

SECTION P: NON-EMERGENCY MEDICAL TRANSPORTATION

P.1 Proposed Approach to Providing Non-Emergency Medical Transportation (NEMT) Services

P.1 Describe in detail your proposed approach to providing non-emergency medical transportation (NEMT) services, including, at a minimum:

- *What administrative functions, if any, you will subcontract to another entity (If subcontracting this function, the subcontractor information must be provided in response to item F.4);*
- *How you will determine the appropriate mode of transportation (other than fixed route) for a member;*
- *Your proposed approach to covering fixed route transportation;*
- *How you will ensure that pick-up and delivery standards are met by NEMT providers, including training, monitoring, and sanctions;*
- *How you will ensure that vehicles (initially and on an ongoing basis) meet vehicle standards, including inspections and other monitoring;*
- *Your approach to initial and ongoing driver training;*
- *How you will ensure that drivers meet initial and ongoing driver standards;*
- *How your call center will comply with the requirements specific to NEMT calls; and*
- *Your NEMT quality assurance program (excluding vehicle inspection).*

Amerigroup Louisiana (Amerigroup) currently provides non-emergency medical transportation (NEMT) services through our subcontractor, LogistiCare, and we plan to continue using LogistiCare as our NEMT subcontractor for the next contract cycle if selected as an MCO. For this Contract, ***we understand that Amerigroup will be responsible for providing NEMT for all Medicaid services, including carved-out services like behavioral health and dental.***

LogistiCare is a URAC-accredited provider and has extensive experience providing reliable, cost-effective, quality NEMT services to MCO clients in multiple states. ***LogistiCare has 66 medical transportation management contracts with 80 NEMT projects in 35 states and the District of Columbia; provides 110,000 trips daily on a five-day-a-week basis; and provides hospital discharge and urgent transportation twenty-four hours a day, seven days a week (24/7), 365 days a year nationwide*** across areas as diverse as dense metropolitan areas to remote rural communities. Amerigroup's contract with LogistiCare includes all terms and conditions of the RFP and is included in Attachment P.1-1, Amerigroup Contract with LogistiCare.

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In 2013, LogistiCare hired a Program Director for Louisiana who has been instrumental in improving the performance of transportation providers in the State. The Program Director has worked in Emergency Medical Services in Louisiana for more than 15 years and has quickly gained the trust of transportation providers throughout the State. In addition to her collaboration with Amerigroup to address performance deficiencies, she provides field audits, training to transportation providers, vehicle inspections, and other on-the-ground support to transportation providers. As LogistiCare's presence continues to grow in Louisiana, they will hire additional staff in the State and will also secure office space by January 1, 2015.

Subcontracting Administrative Functions

Amerigroup will delegate the following administrative functions to LogistiCare: NEMT call center operations, claims processing, and network development and maintenance. We have found that subcontracting NEMT to a transportation broker is the most effective way to provide high-quality and cost-effective NEMT to our members. As the NEMT broker, LogistiCare confirms that members are eligible for transport, coordinates reservations, contracts with independent transportation providers, investigates complaints, performs quality assurance, and pays providers according to their contracts for the full range of transportation services, including taxicabs, vans, mini-buses, wheelchair vans, stretcher vans, ambulances, fixed-route public transportation, volunteer drivers, and travel-related expenses. Although we subcontract for the provision of NEMT services, Amerigroup is solely responsible for meeting our obligation to fulfill the State's requirements. ***We continuously monitor LogistiCare to determine compliance with all Contract requirements.*** Specific details about our oversight of LogistiCare are provided as part of our description of the NEMT Quality Assurance Program.

