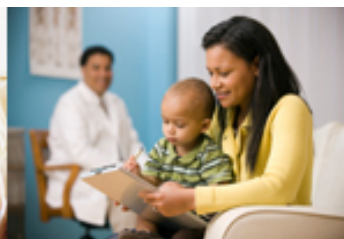# 2014 Mercer Review and LogistiCare's Updates

# Executive Summary

- The State of Connecticut, Department of Social Services (DSS), contracted with Mercer Government Human Services Consulting (Mercer) to conduct a review of its non-emergency medical transportation (NEMT) program, including the operations of its NEMT broker, LogistiCare, Inc. (LogistiCare). The purpose of Mercer's Phase I review was to provider an initial evaluation of three questions posed by DSS: (1) Is DSS using the right model for its NEMT program? (2) Does DSS have the right contract requirements for its NEMT program?; and (3) Is DSS using the right vendor for its NEMT program? In Phase I, Mercer conducted a desktop and onsite review of LogistiCare designed to provide DSS with preliminary insight into LogistiCare's operations.

# How Mercer Conducted the Review

- Mercer's Phase I onsite review was conducted in May, 2014 and consisted of observations of LogistiCare's live call center operations, system demonstrations and interviews with LogistiCare staff. Prior to the onsite review, Mercer conducted a desktop review of information requested from DSS including the current contract and any reports received from LogistiCare in the past year. The information Mercer gathered from the desktop and onsite reviews provided the basis for Mercer's initial analysis. Observations from Mercer's Phase I review and the results of Mercer's initial analysis make up the content of this report.

# Mercer Findings

# Client Complaints

## Review Findings

- Complaints were not being documented when member's expressed dissatisfaction
- Complaints were being underreported

## LogistiCare's Update

- Modified current complaint tracking system for more robust and detailed complaint reporting
- All CT staff member were retrained to document if a member expresses any dissatisfaction, a complaint will be filed by CSR
- Since implementing this new process in November 2015 complaint volume has increased by 300%
- Additional QA monitoring will be done to ensure CSR's are documenting any dissatisfaction calls

# Transportation Service Scheduling

## Review Findings

- In order to reduce program costs, an appointment reminder is recommended

- An automated call made to the member from LogistiCare before their scheduled pickup as a reminder

## LogistiCare's Update

- Automated Appointment reminder was implemented by LogistiCare, but is on hold until approved by DSS Legal Team

- Once approved, can be activated within 30 days

# Strategy for Program Improvement

## Review Findings

- Use of additional or existing reporting to proactively identify program issues

## LogistiCare's Update

- Reports run daily and provided to all managers and supervisors by department to include; call stats, provider complaints, facility issues, staffing levels, trip volume
- Have weekly call with DSS to discuss program and identify any possible issues and areas of improvement among success stories
- Began this reporting and weekly calls with DSS in Jan 2015

# Systems

## Review Findings

- Provide DSS with Client Service Website

## LogistiCare's Update

- Submitted IT Ticket to get DSS access to the Client Service Website
- This ticket is ongoing

# LogistiCare's CT NEMT Staffing

**Review Findings**

- Some areas may need more FTE's
- Possible cross training to better utilize resources

**LogistiCare's Update**

- In Jan when new management joined the CT operations, first task was to identify staffing adequacy
- It was determined that realignment of department functions/responsibilities were needed to ensure correct staffing and management oversight

# Call Center Staffing and Training

## Review Findings

- Customer Service Rep improvements
- Additional staff

## LogistiCare's Update

- After realignment of the call center and removing roughly 500 calls per day to a dedicated authorization dept, staffing levels are adequate
- Monthly call standards for Average Speed of Answer (ASA) by contract has been met 10 of 11 months in 2015
- Abandonment rate (<5%) was missed in Jan and Feb due to inclement weather, but we have met contract standards from Q2 to date

# Call Monitoring/Quality

## Review Findings

- Quality of calls
- More monitoring to ensure CSR's follow policy and procedures

## LogistiCare's Update

- After new management arrived, call script editor was added to LCAD to give CSR's access to all current policies and procedures
- When CSR's take a reservation, the call script editor will appear on screen to ensure they are asking all appropriate questions
- Refresher training is an on-going program for LGTC CSR's

# Call Center Processes

**Review Findings**

- Is there a more efficient process to provide member's with information

- Current system has too many notes to read and leaves the opportunity for human error

**LogistiCare's Update**

- Additional fields are being utilized in LCAD to provide concise information in regards to documents needed by member

- New tabs and fields allow CSR's to search data specific to level of service, mileage authorizations, member notes, trip notes and member details vs. having one location to find this information in the past

