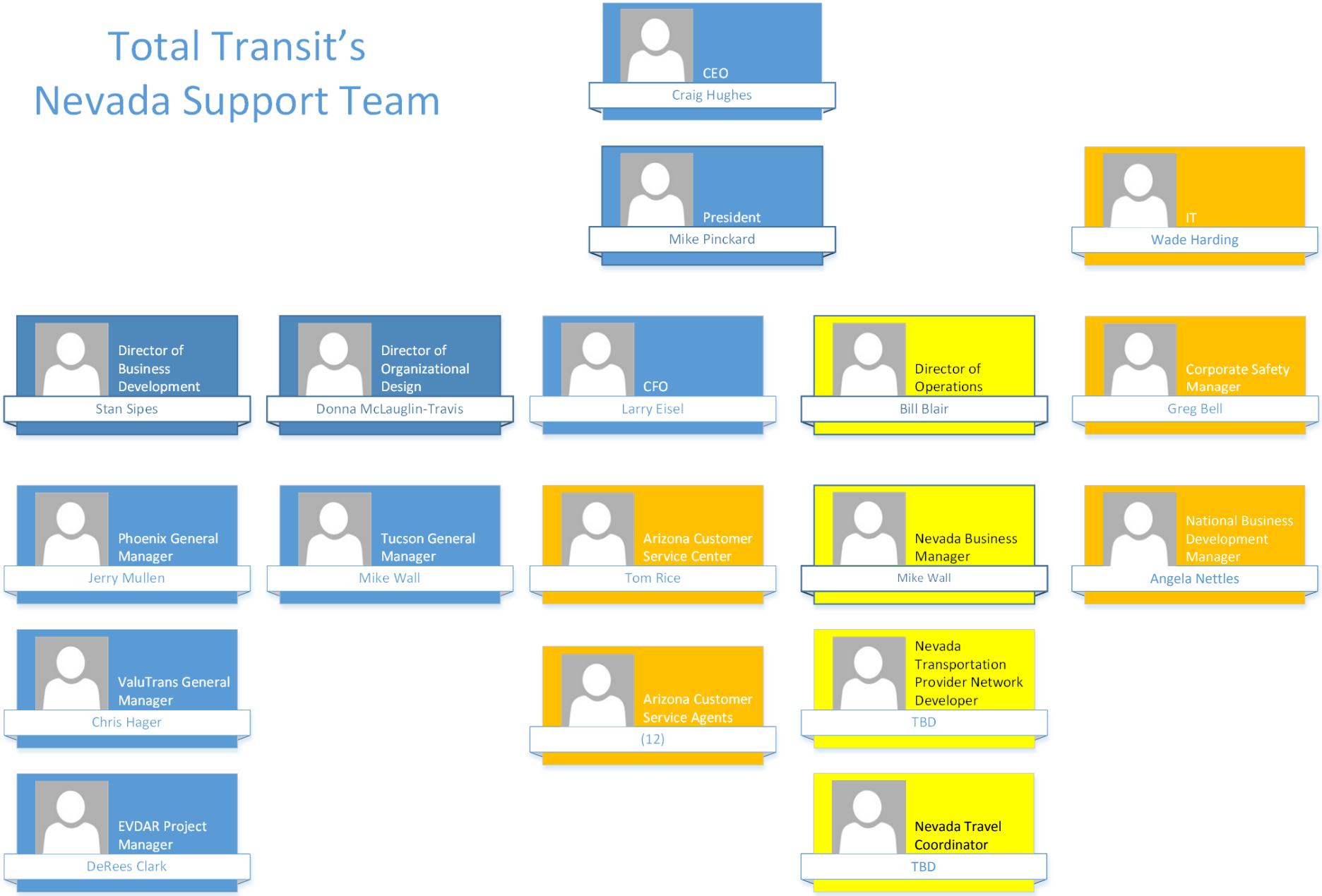
A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Total Transit's Transition and On-Going Support Team (Corporate, Regional, and Information Technology)



Team Title

Total Transit's Nevada Support Team



6. FINANCIAL

6.1 PAYMENT

6.1.1 Payment for the contracted service will be within 30 - 45 days upon receipt of invoice and the using agency's approval.