Appropriate Mode of Transportation

The process for determining the most appropriate mode of transportation begins with the reservation process. LogistiCare's multilingual, toll-free call center takes reservations for routine appointments Monday through Friday, between 8 a.m. and 6 p.m. Central Standard Time. Reservations for urgent trips and discharges are taken 24/7, including holidays. The call center is staffed with highly trained and courteous Customer Service Representatives (CSRs). To determine the vehicle type and service level needed by a member, LogistiCare's CSRs ask a series of questions regarding the date, time, location, and the member's health and mobility. If the transportation request is approved, then the CSR will determine the least costly, most medically appropriate level of service (LOS) for the requested trip based on the member's medical condition and the provider location. The CSRs understand that they are required to assign the most appropriate mode of transportation (for example, ambulatory or wheelchair-accessible car or van) based on established criteria, including but not limited to the following:

- Availability of a vehicle and ability to drive the vehicle
- Use of electric or manual wheelchair

LogistiCare's proprietary NEMT management platform, LogistiCAD, determines the minimum transportation level required based on the criteria the CSR inputs. LogistiCAD allows for different modes of transport between the "go" and "return" trips. For example, an Amerigroup member may take the bus to dialysis but come home in a sedan or wheelchair vehicle due to weakness after treatment. Although LogistiCare may approve a trip upgrade for safety or health reasons, LogistiCare does not allow service-level changes to be made by transportation providers without prior approval.

LogistiCare's call scripts follow a general set of steps: greeting and member information, trip details, pickup information, drop-off information, and review information.

- **Greeting and Member Information.** Every member or guardian is greeted warmly and given immediate assistance. The CSR asks for identification information to look up the member in LogistiCAD and then verifies the information stored in the system.
- **Obtain Transportation Needs.** The CSR inquires about the medical service scheduled for the member to verify that transportation is covered for the service.
- **Trip Details.** The CSR asks the member for information about the trip such as the time of the appointment, time he or she would like to be picked up, and return time (if he or she knows it).
- **Pick-up Information.** Members might not always be leaving from their homes, so the CSR verifies the correct address for pickup.
- **Drop-off Information.** The CSR asks for the practitioner/facility name (and address, if not in the system) for the member's drop-off location and confirms the practitioner's name to validate the appointment, if necessary.
- **Review Information.** After receiving all the needed information from the member, the CSR repeats the information back to the member to verify that everything is correct. To determine the vehicle type and service level needed by each member, our CSRs ask a series of questions regarding the member's health and mobility. The CSRs then assign the most appropriate mode of transportation (for example, ambulatory or wheelchair-accessible car or van) based on the criteria established by Amerigroup.

LogistiCAD has been customized to easily capture information about the member's transportation reservation. The LogistiCAD software generates a pickup time, or "be ready time," based on the mileage of the trip. The assigned Transportation Provider may not modify these times; however, a Transportation Provider may offer members alternative pickup times to better coordinate vehicle routes and multi-load opportunities. Any alternative pickup time that the member and the Transportation Provider agree to must be communicated to LogistiCare in advance of performing the trip.

Covering Fixed Route Transportation

Amerigroup prioritizes the use of public transit systems, where available, to maximize member independence and to control costs. Fixed route transportation is not currently being used in Louisiana; however, LogistiCare recently obtained route details from the larger bus systems in the State and has loaded all of the routes into LogistiCAD. LogistiCare is now working on obtaining accounts with the bus systems to purchase bus tickets. Once this is completed, the call center script will be updated to include bus transportation as an option.

LogistiCAD contains a transportation module that allows LogistiCare to upload actual mass transit stops and routes. With the actual routes in the system, CSRs will be notified whenever a member's trip can be completed using fixed route transportation. Criteria for fixed route transportation will include the following:

- Member resides less than ½ mile from transit stop
- Member appointment is less than ½ mile from transit stop
- Member is ambulatory and physically and mentally capable of walking the distance before and after treatment unescorted

To determine the appropriateness of fixed-route public transit services for members, a number of factors will be considered by CSRs during the reservation process. Unless the member already has been designated as ineligible for public transportation, the CSRs will ask a series of questions during the

reservations process to guide the member to mass transit if it is available and meets required conditions related to access, timeliness, and the nature of the member's treatment. The CSR will consult with the member's physician if necessary to determine medical appropriateness of fixed route transportation considering the member's specific needs and medical condition. If the member is able to use public transit, then fixed route transportation will be assigned for the member's trip, and LogistiCare will mail bus passes to the member.