# Performance Standards

## Review Findings

- Current reports not aligned with phone performance standards
- Need to add these standards to monthly reporting

## LogistiCare's Update

- On 11/6/15 LogistiCare sent these requirements to the reporting manager and they were added to the monthly reporting for DSS

# Outreach to Clients and Facilities

## Review Findings

- Facility outreach improvement
- Being more proactive with outreach and offering more education to facilities and members

## LogistiCare Update

- LogistiCare has created educational NEMT brochures for Members, facilities and Hospitals
- In addition to the brochures an NEMT 101 guide (booklet) is in the process of being created to educate new members when they enroll
- LogistiCare created a Facility Outreach Coordinator position to visit facilities with educational material and assist with ongoing transportation issues – The Outreach Coordinator visits 6 – 10 facilities statewide weekly on average
- Facility outreach coordinator and DSS have developed a Power Point to hold webinars on NEMT for facilities

# Member and Facility Websites

## Review Findings

- More online education and usage to reduce overall call volume

- Create more streamline process of booking trips online

## LogistiCare's Update

- In Jan 2015, LogistiCare started promoting the websites by modifying the call script and adding a message during Interactive Voice Response (IVR)

- LogistiCare's Outreach Coordinator educates every facility visited with a Website tutorial and encourages use of the websites

- Member and facility information websites are also available to answer frequently asked questions and download any authorization forms

# Screening for Transportation Needs

## Review Findings

- Ensure appropriate screening questions are asked

- Update Call Center script

## LogistiCare's Update

- In January 2015 call script editor was added to LCAD to give CSR access to current call script and screening questions

- When CSR takes a reservation, the call script editor will appear assisting rep with screening questions

- Refresher training is an on-going program for all LogistiCare CSR's

# Multi-Loading

## Review Findings

- Promote more multi-loading with member's trips
- Become more efficient with routing trips

## LogistiCare's Update

- We currently use auto assign based on geographic area and level of service for a large percentage of our trips
- It still and always will require some manual routing to "fine tune" trip assignment
- LogistiCare currently multi-loads members based on geographical pick up location and destination – This is a manual process that is handled by the transportation team

# Mass Transit

## Review Findings

- There is a barrier to all transit routes

- This barrier could result in more livery and higher level of service trips being provided

## LogistiCare's Update

- LogistiCare uses GPS coordinates and local transit company information to identify members on a bus line

- We use all available technology to ensure members pick up and drop off locations are near a bus stop

- Other agencies only use PDF versions of routes

# Provider Network Development and Management Plan

## Review Findings

- Provide network adequacies

- Report gaps in coverage

## LogistiCare's Update

- In Jan 2015 the transportation management team began providing the General Manager a nightly hand-off of unassigned trips

- This helps identify geographical areas of need or provider issues

- We currently use a provider report card to look at provider performance in relation to trips assigned to them and compared to provider market

- Weekly meetings are held with management to discuss any possible areas of need

- LogistiCare is also utilizing the Q365 program to identify and address any concerning issues

# Claims Processing

## Review Findings

- The claims process is cumbersome

- This could create delays in payments to the providers and possible errors

## LogistiCare's Update

- In April 2015, Claims processing was moved to LogistiCare's centralized claims processing center in VA, because they specialize in claims processing

- Since the move, claims processing has improved

- Our goal is to return the responsibility of processing and paying claims to LogistiCare instead of using multiple vendors

- Waiting on past claims to be processed to show DSS consistent claims processing with minimal errors

# Technical Assistance regarding Claims Submission

**Review Findings**

- More training for claim processors

- Inadequate training for transportation providers

**LogistiCare's Update**

- Since moving claims to VA, claims are being processed by claim experts and providers have access to source experts for additional training on claims processing

# Claims Manager Position

**Review Findings**

- Hire a claims manager to have oversight of the claims processing

**LogistiCare's Update**

- Since moving claims to VA, providers have access to source experts ( Manager, Sup and Leads) and additional training on claims processing
- VA processing center only handles claims processing so there is a full leadership team who are subject matter experts

# Provider Relations

## Review Findings

- Allowing transportation provider more advance notice on assigned trips

## LogistiCare's Update

- In March 2015 the Provider Web Portal was redesigned to allow provider access to standing order and demand trips up to 5 days in advance
- The previous limit was 3 days
- Dedicated Provider Line has been created and separated from the Where's my Ride (WMR) line.

# Addressing Provider Performance

## Review Findings

- Identify performance through complaints submitted

- Under reporting of complaints

## LogistiCare's Update

- In February 2015 a new provider monthly performance report was developed to help identify quality of service issues

- Coupled with new complaint reporting, this will improve identifying underperforming providers

- The new complaints reporting previously addressed will improve the under reporting of complaints

# Questions?