



NEMT CALL CENTER OPs

POLICY & PROCEDURES MANUAL

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1. Call Center Information

ReadyRide is contracted to provide non-emergency transportation (NEMT) services to AllCare CCO health plan members. NEMT transportation services are for *eligible members* who are traveling to or from AllCare CCO's *service area* and to or from AllCare CCO covered services.

Members are not billed for NEMT transportation services to or from covered services. NEMT transportation services, and authorized transportation for Health-Related Services, are part of the member's benefit.

1.1 Toll Free Phone Number

ReadyRide's toll free phone number is 800-479-7920.

1.2 Call Center Hours of Operation

The call center is staffed to receive ride reservations Monday through Friday between the hours of 8:00AM to 6:00PM. Our office phones will answer 24/7 to handle ride assistance and urgent reservation requests (including discharges) at any hour of the day or night, 365 days a year.

ReadyRide's call center is answered by a live voice with English and Spanish speaking operators. Once the caller advising the department they would like to reach the caller is then placed in the appropriate queue to reach one of our representatives.

ReadyRides call queue is monitored and analyzed by Brightmetrics to ensure that our average hold time is less than 1 minute, our abandoned call rate is no more than five (5) percent of calls and that at least eighty-five percent (85%) of all calls are answered by our live operator within thirty (30) seconds.

1.3 Holidays

ReadyRide's call center is closed on the following holidays:

- New Year's Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving
- Christmas

1.4 Online Information

Online information is maintained by AllCare at the following URL:

<http://www.allcarehealthplan.com/index.php/readyrider>

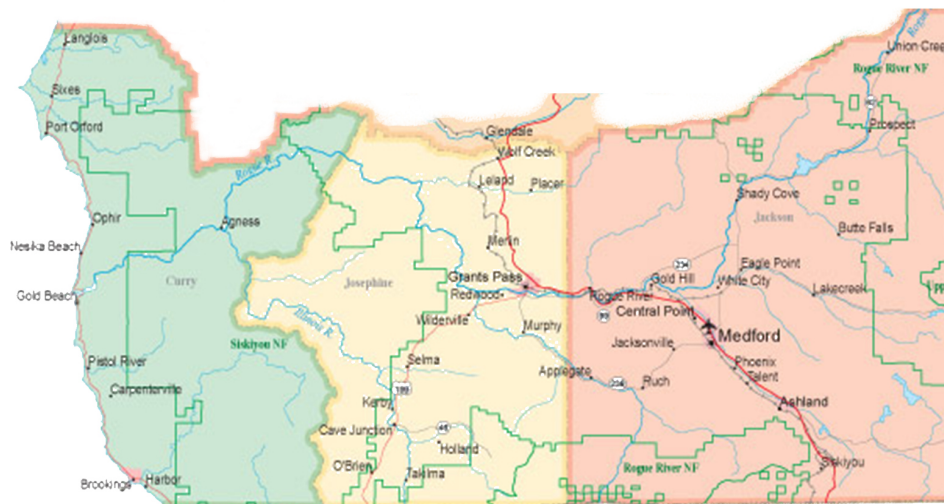
[ReadyRide also maintains information on their own website:](http://www.readyrideservice.com/1.5)

<http://www.readyrideservice.com/1.5> Service Area

ReadyRide is responsible for providing NEMT to AllCare members who reside in AllCare's service area (shown below). Members in residential treatment may temporarily reside beyond the service area.

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2. Member Intake & Trip Scheduling Procedures

ReadyRide uses a multi-tiered member intake procedure. First, all new members receive a new member needs assessment. The new member needs assessment establishes a basic record that ReadyRide keeps on file so that members do not need to repeat the same information each time they call. The new member needs assessment also allows ReadyRide to spend additional time with new members to understand their specific needs and develop a customized travel plan.

In general, trips should be scheduled no less than 48 business hours and no more than 90 days in advance. Members are allowed to schedule multiple trips at a time and up to 90 days in advance. Exceptions to the 48 business hours rule can be made by CSRs and other ReadyRide staff when the criteria for “Same Day” transportation is met.

Second, once a member has completed the new member needs assessment, they are able to begin scheduling rides. All ride requests go through the returning member ride request process. Each of these processes is described below.

2.1 Answering All Calls

- 1) An initial automated message to incoming calls will notify them that all calls are recorded for quality assurance purposes.
- 2) Once the receptionist answers the call the member will be asked how we might direct their call. The call will be transferred to the appropriate person, queue or department. Advise members of any approximate wait times, their order in the queue, and give them an option to call back without losing their place in the queue.
- 3) The regular ReadyRide receptionist will be bi-lingual in English and Spanish. Additional language translation will be made available through a telephone interpretive service.
- 4) For hearing or speech impaired members a telephone interpretive service, aid or representative may be utilized to ensure communication.
- 5) If the call cannot be answered by a live voice within thirty (30) seconds a message will play (English or Spanish) advising the caller to leave a message. Messages will be returned within three (3) hours. Three attempts will be made to reach the member after which time ReadyRide will leave a message if possible. Unsuccessful efforts to reach a member will be documented.
- 6) **Once the call is accepted**, collect the following information:
 - a. First and Last Name
 - b. AllCare CCO Member ID#
 - i. Valid formats include:
 1. AA###A#A
 2. AA#####A

3. #####A
 - ii. Read the number back and make sure to confirm any letters that look like numbers and vice versa.
 - c. AllCare Advantage Member ID #
 - i. Valid formats include:
 1. AAA123 (3 letters and 3 numbers)
 - ii. Read the number back and make sure to confirm any letters that look like numbers and vice versa.
 - iii. Record all trips under misc. tab in RouteMatch as Advantage gold members are allowed 12 one way trips per calendar year.
- 7) Verify eligibility using AllCare's eligibility portal. (see exhibit A)
- a. If eligible, move to step 3.
 - b. Otherwise, confirm member ID#.
 - i. If the member has given the correct ID and the system continues returning ineligible, direct member to AllCare Member Services – 541-471-4106.
 - ii. If the system returns member not found, direct the caller to OHP at 800-562-4620.
- 8) If the member is eligible, check RouteMatch to determine if the member has completed ReadyRide's new member needs assessment & orientation.
- a. If no, and call queue is low, conduct full needs assessment please make comments in RouteMatch that these have been done.
 - b. If no, and call queue is high, use streamlined needs assessment.
 - c. If yes, ask: "are you calling to schedule a ride?"
 - i. If yes, go to returning member ride request
 - ii. If no, ask how you can help and proceed to answer the question or forward call to Supervisor.

2.2 Orientation and New Member Needs Assessment

- 1) Introduction Script
 - a. "In an effort to improve your experience with ReadyRide, we would like to conduct a brief needs assessment that will help us find the most suitable method of transportation for you. This process also gives us an opportunity to tell you about important policies in regard to scheduling your transportation.
- 2) Orientation
 - a. Welcome message
 - i. ReadyRide is a contractor to AllCare to provide NEMT services.
 - ii. We know that many OHP members miss needed medical care because they don't have reliable transportation. The

transportation benefit is designed so that members can access the care they need, when they need it, where they need it.

- iii. Rider's Guide – We would like to send you a Rider's Guide so that you have all the details. Would you prefer email or mailed to your home address?
- iv. Please have all your address locations ready when scheduling a ride. Customer service representatives are not allowed to look this up for you as there are multiple addresses per common name location.
- b. Member rights - What you can expect:
 - i. We will treat you with dignity and respect
 - ii. A ride to all covered services if no other ride is available
 - iii. A right to appeal decisions, submit a grievance, request a hearing
- c. A note about fraud and abuse: It is important that members use this benefit to access medical, dental and mental health services. When members use this for other purposes it makes it more difficult to provide the service to everyone who needs it. To prevent fraud, we will verify trips using electronic claims.
- d. How to schedule a ride: Once we have completed this intake process, you will be able to schedule a ride today. In the future, all you will need to do is call us and we will schedule your ride.
- e. Do you have any questions?
 - i. If yes, proceed to answer the question or forward call to Supervisor.
 - ii. If no, proceed with the needs assessment:

3) Needs Assessment: Ask for the following information and record responses in RouteMatch.

- a. What is your date of birth?
- b. What is your home address?
 - i. Confirm that the home address given matches that shown on the eligibility portal.
 - 1. If yes, continue
 - 2. If no, ask if the member has moved recently.
 - a. If yes, update record and instruct member to inform AllCare.
 - b. If no, ask why AllCare might have a different address. Record response in notes.