Meeting Pickup and Delivery Standards

Through our contract with LogistiCare, Amerigroup uses a calculated combination of oversight, training, monitoring, inspections, and performance metrics to make sure that transportation providers meet stringent standards for quality and contract compliance. All of LogistiCare's contracted providers must meet criteria for orientation, inspection, credentialing, evaluation, and testing.

Training on Pickup and Delivery Standards

Transportation providers receive a thorough orientation that includes a walk-through of the Transportation Provider Agreement and the Transportation Provider Manual. These two important documents contain all of the performance standards of the contract, as well as key forms and procedures.

Monitoring Pickup and Delivery Standards

With the new pickup and delivery standards required by this contract, Amerigroup will require LogistiCare to report pickup and delivery performance on a monthly basis. Currently, LogistiCare monitors complaint reports to monitor late-trip complaint levels. On-time performance data is also provided on the transportation providers' payment detail reports, performance reports, and other standard reports. Performance data includes the following:

- Riders delivered on time to their medical appointments—arrival time at appointment to be within 60 minutes of appointment time
- Pickup prior to appointment to be within 15 minutes of notification
- Wait time for a scheduled return trip after an appointment to be no more than 60 minutes after the conclusion of the appointment
- Multi-loaded trip durations to be no more than 45 minutes longer than the average time for direct transport
- Drivers must provide notification of delays and estimated time of arrival; LogistiCare to advise rider and arrange alternate pickup if necessary
- Arrival time for discharge to be within same day of notification
- Call Center contributions to timeliness—CSRs correctly enter all information related to the trip reservation

LogistiCare's Field Investigators conduct random and/or scheduled field visits to monitor provider compliance with a variety of contractual requirements, including timeliness standards for pickup and delivery. To provide better quality field monitoring and to reduce time wasted on data entry and form scanning, LogistiCare has developed a successful handheld application for field monitoring. This program is currently being rolled out and benefits include:

- Real-time data available for reporting
- Increased accountability and credibility
- On-site photos with time, date, and geo-location stamping

- Reduced costs of production, maintenance, and storage of hard copy monitoring forms
- Decreased data entry, reduced errors, increased accessibility to data
- Quality and consistency in documentation

Sanctions for Pickup and Delivery Standards

LogistiCare is responsible for establishing and maintaining NEMT transportation provider credentialing files to make sure that providers are in full compliance with pickup and delivery standards. LogistiCare documents any evidence of NEMT transportation providers’ non-compliance or deficiencies—identified either through individual reports or as a result of monitoring activities—the corrective action taken, and improvements made by the NEMT transportation provider.

LogistiCare immediately addresses any deficiency in the quality of its contracted transportation providers, whether evidenced through complaint or inspection. Should a problem with a transportation provider be verified, they take corrective action by meeting with the provider to discuss what has happened and how to resolve the problem. If providers struggle to meet pickup and delivery standards, LogistiCare reduces their trip loads to help them

improve their services. While they are operating under reduced-trip circumstances, LogistiCare counsels them on changes they can implement to maintain timeliness requirements with steadily larger trip loads until they have returned to normal service. Should a problem with a transportation provider escalate beyond this level of training and cooperation, LogistiCare enforces further restrictions, up to and including termination.