Agency State Payment Recovery Rights

Total Transit is in agreement with these requirements. Total Transit maintains a customizable billing and claims processing system that will allow us to easily implement this service.

6.1.1.1 Currently, pursuant to the Medicaid Services Manual Chapter 1900, the payment methodology may differ for specific Medicaid (Title XIX) subpopulations in terms of whether payment for services is a per-member, per-month (capitated) or fee-for-service model basis. All capitation payments will be paid monthly. In the event the Vendor does not receive a monthly capitation payment for an eligible recipient, the Vendor shall have one hundred eighty (180) days to submit a request for a retroactive capitation payment to the DHCFP. Payments will be sent to the Vendor by the fiscal agent, by electronic funds transfer.

Capitation Payments

This is a Risk-based contract which means that Total Transit is at-risk for expenses that may be necessary or incurred in order to deliver contractually required services and deliverables, even if such expenses are in excess of the Capitation Payments received.

6.1.1.2 Special payment arrangements may be made with the NET broker for circumstances where it is in the best interest of the DHCFP to provide NET transportation to certain Medicaid recipients. These decisions will be made exclusively by the DHCFP and the NET broker. Examples may be the allowance of extra escorts or the transport of a non-Medicaid kidney donor to an out of state hospital. Similarly, if the DHCFP decides to 'carve out' an eligibility group from non-emergency transportation they may contract to provide service on an individual basis under a fee-for-service payment model.

Total Transit agrees to work with the agency to address special payments when it is in the best interest of the DHCFP to provide NET transportation to certain Medicaid recipients.

6.1.1.3 DHCFP will review rates at its discretion and revise the rates periodically by negotiation with the Vendor. Rates will be negotiated and determined prior to any subsequent contract renewal period.

Modification of Capitation Rates

Total Transit and all Parties expressly understand and agree that the agreed Capitation Rates are subject to modification, if changes in state or federal laws, rules, regulations, guidelines, policies, or court orders affect the rates. DHCFP will provide Total Transit notice of a modification to the Capitation Rates at least 60 days prior to the effective date of the change, unless DHCFP determines that circumstances warrant a shorter notice period. If Total Transit does not accept the rate change, either Party may terminate the Contract.

6.1.1.4 Retroactive enrollments do not apply to transportation.

***6.1.1.4.* Total Transit agrees to this and will only process transportation requests for enrolled recipients.**

6.1.1.5 The aforementioned payments are the total payments to the Vendor.

Capitation Payments

This is a Risk-based contract which means that Total Transit is at-risk for expenses that may be necessary or incurred in order to deliver contractually required services and deliverables, even if such expenses are in excess of the Capitation Payments received.

6.1.2 Alternative payment methodologies may be submitted for consideration by the DHCFP. Refer to Attachment I, Cost Proposal Certification of Compliance with Terms and Conditions of the RFP.

Total Transit is not submitting an alternative payment methodology.

6.1.3 The Vendor assumes risk for the cost of services covered under the contract and incurs loss if the cost of furnishing the services exceeds the payments under the contract. The entity must accept as payment in full the amount paid by the state.

6.1.3. Total Transit will assume risks for the costs of services covered under the contract and incur loss if the cost of furnishing the services exceeds the payments under the contract. Total Transit agrees to accept as payment in full the amount paid by the state.

6.1.4 The Vendor is responsible for providing all covered medically necessary transportation services for all eligible recipients.

6.1.4. Total Transit will be responsible for providing all covered medically necessary transportation services for all eligible recipients.

6.1.5 The Vendor must not accept compensation for work performed under the contract from any other department of the State of Nevada, from Medicaid recipients, or from any other source including the federal government.

6.1.5. Total Transit will not accept compensation for work performed under this contract from any other department of the State of Nevada, from Medicaid recipients, or from any other source including the federal government.

6.1.6 The contract does not contain any incentive arrangement; however, the DHCFP is willing to entertain pay for performance incentives that offer cost savings to the State

6.1.6. Total Transit would be open to discussion regarding performance incentives for this contract.