Proof of address may be required if member is traveling by reimbursement and the address does not match the portal. See supervisor

- c. Do you have a home computer system?
 - 1. If the answer is yes, please ask if they would be interested in scheduling their own rides online, if the answer is yes,

2. Ask member for their email address.
- 4) Transportation Needs: Once you have recorded the basic information above, begin having a conversation about the member's transportation needs. Guiding questions are listed below, but you are encouraged to use your intuition to ask follow-up questions as needed to gain a full understanding of each member's transportation needs.
 - a. Suggested Questions:
 - i. General:
 1. "How do you normally get around in your community?"
 - ii. To the grocery store, to do laundry, to the movies, etc?
 - iii. Do you have multiple trips per week?
 - iv. Common NEMT destinations:
 1. "What are the most common places you travel for medical, dental or mental health appointments?"
 - v. Barriers caused by lack of transportation:
 1. "What transportation challenges do you face in getting to these services?"
 - vi. Available transportation resources:
 1. "Which of the following are currently available to you?" (record all that apply)
 - a. A car
 - b. Family
 - c. Friends
 - d. Near a bus stop
 - e. An attendant
 - f. Other... (ask the member to describe)
 - vii. Abilities – "Tell me about your ability to travel" As you transition into this section of the interview, please note that ReadyRide strives to treat all members with dignity and respect. One way we do this is by trusting our members. Let the member know that the following questions are self-declared. We will trust what the member tells us. For each question, if the answer is yes, ask the member to describe their need. If no, move to the next question. Ask follow-up questions, as appropriate.
 1. "Do you experience any physical /or other challenges that limit your ability to move freely in your community without assistance?"
 2. "Do you use any mobility devices such as a wheelchair cane, or walker?"
 3. "When you travel, do you need assistance?"
- 5) Determine a Default Transportation Mode.
 - a. Once you have explored and understand the member's transportation needs it is time to make a recommendation. Discuss your recommendation with the member.

- i. Example script: “Based on what you have told me, it sounds like your default mode best suited for you is _____. You will have the option to request a different service if the default mode will not be suitable for a certain appointments. See below for tips on determining a recommended mode.
 - b. If it appears that multiple modes will be needed on a frequent basis, a note should be added to the member notes indicating that the CSR will need to ask the member what mode of travel is needed for each trip request. Otherwise, the default should be used. The member’s preferred mode does not necessarily need to determine the default mode, but it should be considered relative to the other information.
- 6) Once you have determined a mode, ask if the member would like to schedule a ride.
 - a. If yes, go to step 2 of returning member ride request
 - b. If no, ask if there is anything else you can do to help the member
 - i. If yes, proceed to answer the question or forward the call to a supervisor.
 - ii. If no, say thank you, good bye and hang up.
- 7) Documentation – Record information from the needs assessment in the general comments section of RouteMatch so that the next CSR can determine the best mode of transportation for future trip requests.

2.2.1 Tips for Recommending a Default Mode:

ReadyRide offers a wide range of transportation modes. The purpose of offering multiple modes is to enable CSRs to recommend the most appropriate ride for each member. Use the following guidelines to make your determination:

1. **Trust the member:** Give members the benefit of the doubt. Trust what they are telling you about their needs. ReadyRide can check with AllCare NEMT liaison for verification of any medical issues if needed.
2. **Consider the Triple-Aim:** All decisions about the mode of transportation must be made within the context of the triple aim. The triple aim is to: 1) improve the quality of care patients receive, 2) lower the cost of healthcare, and 3) improve health outcomes. High-quality NEMT can help meet the triple aim by:
 - Getting people to preventive services so they don’t have to call 911.
 - Reducing barriers to accessing healthcare.
 - Helping to ensure that members get the right care at the right time, in the right place.
3. **Support the Member’s Health:** The mode of transportation must support the member’s health and should never undermine the quality of care they receive. For example, if a member has congestive heart failure, they should not be asked to wait for a bus in hot weather. Members with anxiety or post

traumatic stress disorder should not be placed in situations that will cause unnecessary stress.

4. **Find the Least Restrictive Mode:** A less restrictive mode provides greater independence. For example, a rider who is able to ride the bus would be able to use a bus pass at their discretion, whereas a scheduled ride with a driver is more restrictive.
5. **Cost shouldn't be the determining factor:** Cost should never be the sole determining factor.

If a member feels that the form of transportation you suggest is not acceptable because of other circumstances, please discuss this with your supervisor, they may need to handle the call. Before authorizing multiple future trips, use your judgment. If you think the first recommended mode is most appropriate for the member you may contact AllCare's NEMT Liaison to discuss if the members requests is suitable based on their medical history.

2.3 Returning Member Ride Requests

Returning members should experience a relatively quick call when calling to schedule new rides. The process is as follows:

2.3.1 Step 1: Verify Eligibility

To determine member eligibility:

1. Ask for the member's full name and AllCare ID number (the identification number on their AllCare ID card).
2. Use one of the following tools to verify the member's eligibility:
 - a. AllCare Web Portal at: <https://providers.mripa.org/Login.aspx>
 - b. If you are unable to determine eligibility on the portal, please see one of your supervisors.
3. If eligibility cannot be verified, transportation cannot be authorized.
4. Eligibility of AllCare members can and may change on a daily basis. When authorizing rides in advance of the date of actual service, re-verify eligibility the day before the actual date of service to ensure member status has not changed. Use the AllCare web portal to run a bulk check for all rides occurring the following day.

2.3.2 Step 2: Authorize Transportation

After verification of eligibility for AllCare NEMT, the CSR completes the authorization as follows:

1. Ask if the request is for transportation to a covered medical, dental or behavioral health service. Allow member to self-declare.

- a. If yes, proceed
 - b. If no, let the member know that this benefit is only available for covered services. Ask if the member would like to schedule a ride for a covered service, or possibly ask if the member would like for us to fill out a flex request for the service
 - i. If yes, continue
 - ii. If no, ask if they have any further questions.
2. Record Trip Details and enter information into RouteMatch. Ask for the following information:
 - a. Pickup Address
 - i. If members have moved or there are other changes in demographic information such as a new telephone number, ask if they have notified AllCare. If they have not, email AllCare member services with the new information.
 - b. Dropoff Address
 - c. Appointment Time
 - d. Requested Pickup & Dropoff Times (optional if a 3 legged trip)
 - i. A member's scheduled appointment time should govern ride scheduling. However, if the member expresses a preferred pickup or dropoff time, this can be recorded and used in scheduling but the times cannot be guaranteed, unless on a 3 or more legged trip.
3. Is the service out of state?
 - a. If yes, verify that medical services being provided out-of-state are prior authorized by contacting AllCare's NEMT Liaison. Please fill out the prior-authorization form in your google docs and your supervisor will contact AllCare. Once you verify that the medical services are authorized, you can approve and make arrangements for the transportation.
 - b. If no, proceed to the next question.
4. Review member profile to identify the default mode and to review member notes.
 - a. "Do you have any special needs for this trip?"
 - i. If yes, record needs and consider these while asking the next question.

3. Modes of Non-Emergency Medical Transportation

The following modes of transportation are available to AllCare members. Modes are listed in order of least to most restrictive. CSRs must know the difference between the various modes and how each mode responds to common customer needs.

3.1 Travel Reimbursement

ReadyRide provides reimbursement to AllCare members who drive themselves (or to family members who transport an AllCare member) to a covered medical, dental, behavioral health or flex service. This benefit is only provided when no other appropriate transportation option is available. See Travel Reimbursement Procedure for details on how to arrange reimbursement.

3.2 Public Transportation

ReadyRide provides bus passes and tickets to members who live near a bus stop and are able to ride the bus.

Before offering public transportation as an option, review the member's profile and notes to determine if public transportation can be used. When making a determination about whether or not a member can use the bus, use Google Maps Transit Directions to determine:

1. How far is the nearest bus stop from the member's residence?
2. Does the bus go reasonably near the member's medical provider at the times needed?

3.2.1 Factors to consider when offering bus service

Members who are unable to climb the steps of a bus can ask the bus operator to use the lift to assist them in boarding.

Members who are unfamiliar with the area may need additional assistance before bus service would be an appropriate mode.

Do not offer bus service in the following situations:

1. The bus stop is more than 1/2 mile from members place of residence or their destination.
2. The member cannot travel to the nearest bus stop using their mobility device or wheelchair.
3. The member cannot get to their medical provider from their destination bus stop.
4. The trip on a fixed-route presents a danger to the member because of factors such as location of the stop (e.g. must cross busy highway to access the stop), or lack of shelter in inclement weather.

Consider linking multiple modes. A member may be able to take the bus for one trip and a different mode of transport for another trip. For example, a member scheduled for day surgery may be able to take a bus to the facility, but may need to have a sedan authorized for the return trip. Similarly, members who may be able to use the bus but cannot access a bus stop may also be transported by sedan or other mode to the nearest transit facility or stop and continue the trip by bus if that is a viable trip arrangement. Provide bus tickets or a pass to continue their trip on fixed-route.

See Bus Fare Purchase and Distribution Procedure for details on how to arrange bus fares.

3.3 Sedan ambulatory

Members without bus access who are unable to drive themselves may be authorized to use a sedan for ambulatory service. Advise members that solicitation of tips by the driver is prohibited.

3.4 Wheelchair Transport

Wheelchair van transport is transportation provided by a wheelchair lift-equipped or ramp vehicle for a member who uses a wheelchair.

Wheelchair transportation can range from "curb-to-curb," "door-to-door," or door-through-door service. At times, an individual being transported must be picked up inside their residence and taken inside their destination (escort by the their attendant). This is considered a door-through-door transport. Be sure to clarify whether the member needs curb-to-curb, door-to-door, or door-through-door transportation. If door-through-door, the member will require an attendant. This will determine which transportation sub-contractors are capable of providing the ride.