LOGISTICARE HELPS A MEMBER GET TO AN IMPORTANT APPOINTMENT

When a transportation provider did not show up to take a member to a liver transplant evaluation, LogistiCare quickly stepped in. Once assigning a different provider and getting the member to his important appointment, LogistiCare apologized to the member and dropped the no-show transportation provider from their provider roster. When Amerigroup’s Grievance Coordinator followed up with the member, the member said he was very happy he was able to keep his appointment and arrive on time, and appreciated LogistiCare’s quick resolution to the issue. 🌸

REAL STORIES

Meeting Vehicle Standards

Amerigroup knows our members deserve clean, reliable, and quality vehicles for safe transportation to and from health care services. Vehicles must be inspected and approved for service by the Louisiana Department of Health and Hospitals. Additionally, LogistiCare has institutionalized a comprehensive vehicle inspection program to help protect all passengers from harm and discomfort. LogistiCare conducts all vehicle inspections in accordance with Federal Motor Carrier Safety Administration’s North American Standard Inspection requirements.

LogistiCare performs both scheduled and unannounced vehicle inspections. Prior to beginning service, all transportation provider vehicles are inspected and certified as compliant. Scheduled annual on-site inspections are also conducted to ensure that operator fleets remain in compliance with specified vehicle requirements. The inspector outlines any deficiencies that need to be corrected and schedules a re-inspection within two weeks of the original inspection date to make sure that the deficiencies are corrected. Unannounced vehicle inspections are also conducted as needed in response to member comments, operational trending analysis, and a random vehicle inspection program at health care facilities as clients are dropped off for appointments. Additionally, in the event that LogistiCare identifies a trend

of complaints against a transportation provider, they will conduct field performance investigations and vehicle inspections and maintain documentation of NEMT providers' adherence to contract requirements, their service quality, and the continued appropriateness of LogistiCare's assigned level of service.

Inspection Criteria

During vehicle safety inspections, the inspector makes sure that all vehicles have:

- Two-way communication between driver and provider; pagers are not an acceptable substitute; a vehicle with an inoperative two-way communication system is immediately placed out-of-service until the system is repaired or replaced
- Current (that is, not expired) vehicle registration; the vehicle identification number (VIN) and vehicle tag number on the vehicle must match the vehicle registration
- Valid insurance ID card in vehicle
- Current LogistiCare accident/incident form
- Map of service area or GPS

LogistiCare's inspector then performs a thorough check of the vehicle's exterior and interior, which includes checking for interior safety equipment (for example, seatbelt cutter). For wheelchair vehicles, the inspector makes sure that the vehicle meets all Americans with Disabilities Act (ADA) regulations.

Initial and On-going Driver Training

All drivers providing NEMT services to Amerigroup members must complete initial and on-going driver safety training, including CPR and First Aid training. LogistiCare orients all transportation providers and drivers on all aspects of the NEMT program rules and procedures, as well as LogistiCare's processes and quality assurance requirements. LogistiCare also encourages all transportation providers to require drivers to complete Community Transportation Association of America (CTAA) Passenger Awareness Safety and Sensitivity (PASS) training. To improve access to CTAA PASS training, LogistiCare recently sponsored instructor certification. As a result, instructors from New Orleans, Jefferson Parish, Monroe, and Lafayette received training and certification at no cost.

The PASS basic program consists of six modules and includes comprehensive training on the assistance that drivers should be providing to passengers with special needs. It is based on CTAA's PASS driver and trainer certification program that has successfully trained and certified more than 45,000 drivers and instructors across the country. Subject areas include:

- Customer Service, Communication, and Stress Management
- Americans with Disabilities Act
- Service Animals
- Disability Awareness: Assisting the Visually Impaired, Hidden Disabilities, Stroke, Epilepsy and Seizure Disorders
- Bloodborne Pathogens (Hepatitis A, B, C; HIV; Dialysis)
- Wheelchairs
- Emergency and Evacuation Procedures
- Driver/Passenger Sexual Improprieties

This comprehensive training focuses on the assistance that drivers should be providing to passengers with disabilities. The training program can reduce the transportation provider's exposure to liability lawsuits and may be an important factor in reducing insurance premiums.