3.5 Stretcher Van

Stretcher van transportation is transportation provided by a vehicle that can transport a member in a prone or supine position. The member does not require any medical care or observation en route, but cannot be transported in a vehicle where they must sit erect. The member may also have medical equipment that must be transported with them.

3.6 Non-Emergent Ambulance

Transporting a member via ambulance is required when a medical facility or provider states the member's medical condition requires the presence of a health care professional during the non-emergency transport. Examples of these transfers most frequently occur when transferring a member from one hospital to another. This includes neonatal transports. – Refer all these transports to utilization management at AllCare.

ReadyRide does not provide emergency transportation. All emergencies should be directed to 911.

3.7 Secure Transport

Secure transportation is provided when a member cannot be transported by other means due to (1) a *mental health crisis*, or for (2) concerns that the *member is a danger to themselves or to others*. Members may need to be restrained during transport.

See OAR 410-141-3940 and OAR 309-033-0200 thru 309-033-0970.

Secure transportation may be needed to transport a **youth** to a treatment center, transport someone who is under the influence of drugs or alcohol and presents a danger to themselves or to others, and in other similar situations.

Required Paperwork. Requests for secure transport will come from case managers or medical staff. In order to transport a member by secure mode a *physician or "hospital hold"* paperwork is required. See OAR 309-033-0550.

ReadyRide shall inform the secured transport provider staff what they might encounter with the member including their condition, relevant behavioral history, and likelihood of any physical threat. Note additional information in the detail section of the member's record so that the scheduler may inform the secured transport provider of any specific needs.

3.8 Other Types of Transport

- **Volunteer Transport** - Members may be transported by volunteer programs. Some programs offer van transportation, including wheelchair-equipped vehicles, and others provide transportation by volunteer drivers using their own vehicles. Volunteer agencies often require advance notice in order to assure that a trip can be scheduled.
- **Commercial Airline** - Members may travel by air if it is the most appropriate mode of transport. Air travel may be authorized because of distance or to facilitate arriving at the appropriate time for an extraordinary appointment. Out-of-state travel must be authorized by the case manager. Members will not be reimbursed for their airline tickets, ReadyRide will make the purchase on behalf of the member.
- **Inter-city or interstate bus** - e.g. Greyhound or other carrier, may be used for members who must travel long distances and are able to use the bus.

Arranging other types of transportation may include arranging transport to the station or airport and arranging transportation to the medical appointment at the end of a trip. This may require coordination between AllCare, ReadyRide, and other NEMT providers and/or brokers in the local area.

4. Bus Fare Purchase & Distribution Procedure

Arranging bus fares depends on which transit system the member will be using.

4.1 For Bus Travel with Rogue Valley Transit District, Josephine County Transit and Curry Public Transit

ReadyRide purchases bulk tickets and passes directly from RVTD, JCT and Curry Public Transit for distribution to AllCare members.

If public transit is the appropriate mode, issue one month of passes in advance according to appropriate and reasonable anticipation of the member's needs. The member must schedule the trip(s) and our finance office will mail the appropriate bus passes or members can pick them up at designated pickup locations. Trips taken by bus will still be entered as trip requests in RouteMatch.

Determine the type of ticket or pass to order for the member by determining how many rides the member requires during the 30-day scheduled period. Compare the cost of the individual tokens to the cost of a pass. Authorize a pass if the cost of individual tokens exceeds the cost of the pass. Otherwise issue tokens for the number of rides needed.

4.2 For Bus Travel with Josephine Community Transit

When members travel in Josephine County by JCT, schedulers will fill out all of the member's information and tokens or passes will need to be picked up at the ReadyRide office or mailed to members.

4.3 Guidelines for Managing Utilization and Preventing Abuse of Bus Fare

- **Mailing Passes:** All passes and tickets should be mailed. If passes or tickets are mailed to a member and the member reports that he/she did not receive them, do not replace the tickets or passes until you investigate and determine that to be the appropriate course of action. A member may have the tickets or passes mailed to AllCare in the event they have no permanent address, or they want to ensure receipt. If a member using the bus requests transportation too late to receive tickets in the mail, ReadyRide may offer to reimburse the member for the needed ticket and the member shall forward on the receipt. Remaining passes or tickets will be mailed thereafter.
- **Pickup:** If passes are picked up members will need to show valid ID, sign and date that they have received the appropriate amount of passes for their appointments.
- **Tickets used for other than Covered Services:** If a member calls to request additional tickets because they used tickets issued by ReadyRide to take non-medical trips remind the member that the AllCare NEMT benefit is for covered services only. If this occurs routinely, consider modifying services according to the Services Modification Procedure described in Section 8.4 and refer the case to the Quality Management Team.

- Member Education: Remind members to call well in advance of their need for transportation in order to enable ReadyRide to make the most appropriate ride authorization. Members should also be encouraged to cancel or change ride arrangements as soon as the need for change is known.

5. Travel Reimbursement Procedure

Reimbursement is provided at the following rates:

- Mileage - \$0.25 per mile
- Meals - \$4.00 per meal up to \$12.00 per day
- Lodging - Up to \$89 per night. Must be prior authorized by AllCare in order for us to bill AllCare for the \$49 per night reimbursement fee.

Mileage is reimbursed for the actual number of round-trip miles driven for the most direct route between the member's place of residence on record and the location of the covered service.

Reimbursement for lodging and meals is considered a stipend: Members must submit receipts for lodging. Reimbursement for lodging and meals is provided when the following criteria is met:

- Meals: The appointment requires at least four (4) hours of travel in one day.
- Lodging: The appointment time requires travel to begin before 5:00 AM or after 9:00 PM, and the trip is more than four (4) hours in duration, or the trip requires more than 10 hours of driving in one day.

In the case of a long-term stay, ReadyRide may work with the member to arrange more appropriate housing such as an apartment when it is cost effective to do so.

In order to receive reimbursement for travel expenses, (excluding air travel) AllCare members seeking travel reimbursement must submit a [travel reimbursement request form](#), copy of valid drivers license, vehicle registration, vehicle insurance and any required documentation [OAR 410-141-3960(4)] and comply with all of the following requirements:

- Travel costs were incurred no more than 45 days prior to the request for reimbursement.
- Travel costs were incurred for expenses to a covered medical, dental or behavioral health service.
- No other appropriate transportation option was available to the member.
- The member obtained prior-authorization (see below).

5.1 Prior-Authorization

Pursuant to OAR 410-141-3960, AllCare requires prior authorization for travel reimbursement. Members must contact ReadyRide to obtain prior-authorization. ReadyRide will submit a prior authorization request to AllCare. Referring doctor's name plus the receiving doctor's name and address must be noted in the prior authorization form. If the trip is not authorized, the travel reimbursement will not be paid.

5.2 Requesting Travel Reimbursement

Once authorized, members must use the attached [reimbursement claim form](#) to request reimbursement. The form can be submitted via:

- Email: Call ReadyRide at 800-479-7920, instruct the member to ask for reimbursement department.
- Mail: ReadyRide, Attn: Finance, 1235 NE 6th Street, Grants Pass, OR 97526

5.3 Data Entry

Upon receipt of reimbursement request forms, ReadyRide will enter the information into RouteMatch to generate encounter data.

5.4 Service and Address Verification

ReadyRide will verify claims following the process outlined in the Trip Verification Procedure section, below.

If the address on the reimbursement claim form does not match the address of record on the AllCare portal or the State record, then “additional documentation” may be requested prior to reimbursement to verify the member’s physical address from which they are requesting to be reimbursed.

“Additional documentation” is third-party produced documents or correspondence addressed to the member including utility bills, rental agreements or official business correspondence (personal correspondence such as a personal letter is not acceptable).

The AllCare Health CCO NEMT **Liaison may waive** this requirement on a case-by-case basis when there is reason to believe **a member is homeless** and is unable to produce the required documentation. If the member is unable to produce additional documentation, ReadyRide will default to a payment of 10 miles (rt) for the day, unless the appointment was in a different county. The additional mileage to and from the appointment in the neighboring county will be added.

5.5 Payment

For member convenience, ReadyRide offers reimbursement by Check. ReadyRide pays reimbursement claims on a bi-weekly basis. Claims received the prior week will be entered and paid according to the Payment schedule, available online or upon request, mailed to you. Checks will be mailed to your address on record, or to a post office box. Checks will not be sent to a third party. Travel reimbursement is issued to the member. If the member is a minor, reimbursement is issued to a legal guardian or the guardian’s designee. Member will contact ReadyRide’s finance office to provide payee information including member ID, Name and Address on record

Reimbursement requests under the amount of \$10.00 will not be paid until the cumulative balance requested exceeds \$10.00.

5.6 Attendant Reimbursements

When medically necessary, payment for meals or lodging may be made for one attendant to accompany the client. At least one of the following conditions or circumstances must be met:

1. The member is under 15 and unable to travel without an attendant;
2. The member's attending physician has forwarded to ReadyRide a signed statement indicating the reason an attendant must travel with the client;
3. The member is mentally or physically unable to reach his or her medical appointment without assistance; or
4. The member is or would be unable to return home without assistance after the treatment or service.

Reimbursement for attendant meals or lodging are subject to the following limits:

1. ReadyRide does not reimburse for attendant services.
2. An attendant is not considered medically necessary during a client's stay in an inpatient facility. Reimbursement is not paid for the attendant's transportation home, lodging or meals until the client is released and needs the attendant at that time.
3. ReadyRide does not reimburse mileage, meals or lodging for family visiting a member during inpatient stay.
4. ReadyRide does not reimburse mileage, meals or lodging for appointments that are cancelled by providers.
5. AllCare CCO shall utilize flexible funding and ReadyRide shall allow an eligible child's 2nd parent, guardian, or other support adult to attend all OHP-covered medical services appointments until the child reaches age 18.

5.7 Advance Travel Payment — pre-paid mileage, lodging or meals

In *exceptional and rare circumstances*, ReadyRide may advance a full or partial reimbursement before the date of the scheduled appointment. For example, a client may not have available cash to pay for gasoline and hotel stays prior to receiving reimbursement.

Only ReadyRide's management in consultation with AllCare may authorize an advance payment to a member. AllCare staff will submit a **Travel Advance Request email** to ReadyRide in such situations.

Advance travel payment conditions:

- Travel advances (pre-payment) may only be made to the member for mileage and/or meals. Fuel cards will be issued for advance travel payment.
- If lodging is to be advanced then ReadyRide will make the lodging payment(s) directly with the hotel or facility, pre-payment for lodging will

not be done in the form of check. If ReadyRide pre-pays for a hotel and the member receives negative feedback from the hotel, and is not allowed to go back, then ReadyRide may not cover pre-payment in the future for hotel expenses. This will be discussed on a case by case basis with AllCare.

- The member will still be required to use the **Travel Reimbursement Claim form** for pre-approved advance payment requests.
- In the case of the member not attending the appointment and travel advance was used, the member will be responsible to re-pay ReadyRide in full within 60 days. Re-payment can be made by future ride deductions over the next 60 days. If payment is not made by the member, AllCare will be billed and no further advance payment will be issued to the same member.

6. Trip Verification Procedure

To reduce fraud and improve the quality of NEMT services, ReadyRide verifies trip requests using a combination of pre-payment and post-payment verification methods.

6.1 Pre-Payment Verification

Members are required to have all mileage reimbursement requests “validated” by each facility for each covered service appointment using either a *stamp validation process*, or *QR code reader process*. ReadyRide provides a form for the members to use for this purpose. Facilities shall use the validation stamp provided by ReadyRide or their own facility address stamp. Certain facilities will have the QR code reader provided and the member will need to pick up their QR code card from ReadyRide. ID will be required for verification purposes.

In addition, ReadyRide and AllCare’s Member Services team may audit any trip requests or reimbursement claims that are suspected for fraud or abuse. Before contacting AllCare, ReadyRide will verify mileage using Google maps. Coordination with AllCare will be used to determine the following:

- Was the trip to a Covered Service?
- Are the addresses accurate?
- Are the appointment times and dates accurate?

Any claims that do not have accurate information will be reviewed by the NEMT Quality Management Team.

6.2 Post-Payment Verification

At least once every three months AllCare will compare a statistically representative sample of reimbursement claims to the corresponding encounter data for Covered Services. This post-payment verification process is intended to confirm reimbursement claims are for Covered Services. Any reimbursement claim that does not have a corresponding encounter record for a Covered Service will be flagged for review by the NEMT Quality Management Team.

6.3 Procedure for Unverified Trips

The NEMT Quality Management Team is responsible for reviewing unverified trips to identify potential cases of fraud, opportunities for improved member education, and opportunities to improve management of the travel reimbursement program.

If the appointment cannot be verified, ReadyRide will work with AllCare to develop appropriate responses, including but not limited to:

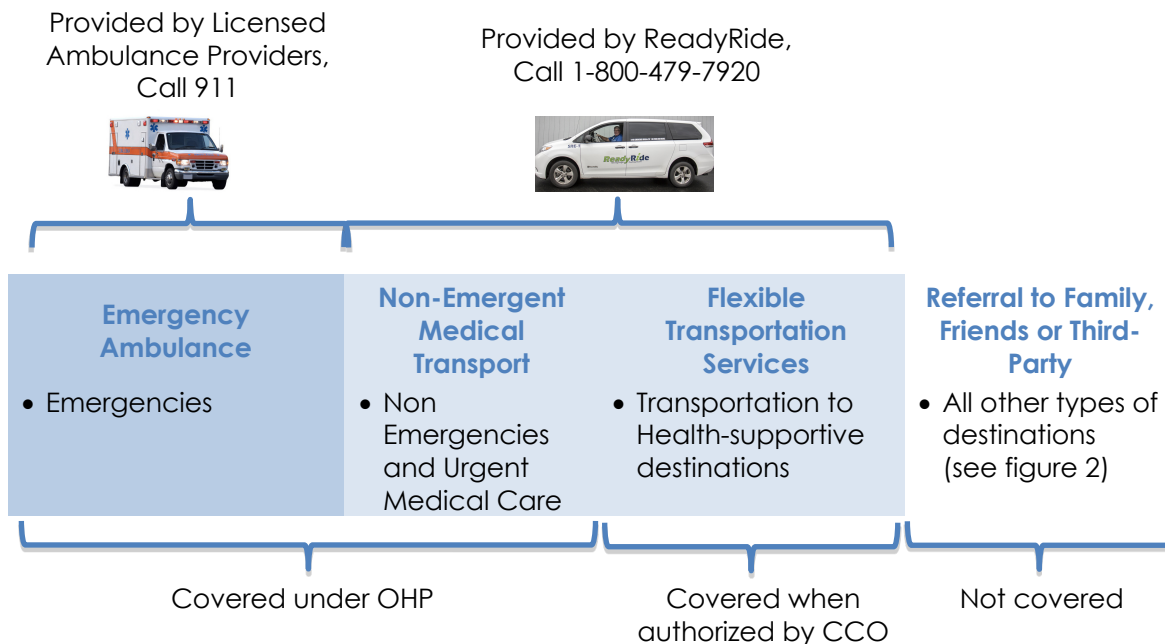
1. Contacting the transportation provider and confirm whether the trip in question was provided as billed.
2. Notifying AllCare member services that a member missed an appointment and to coordinate any necessary member support services.
3. Verifying each of the member's future appointments before authorizing transportation and verifying attendance after the transportation was provided.

7. Flexible Transportation Services

7.1 Definition

Flexible transportation services are those transportation services provided to AllCare CCO Members which are not NEMT services, but which are covered by the OHA Agreement and which have been prior authorized by AllCare CCO such as trips to the pharmacy, YMCA or the grocery store. Detailed definitions are provided in the appendix of this policy.

Figure 1. Continuum of Transportation Services



7.2 Purpose

The purpose of AllCare CCO's flexible transportation policy is to provide transportation to health-supportive services that would otherwise not be accessible via traditional NEMT nor through other means available to the Member.

7.3 Criteria

- Flexible transportation services must be pre-authorized by AllCare CCO.

- Flexible transportation services are only available to AllCare CCO Members and their AllCare CCO Authorized Companion(s) and the request for NEMT service is for a Health-Related Service.

7.4 Detailed Policy and Procedures

Drivers and vehicles used to provide flexible transportation services must meet the same safety and eligibility standards as NEMT services. However, in order to preserve flexibility, AllCare CCO has established a more lenient standard for how flexible transportation services are provided. Specifically, the following OARs do not apply to flexible transportation services:

- 410-141-3930 – ReadyRide has more flexibility for out-of-area transport.
- 410-141-3955 – ReadyRide has more flexibility for modifying or denying flexible services for members who frequently do not show up or who have frequent late cancellations.
- 410-141-3920 – Flexible services that are denied do not require an NOA.
- 410-141-3965 – Flexible transportation services do not need to be reported in encounter data.

All other OARs applicable to NEMT also apply to flexible transportation services.