Mental Health First Aid Training

As part of Amerigroup's commitment to promoting early detection of behavioral health crises, we will begin offering Mental Health First Aid training to all transportation providers contracted with LogistiCare. Mental Health First Aid is an evidence-based, nationally endorsed training program that teaches individuals how to identify, understand, and respond to signs of mental illnesses and substance use disorders. During the 12-hour course, drivers will learn how to help someone who is experiencing an acute mental health problem or crisis.

Meeting Driver Standards

All drivers or attendants enrolled with LogistiCare must be approved to provide services by the Louisiana Department of Health and Hospitals prior to performing services. Each transportation provider agreement contains NEMT contract requirements, which clearly specify the activities and responsibilities of transportation providers. The agreement requires that transportation providers adhere to standards, including but not limited to provisions such as the following:

- Providing proof that they continuously maintain at least the minimum required automobile liability insurance
- Obtaining and maintaining all licenses and certifications required to operate the types of vehicles used to transport NEMT members
- Adhering to all laws, rules, and regulations for drivers and their vehicle types
- Documenting each trip provided, including pickup and drop-off points, trip mileage according to odometer readings, dates of transport, and signatures
- Being courteous, patient, and helpful to all passengers
- Refraining from smoking in the presence of any member and abstaining from the use of alcohol, narcotics, or drugs that would impair performance while providing NEMT services

LogistiCare is responsible for monitoring drivers to make sure they comply with specific licensing, background checks, drug testing, and training requirements. The LogistiCAD system captures information about these requirements, as well as any driving violations. Any driver failing to maintain proper licensing or who fails a drug test is immediately removed from the program. Any driver failing an unannounced field inspection of documents is immediately removed from service. Any driver who receives two moving violations and/or accidents where the driver is at fault is not allowed to provide further service. Field staff conduct unannounced visits to transportation provider facilities and to common pickup and drop-off spots to monitor driver behavior. Any driver found to be out of compliance with Amerigroup's contract requirements, as well as applicable local, State, or federal regulations, is removed from service until LogistiCare verifies that such deficiencies have been corrected.

Any deficiencies and corrective actions are documented and become a part of the transportation provider's record, which is maintained in LogistiCAD. LogistiCAD also provides a warning when a claims representative attempts to verify and process a billed trip in which a driver or vehicle is not in 'active' status (good standing) for all compliance criteria. Any trip run by a non-active vehicle or driver is denied payment, which is a powerful incentive for NEMT providers to adhere to compliance requirements.

Drivers are expected to extend courteous, respectful, and compliant service to members, and our LogistiCAD compliance reports flag drivers who have not undergone appropriate training. Driver behavior of all kinds is tracked through the complaints process, and LogistiCare also mandates that providers have a meaningful system of monitoring in place.

NEMT Call Center

The Logisticare call center is equipped to respond to all telephone and written inquiries from Amerigroup members. Following established procedures and an approved call script, Customer Service Representatives (CSRs) perform all tasks associated with the intake and processing of service requests. The call script validates that CSRs are following protocol on each call so that every trip request is processed accurately, consistently, politely, and efficiently. LogistiCare monitors, audits, and tracks all calls to measure call center performance for continuous improvement, including the following measures:

- Number of calls per hour/day
- Number of abandoned calls per hour/day
- Average call length
- Average speed of answer
- Average abandon rate
- Average time to abandon
- Average talk time

LogistiCare makes toll-free numbers available for members and other program stakeholders to use for reservations, “Where’s My Ride?” assistance requests, complaints, and other service-related issues. In addition to providing normal reservation services in accordance with RFP specifications, live-voice services are available for Amerigroup members 24/7, 365 days a year for urgent-care calls such as late-hour emergency room discharges. Toll-free numbers are implemented as follows:

- **Reservation line.** Members call this toll-free number to arrange for transportation, confirm that a reservation has been made, file a complaint regarding transportation, and cancel a reservation.
- **“Where’s My Ride?” line.** Members call this toll-free number to find out the status of transportation that may be running late. This line may also be used to file a complaint regarding transportation or to notify LogistiCare that the member is ready for return pickup.
- **Facility line.** This line is exclusively for health care facilities throughout the State.
- **Administrative line.** This line is for any caller who may want to speak to a LogistiCare office staff member about any administrative issues.
- **NEMT transportation provider line.** This line is available to network transportation providers.