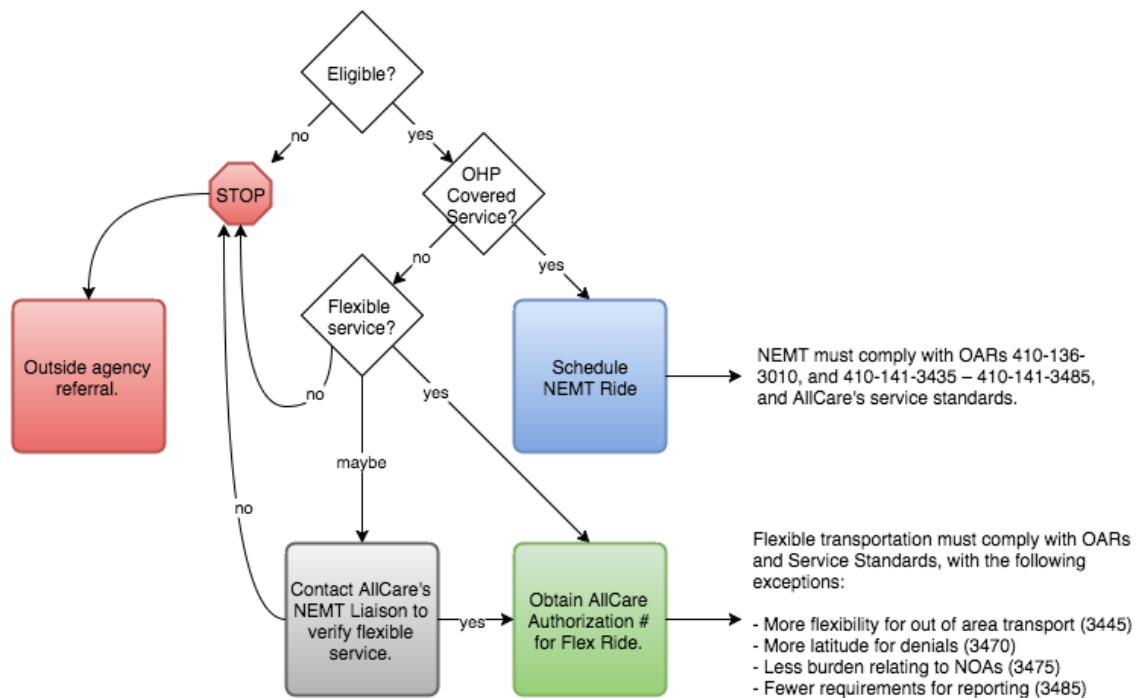
7.4.1 Service Delivery

Flexible Transportation services for AllCare CCO Members are provided by ReadyRide. ReadyRide has the option of providing flexible transportation services using its own drivers and vehicles, or by brokering rides to locally contracted providers. Flexible Transportation services can be arranged by the member or any representative of the member on the member's behalf by calling ReadyRide. ReadyRide will verify that flexible services are authorized and if so, will schedule the ride according to the same scheduling process used for NEMT rides. Flexible transportation services are billed on a fee-for-service basis, separate from ReadyRide's NEMT capitation payment. See invoicing and payment procedure for more details.

7.4.2 Scheduling Procedure

Flexible transportation services are scheduled according to the diagram shown in Figure 2. ReadyRide verifies the member is traveling to an authorized flexible service by contacting AllCare CCO's NEMT Liaison. Urgent situations when the NEMT Liaison is unavailable, such as nights, weekends, and holidays, flex rides must be approved by AllCare CCO Management.

Figure 2. Call Center Decision Tree for Scheduling a Flexible Service Ride



7.4.3 Authorization Procedure

Flexible transportation services are authorized on a case-by-case basis by AllCare CCO's NEMT Liaison for eligible OHP participants enrolled in the AllCare CCO. The procedure for sending and approving Flex ride requests is as follows:

- Ready Ride is to send the flex request to AllCare CCO's NEMT Liaison via secure email. The email must include:
 - Where the member is requesting to go (for example: the YMCA, bank, grocery store, etc.)
 - The date range the member plans on going (examples may include: m-f, 10/16/15, or 6 weeks)
 - When they need a response back (if the request is urgent, put "URGENT" at the beginning of the subject line)
- The NEMT Liaison enters the information in Ez-cap- Customer Service Module> New Incident.
- The NEMT Liaison sends the resulting Incident (Authorization) Number and expiration date to ReadyRide via secure email.

For billing purposes, when ReadyRide provides a flexible transportation service, ReadyRide must mark the trip record as a flexible trip in RouteMatch.

7.4.4 Payment & Invoicing Procedure

AllCare CCO pays for flexible transportation services on a fee-for-service basis. Fees for flexible transportation services are based on the direct cost of the ride plus a 15 percent administrative charge to cover ReadyRide's cost of coordinating, scheduling and dispatching flexible service rides. Rates are typically based on a pickup fee plus a per-mile fee. Rates are generally 50% - 100% higher during evenings, weekends and holidays. Current average rates are listed in table 1.

Table 1. Transportation Provider Rate Ranges (As of October 2015)(NEEDS NEW RATES)

Mobility Type	Regular Rates		After Hours & Weekend Rates	
	Pick-Up Rate	Mileage Rate	Pick-Up Rate	Mileage Rate
Ambulatory	\$8.95-\$35.00	\$1.00-\$2.50	\$13.00-\$50.00	\$1.15-\$2.50
Wheel Chair	\$13.00-\$50.00	\$1.25-\$2.50	\$25.00-\$75.00	\$1.50-\$2.95
Stretcher	\$100-\$165	\$2.00-\$3.00	\$150-\$330	\$3.00

Due to higher rates, flex rides on evenings, weekends, and holidays are generally only approved if there is no weekday alternative.

7.4.5 Reimbursement Procedure

Reimbursement for flex rides follows the same procedure as NEMT rides, outlined in OAR 410-141-3960.

7.5 Pharmacy Trips

Trips to the pharmacy that do not meet all of the requirements to be considered NEMT as outlined in Section 8.2.1, can be provided as a Flexible Transportation Service. This means that ReadyRide will bill these trips to AllCare CCO on a fee-for-service basis. These trips do not, however, require the same authorization procedure as other Flexible Transportation Services.

7.6 Non Flex, Non-Medical Ride Requests

Currently AllCare CCO does not have a source of funding to pay for rides that are neither NEMT nor flexible transportation services. An exception in this case is when the member has a minor child that they have no daycare for and they are not an AllCare member. In cases when an AllCare CCO Member has a minor child, ReadyRide is directed to document the request and fill out a request for the individual to the NEMT liason as Accounts Payable funding source. Otherwise, the refer member to outside agency for transportation. These outside referrals can include, but are not limited to contact information for:

- Public transportation, including fixed-route or ADA paratransit.
- Volunteer drivers available through RSVP, local Community Action Partnership office, etc.
- Private commercial transportation providers.

7.7 NEMT and Flexible Service Definitions from ReadyRide's Contract

- **NEMT Services.** NEMT services are those air and ground transportation services, including where allowed by Oregon Administrative Rules, mileage, meals, and lodging expenses required by AllCare Members and, if necessary, the Member's attendant(s), from, to or within the Service Area for covered medical, dental, or behavioral health services which have been prior authorized by AllCare and as set forth in OAR 410-141-3920 through 410-141-3965. NEMT services do not include transportation by ambulance when the Member's emergency physical condition requires the use of such a transportation service.
- **Flexible Services.** Flexible services are those transportation services provided to Members which are not NEMT services, but which are covered by the OHA Agreement and which have been prior authorized by AllCare such as trips to the pharmacy, or grocery store.

7.8 OHA Definition of Flexible Services

Note that this definition is much broader than transportation and is just provided here for guidance.

- **"Other Non-Medical Services,** also referred to as flexible services, means health-related, non-state plan services intended to improve care delivery and member health. Flexible services are health related and cost-effective alternatives to more technical services. [...] Flexible services may include, but are not limited to:
 - Training and education for health improvement or management (e.g., classes on healthy meal preparation, diabetes self-management curriculum);
 - Self-help or support group activities (e.g., post-partum depression programs, Weight Watchers groups);
 - Care coordination, navigation, or case management activities (not covered under state plan benefits, e.g., high utilizer intervention program);
 - Home and living environment items or improvements (non-DME items to improve mobility, access, hygiene, or other improvements to address a particular health condition, e.g., air conditioner, athletic shoes, or other special clothing);
 - Transportation not covered under State Plan benefits (e.g., other than transportation to a medical appointment);
 - Programs to improve the general community health (e.g., farmers' market in the "food desert");
 - Housing supports related to social determinates of health (e.g., shelter, utilities, or critical repairs);
 - Assistance with food or social resources (e.g., supplemental food, referral to job training or social services);

- Other (describe)."

8. Dispatching of NEMT /Flex Trips

8.1 Same-Day Trip Requests

In general, trips should be scheduled no less than 48 hours and no more than 90 days in advance. However, exceptions to this rule can be made by CSRs and other ReadyRide staff when:

- The member's doctor or other healthcare provider asks the member to come in same-day or next day for a worsening condition. This can include trips to a lab for urgent out-patient diagnostic testing.
- The member is sick and needs a ride to urgent care or other healthcare provider.
- The member is pregnant and requests to go to the doctor for a check up.
- The member is referred to specialist "at the earliest opportunity" and a same day or next day specialist appointment becomes available.
- The member needs to pick up a new medication needed for treatment of an acute illness (see pharmacy trips below for more details).
- The member is being discharged from a hospital.
- Treatment facilities that request the member come in the same day for bottle counts or UA.

If there is uncertainty about the urgency of a trip, authorize the ride or contact AllCare's NEMT Liaison to discuss the ride with a case manager.

8.2 Transportation to a Pharmacy

There are two ways that ReadyRide can provide pharmacy trips for members: as NEMT or as a Flexible Transportation Service.

8.2.1 NEMT Pharmacy Trips

A trip to the pharmacy qualifies as NEMT when it meets all of the requirements listed in OAR 410-136-3020. This means that the following are true:

- The client needs to stop on the way home to fill or pick up prescribed medication related to the medical service for which the brokerage provided the ride;
- It is medically necessary to fill or pick up the medication immediately; and
- The pharmacy is located on the return route or is the closest pharmacy to the return route.

If these conditions apply, ReadyRide will provide NEMT to the closest pharmacy when the member is traveling for another covered appointment.

Note that not all prescriptions (for example, certain controlled narcotics) can be delivered even when the member normally uses a delivery method for other prescriptions.

8.2.2 Flexible Transportation Services Pharmacy Trips

Trips to the pharmacy that do not meet the requirements to be considered NEMT can be provided as a flexible transportation service. ReadyRide bills AllCare for these trips separately. Unlike Flexible Transportation Services, however, trips to the pharmacy do not require any approval from AllCare.