Accommodating Members with Limited English Proficiency

LogistiCare has an established methodology for members with Limited English Proficiency (LEP). CSRs are trained to offer interpretive services for members with LEP. All call center staff are fluent in English, and LogistiCare also recruits and maintains Spanish-speaking bilingual call center staff. For members with LEP, LogistiCare provides oral interpretation services free of charge to all language groups, using Over the Phone Interpretation (OPI), which is available 24/7, 365 days a year for more than 200 different languages.

Accommodating Members who Require Communication Assistance

LogistiCare’s CSRs are adept at placing and receiving calls through the Relay center for members who require communication assistance, including the use of emerging technologies such as IP, CapTel, and Video Relay services. The relay service uses a third-party operator, called a Communication Assistant, to act as an intermediary. The Communication Assistant voices incoming text communication and transmits spoken communication received to the TTY user. The TTY is a small teletypewriter with a keyboard and

a screen connected to its own telephone line. TTY allows deaf, hard-of-hearing, and speech-impaired individuals to use the telephone by typing a visual message.

Hours of Operation

Callers are able to reach a live LogistiCare CSR 24/7, 365 days a year. Normal reservations and administrative calls are accepted Monday through Friday from 8 a.m. to 6 p.m. Central Standard Time. After hours call center staff are available after hours and on holidays to handle calls for urgent care reservations, “Where’s My Ride?” assistance requests, NEMT transportation provider trip re-routes, and other immediate transportation issues. LogistiCare’s call center technology intelligently and efficiently routes all incoming calls to the first available and most appropriately skilled CSR.

Call Center Standards

As part of our contract with LogistiCare, Amerigroup requires LogistiCare to adhere to the same call center standards as our Member Call Center. The table below indicates performance standards for the call center and includes metrics for Q2 of CY2014.

Table P.1-1. LogistiCare’s Call Center Performance Serving Louisiana Members

| | Metrics/Goals | April 2014 | May 2014 | June 2014 |
|--|------------------------------------|------------|----------|-----------|
| Member Call Statistics | | | | |
| Number of Calls Answered | N/A | 4,006 | 3,486 | 3,888 |
| Number of Calls Abandoned | N/A | 38 | 35 | 8 |
| Abandonment Percentage | Not to Exceed 5% Per Month | 0.94% | 0.99% | 0.21% |
| Average Hold Time | Not to Exceed 3 minutes Per Month | 26 sec. | 18 sec. | 11 sec. |
| Average Wait Time | Not to Exceed 30 seconds Per Month | 26 sec. | 18 sec. | 11 sec. |
| Percentage of calls receiving busy signal | Not to Exceed 1% Per Month | 0.00% | 0.00% | 0.00% |
| Percentage of calls answered within 30 seconds | 90% of All Calls Per Month | 82.00% | 85.00% | 93.48% |
| Provider Call Statistics | | | | |
| Number of Calls Answered | N/A | 1,260 | 1,444 | 1,514 |
| Number of Calls Abandoned | N/A | 13 | 15 | 15 |
| Abandonment Percentage | Not to Exceed 5% Per Month | 1.00% | 1.00% | 1.00% |

| | Metrics/Goals | April 2014 | May 2014 | June 2014 |
|--|------------------------------------|------------|----------|-----------|
| Provider Call Statistics | | | | |
| Average Hold Time | Not to Exceed 3 minutes Per Month | 14 sec. | 15 sec. | 15 sec. |
| Average Wait Time | Not to Exceed 30 seconds Per Month | 14 sec. | 15 sec. | 15 sec. |
| Percentage of calls receiving busy signal | Not to Exceed 1% Per Month | 0.00% | 0.00% | 0.00% |
| Percentage of calls answered within 30 seconds | 90% of All Calls Per Month | 92.00% | 92.00% | 90.00% |