Unless approved by AllCare, drivers should never pick up or sign for a member's prescription medication.

8.3 Subscription Trip Requests

1. Members may schedule multiple trips at one time.
 - a. Following the rules set forth above, you can go out to the end of the succeeding month.
 - b. Contact your supervisor if there is a question about whether a subscription trip would be beneficial for the member.

8.4 Service Modification Policy

ReadyRide may modify or a member may request modification of NEMT services when the member:

1. Threatens harm to the driver or others in the vehicle.
2. Has a health condition that creates a health or safety concern to the driver, others in the vehicle, or the member as described in OAR 410-141-3955.
3. Engages in behaviors or circumstances that place the driver or others in the vehicle at risk of harm.
4. Engages in behavior that, in the CCO's judgment, causes local medical providers or facilities to refuse to provide further services without modifying NEMT services.
5. Frequently does not show up for scheduled rides.
6. Frequently cancels the ride on the day of the scheduled ride time as described in OAR 410-141-3955.

8.4.1 Thresholds

ReadyRide shall ensure that drivers make their presence known to the member and wait at least fifteen (15) minutes after the scheduled pick-up time. If a member is not present fifteen (15) minutes after the scheduled pickup time, the driver must notify the dispatcher before departing from the pick-up location. If a member has not canceled the ride at least two (2) hours in advance of the scheduled time, the ride is considered a No-Show.

If a member does not have a pre-arranged time for the return leg of the trip, ReadyRide shall insure that members are picked up within one (1) hour after being

notified the member is ready. Will call trips shall be assigned to a vehicle with the appropriate time noted of the call and pickup within the hour for encounter data.

Members may not be required to arrive at their scheduled appointment more than one (1) hour before their appointment time. Member's may not be dropped off for their appointment before a provider's office or facility has opened its doors. Members shall be dropped off for their appointment no less than fifteen (15) minutes prior to their appointment time to prevent the drop off time from being considered late. (Please inform the members of this when scheduling their appointments).

ReadyRide shall ensure that trips are dispatched appropriately and meet the needs of the member. Any unforeseen schedule changes shall be accommodated in a timely manner and assigned to another NEMT provider if necessary and/or to avoid a vehicle being late more than 15 minutes. NEMT providers nor drivers shall change the assigned pick-up time without permission from ReadyRide.

Members with more than three (3) late cancelations in a three (3) month period and/or three (3) no-shows in a three (3) month period will be subject to service modifications pursuant to OAR 410-141-3955.

If a member's **out-of-area procedure** is cancelled due to the member's non-compliance with pre-treatment protocols or physician instructions, a notice of action (NOA) may be issued upon the **first occurrence** to modify the member's NEMT service mode.

8.4.2 Call Notifications

ReadyRide's call notification module is programmed to send outgoing calls to members after 6pm each evening before the night before their scheduled pickup. Members have the option to confirm or cancel their scheduled pickup during the call. If members do not answer or immediately hang up, the trip will remain and the vehicle dispatched at the scheduled time. The second call notification is sent out the day of the trip one hour before their scheduled pickup time with an estimated time of arrival. The member does not have the opportunity to cancel during this second call, however they are instructed to call in and cancel the trip if necessary.

Members who exhibit behavior that could threaten the safety of themselves, the driver or other passengers once (1) during a six-month period will be subject to service modifications pursuant to OAR 410-141-3955.

8.5 Modifications

Service modifications will be determined by ReadyRide in coordination with the member's AllCare case manager and can include:

- Limiting NEMT service to a specific transportation provider;
- Requiring travel with an attendant;
- Mandatory use of public transportation where available and appropriate;
- A requirement to drive or locate someone to drive the member and receive mileage reimbursement; and/or
- A requirement that the member confirm their ride with ReadyRide on the day of or the day before the scheduled ride by contacting ReadyRide.

Before imposing any modifications, ReadyRide shall talk with the member about the need for imposing any modifications and explore modifications that are appropriate to the needs of the member that address the identified health and safety concerns.

Members have the right to appeal service modification decisions according to ReadyRide and AllCare's grievance and appeals process.

8.6 Health Plan Member Communications, Readability Standards

ReadyRide will ensure that any materials presented to members, printed or digital, will comply with the Oregon Health Authority's directive for health literacy purposes. Prior to distribution, department managers will score the text according to the "Flesch-Kincaid" readability test. The sample text must score at a sixth-grade readability level to be distributed

8.7 Non-Medical Rides

NEMT is a benefit for AllCare members traveling to covered services. Trips to other non-covered services may be authorized by AllCare's NEMT Liaison as a Flexible Transportation Services according to the policy outlined in Section 7.

8.8 Attendants

An attendant may ride free when required to accompany a member to a medical appointment. Transportation shall be provided for an attendant to travel with a member who is under the age of 12, if the attending physician has signed a statement that an attendant must travel with the member, or if the member is mentally or physically unable to reach the medical appointment or return home without assistance. Taxi and wheelchair companies provide transportation for one attendant at no extra charge. ReadyRide will provide the bus ticket for the attendant if the member travels by bus.

AllCare CCO shall utilize flexible funding and ReadyRide shall allow an eligible child's 2nd parent, guardian, or other support adult to attend all OHP-covered medical services appointments until the child reaches age 18.

Providers of wheelchair van, stretcher car, sedan, and other types of transport are not reimbursed for the attendant when the attendant is necessary to accompany a child or otherwise fragile member to or from a medical appointment.

It is the member's responsibility to provide an attendant if one is required.

If a facility calls to book a ride for a member, it is the responsibility of a qualified person with the proper authority from that referring facility to determine whether an attendant is required. If ReadyRide believes that an attendant is necessary, but the referring facility disagrees, ReadyRide may contact a Utilization Management Nurse at AllCare at (541) 471-4106.

8.9 Services for Foster Children

DHS Case Managers may submit the initial trip order, but subsequent changes or continuation of ongoing rides should be made by a foster parent or therapist if the DHS Case Manager noted the names and phone numbers on the ride request. ReadyRide will assess Children age 12 and older and all children with attendants for their ability to use public transportation.

8.10 Travel with a minor

A child under the age of 12 requires an adult guardian for NEMT from any transportation provider, with exceptions for ambulance and secured transportation.

A parent or legal guardian of any minor, even if age 12 or over, may travel with the minor at no additional cost.

A child age 12 or over, but not yet able to drive may be eligible for mileage reimbursement when driven by a parent or legal guardian. Issue the reimbursement to the "head of household" on the case.

8.11 Child Safety Seats and Restraints

Child restraints are required in all vehicles such as taxis or wheelchair vans. Regular automobile seatbelts and shoulder harnesses are not considered appropriate for children under age four or who weigh less than 40 pounds. When a child needs additional, mobile restraint such as a car seat, parents or guardians are responsible for providing and installing the appropriate child restraints.

8.12 Paid Provider Attendant

Industry standard for stretcher car providers is to have a minimum of two attendants, (if the member weighs more than 200 lbs and a manual gurney is used) one of whom is the driver, during transport. Wheelchair transport providers generally transport using just the driver. The average stretcher car or wheelchair van transport will not require additional attendants.

If a member's condition or circumstance requires the use of additional attendants during transport, authorization may be given and additional charges may apply.

Example: Bariatric member needing transport to or from medical care could require additional attendants. Typically ambulance or stretcher car gurneys and other medical equipment are designed to withstand weight up to 300 pounds. The provider will generally let the scheduler know when additional attendants are required in order that they may provide the safest transport possible for the member.

8.13 Out-of-Area Trips

Trips provided to members that are outside the service area shall be provided in accordance with OAR 410-141-3930.

1. The member is receiving an OHP-covered health care service that is not available in the service area but is available in another area of the state;
2. The member is receiving an OHP-covered service where the service location is no more than 75 miles from the Oregon border and contiguous to the CCO's service area;
3. The CCO determines that no local medical provider or facility will provide OHP-covered medical services for the member; or,
4. The member is receiving an OHP-covered service outside of Oregon that is not available in Oregon.
5. *Special NOA Procedure:* If a member's out-of-area procedure is cancelled due to the member's non-compliance with pre-treatment protocols or physician instructions, a notice of action (NOA) may be issued upon the **first occurrence** to modify the member's NEMT service mode.

8.14 Members Leaving Facilities Against Medical Advice (AMA)

Members who leave a facility prior to their appointed pick up time and date will be considered a "no-show" for their return trip.

The facility at which they were to receive a covered service, or the member, shall contact ReadyRide to reschedule the member's return trip.

ReadyRide will pick up the member at the facility which the member received, or was scheduled to receive the covered service.

8.15 Driver and Vehicle Readiness—*ReadyRide and Subcontractors*

ReadyRide will conduct initial and ongoing reviews of each transportation company (Subcontractor) that is to be utilized to provide NEMT services that they are licensed, insured and compliant with OAR 410-141-3920 through OAR 410-141-3965.

Additionally, ReadyRide and Subcontractor's drivers are required to document their requisite background check, licensing and training in accordance with OAR 410-141-3925. ReadyRide and Subcontractor's vehicles shall be inspected to verify safety and compliance in accordance with OAR 410-141-3925.