Amerigroup’s NEMT Quality Assurance Program

Amerigroup continuously monitors LogistiCare to determine compliance with Contract requirements. In addition to local oversight through our Quality Management and Compliance Departments, our national vendor oversight programs verify that LogistiCare’s performance complies with NCQA, CMS, and Bayou Health program requirements, standards, and expectations as demonstrated under our current contracts in Louisiana. Our subcontractor delegation program accomplishes the following:

- Validates that LogistiCare is qualified to perform the delegated functions
- Monitors and audits LogistiCare’s performance and compliance with contract requirements
- Enforces correction of any identified performance deficiencies or termination if deficiencies cannot be corrected

The Louisiana health plan maintains oversight and remains accountable for all delegated activities and delegation processes. Every day, LogistiCare is required to submit a Complaints and Resolution report to Amerigroup; the complaints are reviewed by both our Compliance Department and by our Quality Management Department to determine the need for additional follow-up. Amerigroup also reviews and follows up on any transportation issues received through our grievance and appeals process. On a monthly basis, LogistiCare is required to submit a report to Amerigroup with information about various performance measures, including:

- Trip volume
- Level of service distribution
- Mileage distribution
- Distribution by type of facility
- Transportation network
- Member call statistics
- Provider call statistics
- Complaint statistics
- Claims data

Secret Shopper Program

Amerigroup recently started a “Secret Shopper” program to monitor LogistiCare’s call center performance and to monitor transportation providers. As part of the program, our employees will anonymously call LogistiCare’s Reservation Line to make sure that call center operations meet our standards. **Additionally, Amerigroup employees will conduct ride-alongs with drivers** to verify that vehicle and driver standards are appropriately maintained through LogistiCare’s field audits and inspections.

Our “Secret Shopper” program monitors LogistiCare’s call center performance and transportation providers. 

Performance Standards

Amerigroup has established minimum performance metrics for LogistiCare, including call center performance and complaint statistics. The table below includes some of these performance metrics, as well as performance data from the most recent quarter (Q2 CY 2014).

Table P.1-2. LogistiCare’s Complaint and Claims Performance Serving Louisiana Members

| Performance Measure | Metrics/Goals | April 2014 | May 2014 | June 2014 |
|--|--|------------|----------|-----------|
| Complaint Statistics | | | | |
| Totals Number of Complaints | N/A | 9 | 6 | 3 |
| Percentage of Complaint-free Trips | Not to drop below 99% of all scheduled one-way trips per Month | 99.89% | 99.58% | 99.96% |
| Claims Data | | | | |
| # of Claims Received | N/A | 6,168 | 5,512 | 5,844 |
| # of Claims Processed | N/A | 6,168 | 5,512 | 5,844 |
| % of Clean Claims Paid within 15 business days | 90% | 100.0% | 100.00% | 100.0% |
| % of All Claims Paid within 30 days | 95% | 100.0% | 100.0% | 100.0% |
| % of All Claims Paid within 60 days | 99% | 100.0% | 100.0% | 100.0% |

Through these monthly performance reports, Amerigroup is able to quickly identify and address performance concerns as soon as they arise. For example, LogistiCare was placed under a Corrective Action Plan (CAP) in October 2012 when Amerigroup noticed an uptick in the number of complaints related to transportation. Amerigroup worked with LogistiCare to improve customer service through increased training for CSRs, a revised call script that included warm transfers to Amerigroup, unannounced rides with drivers to promote compliance with vehicle and driver standards, and issuing warnings and terminations to drivers who did not adhere to these standards. LogistiCare has shown marked improvement; in June 2014, LogistiCare received only three complaints.

We also monitor LogistiCare's performance through our comprehensive Compliance Program, led by the Plan Compliance Officer. The Plan Compliance Officer works to effectively identify and address compliance risk and issues, including those related to subcontractor activities.

We also monitor performance through our comprehensive Compliance Program to effectively identify and address compliance risk and issues. 

At the national level, vendor oversight is also maintained through our national Vendor Selection and Oversight Committee (VSOC). The VSOC is an interdisciplinary team that manages subcontractors and monitors delegated activities. Amerigroup participates in quarterly joint meetings with the VSOC to make sure that LogistiCare is meeting all requirements and standards. VSOC functions include:

- Reviewing periodic management reports
- Conducting Readiness Reviews and annual on-site audits of delegated services
- Monitoring LogistiCare's financial solvency
- Addressing any concerns regarding corrective action plans or noncompliance

LogistiCare's NEMT Quality Assurance Program

Through our contract with LogistiCare, we have delegated oversight of transportation providers and drivers to them. LogistiCare provides monitoring and proper oversight of NEMT transportation providers in two essential areas:

- Confirming on-going compliance with basic credentialing requirements such as insurance, driver background checks, and vehicle standards, as well as all applicable government laws and regulations
- Enforcing performance requirements such as being on time, driving safely, providing passenger assistance and two-man assistance, and treating members with respect and courtesy

LogistiCare has confirmed that transportation providers fully understand service standards and are able to meet them. LogistiCare will monitor NEMT transportation provider credentials throughout the contracting relationship to certify continued compliance with all organizational, driver, and vehicle standards.

LogistiCare's overarching goal is to provide excellent quality service during every member encounter. For example, during the past nine months, LogistiCare's complaint-free trip percentage in Louisiana for Amerigroup members averaged 99.96 percent. While each aspect of LogistiCare operations, procedures, and technology is designed to promote quality service delivery, the following key operational processes have a particularly close link to quality assurance.

LogistiCare's industry-leading quality assurance is achieved by the following principles:

- Establishing realistic performance standards and monitoring their processes
- Implementing comprehensive policies and procedures to support the standards
- Periodically reviewing data pertaining to quality metrics
- Fostering an organizational culture, which recognizes and values the benefits that quality assurance brings

On a monthly basis, LogistiCare reports performance standards to Amerigroup to make sure that the following performance standards are being met:

- 95 percent of calls are answered within 30 seconds or less
- Monthly call abandonment rate may not exceed five percent
- Member complaints per scheduled trip are less than or equal to one percent per month

Data collection and analysis are key components of LogistiCare's Call Center Quality Assurance Program. Data collected by the Avaya ACD system is reported via the Taske Technology reporting system to provide a full range of call-history statistics. Detailed information about abandoned calls, including the daily percentage of lost calls and the number of calls abandoned while in queue to speak with a CSR, is also collected. The Call Center Manager is able to examine and export data specific to Amerigroup members and print detailed reports on a half-hourly, hourly, daily, weekly, monthly, quarterly, and annual basis. These statistics are available both in real time and retroactively to assist the management team in quality assurance analysis.

URAC Accreditation

High quality is achieved by establishing performance standards with key quality indicators, implementing comprehensive policies and procedures to support the quality standards, regularly monitoring and analyzing quality indicators, taking action to improve performance, and fostering an organizational culture that expects quality and values the benefits that quality assurance brings. LogistiCare's policies, procedures, and execution have been tested and certified to deliver quality health care transportation. This is evident by the fact that LogistiCare is the only NEMT broker in the country that maintains enterprise-wide certification by the Utilization Review Accreditation Commission (URAC), one of the primary quality review organizations in the health care industry.

LogistiCare recognized the importance of NEMT as a key component of the health care continuum years ago. In 2006, LogistiCare began working with URAC to develop a specific version of the URAC accreditation for the NEMT industry. LogistiCare was the first NEMT broker to gain URAC accreditation in 2006, and their accreditation has been renewed continuously since that time. In 2011, LogistiCare achieved enterprise-wide URAC certification, through which each of its 21 operational centers is individually URAC accredited.

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