ReadyRide will require a completed and signed "Vehicle Certification" form for each ReadyRide and Subcontractor vehicle and will require a completed and signed "Driver Certification" form for each ReadyRide and Subcontractor driver.

ReadyRide's *Transportation Director* and *Transportation Coordinator* will ensure accurate and timely documentation of these requirements.

8.16 Adverse Weather Operations

In preparation for adverse weather (ice, snow, severe storms, flooding) drivers will ensure that the following items are loaded on-board their vehicle:

- Adverse Weather "Go-Bag"
- Traction Devices
- Flashlight

When weather conditions are extreme priority will be given to certain types of transports such as for "critical medical care" including dialysis and chemotherapy. All-wheel drive vehicles will be utilized to ensure service for these priority transports.

8.17 Peak Transportation Operations

In the event of above-average utilization or excessively late vehicles (20 minutes+) ReadyRide will implement the following steps to ensure adequate capacity:

- Activate ReadyRide reserve fleet vehicles
- Re-route vehicles based on proximity to ensure timely service
- Employ additional subcontractor vehicles

8.18 Accidents & Incidents

In the event of a vehicle accident or a member incident ReadyRide shall notify AllCare within twenty-four (24) hours of the event. The notification will be made in writing (email) and should contain the following information: (1) driver name, (2) passenger/member name, (3) date, time and location of accident/incident, (4) description of the event including any injuries sustained, (5) whether the driver or

passenger required medical treatment at a hospital, and if applicable (6) any police report case number and report if available.

9. Confidentiality & HIPAA Compliance

9.1 HIPAA Policy

ReadyRide maintains strict member confidentiality. Information about a member shall never be shared except when covered by a Business Associate Agreement and required in order to authorize and schedule necessary non-emergency transportation to a covered service. When communicating with Business Associates, only the minimum necessary information shall be shared.

HIPAA Compliance Officer is Debbie Hurst.

9.2 Service Staff Orientation and Continued Training

All new personnel will go through a training program with a seasoned Customer Service Representative going over a new training checklist and take an approved HIPPA training course. Ongoing training includes HIPPA refresher courses, annually. ACES training, sensitivity and cultural training will be done as needed. (See section 9.4)

9.3 HIPAA Procedures

Accountability: All ReadyRide staff agreed to Confidentiality Statement as a condition of employment.

Training: All CSRs are required to complete a one-hour online HIPAA training course before interacting with AllCare members. Managers, Supervisors and Directors are required to complete a 2-hour online HIPAA training course before interacting with AllCare members.

Information Security of Desktop Notes: All CSR notes are to be shredded at the end of a shift or placed in a locked drawer.

RouteMatch: All information obtained from members is entered into RouteMatch. ReadyRide maintains a current BAA with RouteMatch. The tools implemented by RouteMatch to provide HIPAA compliant privacy and security include:

- Cloud Services & Web Portals
 - An SSL certificate for encrypted connections
 - Secure application access:
 - Password complexity and timeframe policy and enforcement
 - Password encryption
- Communication to Tablets
 - RMGate to RMMobile communications encryption:
 - Driver logon password encryption
 - Data message encryption (FIPS 140-2 compliant)

- Cellular: Verizon Wireless also provides over the air encryption.

If a caller asks for information about another member or offers information about another member the CSR shall not acknowledge that the member is or is not a ReadyRide customer.

CSRs are permitted to discuss member information with AllCare staff. Emails to AllCare Staff containing PHI must be sent using secure email.

9.4 Trauma Informed Service Delivery

To insure that ReadyRide's service is supportive of trauma issues and do our best to avoid re-traumatization for all persons served by ReadyRide, based on understanding of the vulnerabilities or triggers of trauma survivors that traditional service delivery approaches may exacerbate, this includes:

- ACES training for Customer Service Representatives
- Sensitivity and Culture Training
- Allowing same day/next day trips for trauma related appointments.
- Member concern forms sent to AllCare case management when trauma concern is detected.

10. Grievances

ReadyRide actively listens to AllCare members' concerns and complaints. Grievances are processed according to AllCare's Appeal Rights procedures, as outlined in AllCare's member handbook. Under AllCare's Appeal Rights policy, AllCare members always have a right to file a grievance.

When a ReadyRide staff member is unable to resolve a member's concern the CSR shall offer the option of talking immediately with a supervisor or filing a grievance.

ReadyRide shall direct members to comply with the grievance and appeals systems for grievances related to NEMT services including but not limited to the following: denial of services in full or part, driver or vehicle safety, quality or appropriateness of services, and access to services.sxs3e

10.1 Documentation

Notes from all conversations shall be kept and dated to maintain an accurate call log for each customer. When a grievance is filed the following additional information shall be obtained:

- Verbal customer complaints are recorded using the AllCare-supplied **verbal complaint form**.
- Written complaints are to be securely saved electronically (i.e. scanned or photographed)

Once recorded, grievances shall be forwarded immediately to ReadyRide's Operations Manager and submitted to AllCare's Quality Improvement Supervisor within 48 hours of ReadyRide's receipt.

All complaints are assumed to include Private Health Information and are to be treated accordingly pursuant to ReadyRide's HIPAA guidelines.

10.2 ReadyRide Response Process

ReadyRide CSR's are not responsible for responding to grievances on a call. ReadyRide's call center Director is responsible for recording all grievances using the AllCare-supplied **Exhibit I form**. Once the call center Director has had the opportunity to review the grievance, a phone call or written response will be given to the member within 48 hours.

11. Notice of Adverse Benefit Determination (“NOABD”)

An NOABD **is** required . . .

- If ReadyRide denies, stops, modifies or reduces NEMT services to a Member
- If a ride is denied because the member is not traveling to a *covered service*.
- If a “Modification of Services” rule described in Section 8.4 is implemented

An NOABD **is not** required . . .

- If there is a denial of Flexible Transportation Services (FLEX), or . . .
- If ReadyRide is operating within the scope of ReadyRide’s written policies and procedures, including the “Rider’s Guide” or “Rules for Riders”.

If any situation occurs in which a member’s NEMT benefit is likely to be denied, stopped or reduced, the responsible ReadyRide staff member shall immediately notify a supervisor or operations manager as a second-level of review prior to telling the member service will be denied. The service is denied only after the supervisor or the operations manager’s approval. If transportation is denied, an NOABD will be mailed to the member within 72 hours stating the specific reason for denial and providing information about how to request an appeal and hearing. The requesting Provider will also be notified.

ReadyRide shall send a copy of the NOABD letter to the AllCare Quality Improvement Manager within 48 hours. A copy of the letter must be retained in a separate file.

The completed NOABD must be sent on the AllCare-supplied letterhead, in the members preferred language, and should include the following:

1. Member's AllCare ID number, name, and address.
2. Date of the letter.
3. Date the member requested the ride (not the date of service which may be different).
4. The type of request including the destination, the type of transportation requested, the date and time of the appointment and the type of covered service.
5. The reason(s) the request was denied and the applicable Oregon Administrative Rule referenced.
6. Instructions for appealing the decision and requesting a hearing.

This is a supervisor’s responsibility.

12. Quality Management Team

The NEMT Quality Management Team is comprised of a representative of each of the following:

- AllCare
- AllCare's NEMT Oversight Contractor
- ReadyRide

The NEMT Quality Management Team shall meet, at a minimum, on a quarterly basis to review:

- Quarterly audit data
- Monthly performance reports
- Grievances
- Denials
- Suspected cases of fraud and abuse
- Invalid trip requests and travel reimbursement claims

The NEMT Quality Management Team is responsible for recommending actions in response to cases of suspected fraud or abuse to AllCare's CCO team and board of directors, as well as recommended improvements for the NEMT system overall.

13. After-Hours Transportation

ReadyRide provides after-hours transportation for discharge from hospitals or urgent transports. All other transports should either be via emergency services or regularly scheduled services.

After-hours transportation requests are received initially via ReadyRide's number and are routed to recorded lines based on the need of the call. Calls are returned within 30 minutes by our after-hours dispatcher.

After-hours message for members to request urgent transportation or to have questions answered regarding their transportation will be recorded in English and Spanish for members to leave a message.

After-hours calls are recorded in a separate on-call email system and text out to the after-hours dispatcher. All calls are documented in this folder and kept in our backup recording system as required.

CALLS BETWEEN THE HOURS OF 6:00PM AND 6:00AM
Please call 541-479-7920

14. Detecting an Emergency

Staff members should always be alert for callers with symptoms that could indicate a medical emergency. If a caller appears to have symptoms of a medical emergency, direct the caller to hang up and call 911 for emergency response. If you determine that the caller is unable to contact 911, or the caller is unwilling to call 911 even though the situation appears to be an emergency, tell the caller that you will call 911, keep them on the line and then contact emergency response on another line. Maintain phone contact with the member until help arrives. Symptoms to be on the alert for include but are not limited to:

1. difficulty breathing,
2. chest pain,
3. serious injury,
4. bleeding,
5. dizziness,
6. unconsciousness, or
7. severe pain.

Do not communicate with 911 unless the caller is not able or is unwilling to make the call and you determine it is a life-threatening emergency.

15. Communication Between ReadyRide and AllCare

Communication between ReadyRide and AllCare is intended to facilitate rapid problem solving, high quality member service and effective communication.

In general, ReadyRide should notify the AllCare NEMT Liaison of:

- All out-of-area and flex trip requests.
- Any observed quality issues that come up with healthcare providers (i.e. member waiting to be seen for an unreasonably long time, etc).
- Anything that comes through member services portal regarding NEMT. (This should also be sent to the Member Services Manager.)
- Referrals to case management.

Matters relating to NEMT policy, regulations, requirement or contract issues should be directed to AllCare's NEMT Oversight Contractor.

All non-urgent requests should be sent by secure email with member ID and name. This helps with documentation and follow up. Urgent requests should be initiated via phone with a follow up email.

15.1 Fraud, Waste and Abuse Detection and Prevention Process

ReadyRide's plan to detect and prevent fraud, waste and abuse is comprised of internal activities and controls. ReadyRide maintains the following activities and controls within each department to promote effective utilization of resources and/or identify potential fraud, waste or abuse.

- 1) Subcontractor verification process
- 2) Member travel reimbursement process
- 3) Employee training

Each ReadyRide employee or sub-contractor has an obligation to report suspected fraud, waste or abuse, regardless of whether such wrongful actions are undertaken by an employee, supervisor, sub-contractor or member. In cases where ReadyRide suspects an AllCare CCO member of misusing the NEMT benefit (e.g. using it fraudulently or unsafely), they are directed to submit an Internal Concern to the Quality Improvement Supervisor. AllCare CCO's compliance team will then be responsible for documenting the concern, following up, and reporting back to ReadyRide.

15.2 Case Management

In cases where ReadyRide is seriously concerned about the state of a member's health or well-being, they are directed to submit a Member Concern to AllCare CCO's NEMT Liaison. The NEMT Liaison will be responsible for documenting the concern, directing it to the correct Care Coordinator, and reporting back to ReadyRide.

15.3 Escalation

When calling AllCare's NEMT Liaison, if ReadyRide is unable to get a satisfactory response they may escalate the call to the appropriate AllCare supervisor or staff.

When calling ReadyRide, if AllCare is unable to get a satisfactory response from frontline staff, escalate the call in the following order:

1. Communications Director, x1137
2. Call Center Director, x1115
3. Transportation Director, x1122
4. CEO, x1126

15.4 Performance and Documentation

ReadyRide will provide certain operational reports to AllCare on a monthly or quarterly basis as follows:

Monthly Operations – Including but not limited to data regarding overall utilization, transportation volume by service mode, mobility, service area, cancellation and no-show rates, reservation call volume, call wait time, and abandon rate.

Quarterly Operations – audit file of all transportation, member reservation calls, and on-time performance.

16. ReadyRide Performance Standards

ReadyRide's performance standards include the following:

Missed trips: A trip is considered missed if the driver does not arrive at all or arrives more than plus or minus thirty (30) minutes of the requested pickup and drop-off time, even if the member is transported.

- **Travel time:** Individual trip travel times shall not exceed (2) two times the comparable drive time, as measured using Google Maps driving directions.
- Drivers will wait at least (15) fifteen minutes after the scheduled pickup time. If the member is not ready the driver must notify dispatch before leaving.
- Members will not be dropped off more than (1) one hour before their appointment time but a minimum of no less than 15 minutes before their appointment time.
- Members will not be dropped off at a location for an appointment if the medical facility is closed. Driver must wait until the facility doors open.
- **Call Hold Time:** Average call hold-times shall not exceed (3) three minutes.
- **Trip Denials:** (100) one hundred percent of trips requested by eligible members to covered services shall be provided. A trip not provided to a member because of lack of a provider shall be considered a denial.

16.1 Service Staff Supervision

- Management will run reports documenting accuracy regarding Customer Service Representative's booking trips.
- Periodic call listening to ensure that policies and procedures are being correctly conveyed and booked accurately.

17. Definitions

- Advocate - An individual or other entity requesting services on behalf of the member.
- After Hours - A trip provided when the call center is not open.
- Attendant - A member escort/assistant provided by the member in those instances where an attendant is necessary.
- Case Manager - Authorized AllCare staff responsible for coordinating the member's overall benefits.
- Covered Service - A medical, dental or behavioral health service that is part of the member's AllCare Health Plan benefit package.
- Customer Service Representative (CSR) - Staff member who handles all aspects of telephone requests for rides or authorization for reimbursement of transportation expenses and enters information into RouteMatch.
- Eligible Member - An AllCare member who is eligible for medically necessary and appropriate transportation to covered services.
- Late cancellation - A late cancellation occurs when a member calls to cancel a "local ride" with less than a 2 hour notice from the scheduled pickup time, or less than a 6 hour notice for a "long-distance" ride.
- Long Distance Ride - a trip which either originates from or has a destination to a location outside of the Service Area of Curry County, Jackson County, Josephine County, Azalea or Glendale.
- No-Show - Members who are not at the pickup point during the on-time window are "no-shows."
- Quality Assurance Personnel - AllCare or ReadyRide personnel responsible for assuring the quality and safety of rides for members.
- Subscription Trips - Group or individual trips taken more than once per month on the same day of the week by the same group or individual to the same destination. These are generally scheduled monthly.
- Transportation Provider - Any public, private or private non-profit organization or individual who has been designated by ReadyRide to receive payment for medical transportation at a negotiated rate and authorized by ReadyRide. Transportation may include, but is not limited to sedan, wheelchair van, public transit, stretcher car, secured transport, and volunteers driving their own vehicles.
- Transportation Subcontractor - Transportation Sub-Contractors are those companies which are contracted with ReadyRide to provide NEMT services to health plan members.
- Transportation Type - The mode of transportation used to provide transportation services to members. Types may include, but are not limited to, public or private fixed-route service, individual ride service, or shared ride service.

- **Unscheduled Trip** - A demand-response trip that is immediate in nature. These trips may occur outside of normal business hours.
- **Urgent Transport** - Transportation provided on an urgent or same day basis when the member needs immediate treatment but the medical condition is not emergent (see Emergency Services definition in the DMAP General Rules, OAR 410-120-0000).
- **Will Call** - Transportation that cannot be arranged ahead of time, the pick-up will be referred to as “will call” pickups.

18. Roles and Responsibilities

18.1 Call Center Director

The responsibilities of Ready Ride's administrative staff include the following:

- Have a thorough understanding and knowledge of Medicaid rules, procedures, and policies.
- Assure quality telephone call response service and authorization service to include.
- Provide appropriate and timely training and program information to staff.
- Coordinate with ReadyRide staff to improve and maintain service.
- Assist in the development or modification of local policies and procedures.
- Respond to member concerns, grievances, or appeals.
- Verify provider billing and prepare required reports and documents.
- Respond to provider concerns.

18.2 HIPAA Safety Officer

- Assure protection of member information per HIPAA compliance.

18.3 Customer Service Representative (CSR) Responsibilities

The responsibilities of the CSR include the following:

- Receive member requests for transportation.
- Receive member requests for authorization to incur reimbursable medical transportation- related expenses, such as mileage, meals, and lodging to access covered medical services.
- Assure protection of member information per HIPAA compliance.
- Verify Medicaid eligibility and covered services.
- Assess need for particular type of transportation.
- Determine no other transportation or funding source available.
- Maintain complete and appropriate documentation of ride requests and authorizations, problems that occur, verbal complaints, and other information as needed.
- Have a thorough knowledge and understanding of Medicaid transportation rules, procedures, and policies.

18.4 ReadyRide Scheduling/Dispatching Department Responsibilities

The responsibilities of ReadyRide's Scheduling Department include the following:

- Select most appropriate mode of transportation.
- Assess mileage for Medicaid trips and assign estimated costs based on provider contracts.
- Maintain complete and appropriate documentation of provider problems or concerns.
- Arrange and examine provider schedules to assure timely pick up of member.
- Upload trip manifests to providers through the provider portal.
- Dispatch same day trips to providers as needed by members.

18.5 Billing/Data Entry and Verification Department Responsibilities

The responsibilities of the Billing/Data Entry Department include the following:

- Verify provider billing and prepare required reports and documents.
- Verification of mileage for member reimbursement.
- Bus pass and token distribution and inventory.
- Data entry of all faxed rides requests.
- Completion of mandatory, daily computer hardware and software functions.
- Conduct contracted provider billing audits.
- Completion of spreadsheets, reports, and queries for administrative use.
- Provider instruction in web portal or tablet use and billing functions

18.6 Quality Assurance Personnel Responsibilities

The responsibilities of the quality assurance personnel include:

- Investigate and document complaints.
- Report back to complainant and to brokerage advisory committee.
- Provide outreach and training as required to members, advocates and others who may interface with ReadyRide.
- Prepare documents and use secure email to send to AllCare.

18.7 ReadyRide Drivers

The responsibilities of our drivers include:

- Daily preventive maintenance checks and service
- Safe operation of certified NEMT service vehicles
- Safe and professional service to health plan members
- Timely communication with the call center, transportation director and dispatch

18.8 Transportation Director

The responsibility of the transportation director is to monitor daily operations of the transportation service activities and to supervise ReadyRide and subcontractor drivers to ensure adherence to safety and operational procedures and regulations.