



Non-Emergency Medical Transportation Update

**Department of Social Services
February 11, 2021**

- Over the last year, including during the public health emergency, DSS and Veyo have mutually prioritized several areas and key performance indicators raised by the state auditors
- DSS issued a Corrective Action Plan as a result of the audit and Veyo has reached full compliance with that Corrective Action Plan
- DSS continues to monitor the key performance indicators, utilization, network capacity, expenditures and complaints on a regular basis
- Due to the public health emergency and telehealth services, NEMT expenditures are down compared to last year at this time and Veyo has been put on notice that NEMT surplus dollars must be returned to the Department



- During the public health emergency, DSS and Veyo collaborated on several projects to meet the needs of individuals
- Due to the public health emergency, the procurement plan was delayed and OPM approved a contract extension through March 31, 2022
- DSS plans to issue a procurement for NEMT services in the spring of 2021



Agenda:

- NEMT Audit Response
- DSS Surge Strategy
- Corrective Action Plan
- Current Veyo Contract/Amendment
- Contract Financials
- Procurement Plan
- Current Operations
 - Focus Areas
 - Public Health Emergency



- The Auditors of Public Accounts developed 7 Key Findings and 59 recommendations
- DSS reviewed and commented on all recommendations and findings and appreciated the level of detail of the report
- DSS and Veyo ultimately agreed to implement 43 of the 59 recommendations, many of which were rectified or addressed prior to the release of the audit



Key Findings	Response/Resolution
DSS does not specify certain requirements of the DSS-Veyo contract such as percentage of call center agents to be located in Connecticut and the definition of abandoned calls	Contract has been amended at Subsection 4.B requiring that 50% CT member calls be handled in state
Veyo changes statistics, sometimes retroactively, without explanation in its monthly reports to DSS, including its calculation of percent of on-time trips, which raises concerns about the accuracy of some of the reported information	DSS was aware of the modifications to monthly reports that were being made Article 8.a.1 adds clarification of pick up wait times which will have some impact in on-time performance positively; Article 11. Subsection 1 of the amendment states Veyo will work with DSS to establish ad-hoc reports as needed
Veyo stopped providing certain data without explanation in its monthly reports to DSS, including detailed transportation provider performance and trip removal and data correction statistics	New language in the amendment specifies data points to be included, in addition to any other data points by individual as requested by DSS

Key Findings	Response/Resolution
Veyo does not always remove drivers who do not meet requirements, and inconsistently uses and tracks corrective action plans	Corrective action plans for NEMT providers have been more consistent, both during the initiation and close out periods. Veyo does remove drivers who do not meet requirements, but DSS would like Veyo to be more proactive
Veyo does not record all complaints, accurately substantiate certain complaints, or promptly resolve complaints	Language has been included in the amendment which grants DSS full access to Veyo's complaint and incident system; other language includes detailed report information for complaints and incidents



Key Findings	Response/Resolution
An estimated 75% of members formally express dissatisfaction with Veyo transportation determinations. The primary reason is denial of NEMT to medical providers outside the allowable mileage range or in the assigned mode of transportation	This appears to be dissatisfaction with NEMT policy, not Veyo performance or Veyo's policy. There are NEMT policies that require DSS and Veyo to use the closest appropriate healthcare provider and the least expensive mode to meet the member's transportation needs.
DSS rarely imposes sanctions for the times Veyo fails to meet contractual performance standards	DSS has since sanctioned Veyo more consistently across allowable areas. During the public health emergency, sanctions have decreased due to focus on urgent needs such as personal protective equipment (PPE) and meal delivery and standing up a COVID fleet



- Oversight of Veyo contract and day-to-day operations assigned to a director-level position at DSS
- Weekly briefing calls with Veyo regarding on-time performance
 - Veyo improved their process related to their corrective action plan requirements and follow-up with NEMT providers
- DSS verification of Veyo data
- Improvement on recording, tracking and resolving complaints
- Wheelchair safety- confirming and restating that all wheelchair providers must be trained in a wheelchair safety protocol

- As a result of the audit, DSS imposed a Corrective Action Plan on Veyo that included the following elements:
 - Pre-trip verification: Veyo developed a report, now submitted quarterly, which reflects the pre-trip verification process. It quantifies the volume of trips booked by facilities/healthcare providers including those booked directly through Veyo's Rideview system.
 - Post-trip verification: Veyo reported to the Department that its fraud, waste and abuse team has a process in place to validate trips and associated healthcare appointments. Veyo developed a report detailing the total number of trips reviewed by Veyo and the number that could not be substantiated. At least 10% of trips are included in the post review.
 - Most costly client report: Veyo created and submitted a report to the Department on July 21, 2020 that satisfies this requirement.
 - Type of Origin & Destination- Veyo and DSS agreed that once the DSS Provider Registry is fully operational, this will be a required reporting element
 - Computerized log: Veyo has indicated to the Department that its trip portal contains information for all active transportation subcontractors that is the equivalent of a computerized log. To address the audit finding, Veyo developed and agreed to submit to the Department by the end of the month after the end of each quarter, a report detailing this information. The Department received the first revised report on July 21, 2020

- Inconsistent Corrective Action Plans: Veyo has documented for the Department that it has revised its existing process to detail expectations and requirements related to corrective action plans. Veyo developed a tracking report that identifies the provider in need of a corrective action plan (CAP), the reason for the CAP, the date of issuance of the CAP and the monthly performance of the applicable Key Performance Indicator that required a CAP. The first report was received by the Department on May 21, 2020.

SANCTIONS IMPOSED DUE TO THE AUDIT

- **Veyo is inconsistent about removing drivers who do not meet requirements as is stated in the contract**
- **Veyo does not have translation options for the Notices of Action (NOAs)**
- **Veyo allowed a young child to be transported alone**



- The original Veyo contract started on January 1, 2018 and ended on December 31, 2020
- DSS received approval from OPM Secretary to amend the contract due to the delay in the procurement due to the public health emergency
- Veyo and DSS executed a 30-day extension while negotiating a longer-term amendment
- Amendment will be effective from February 1, 2021 through March 31, 2022
- Amendment Modifications:
 - Call Center – 50% in CT
 - Clarification of financial terms
 - Added flexibility due to pandemic (e.g. multi-load, masks, specialized needs)



- There are two financial components of the NEMT contract:
 - A fixed administrative payment to account for salaries, fringe, rent, equipment, etc.
 - Per member per month payment (PMPM) for costs directly associated with transportation of HUSKY members. This is how Veyo pays NEMT providers. The PMPM is based on the number of eligible HUSKY members during the given month
 - Based on the decrease in utilization of NEMT services during the public health emergency and the dramatic increase of telehealth services, DSS and Veyo are negotiating the process to return the surplus to DSS



- DSS intends to initiate a public procurement for NEMT services
- The Public Health Emergency delayed the development of the Request For Proposals (RFP)
- DSS intends to issue the RFP in the spring of 2021 and initiate the new contract on April 1, 2022
- DSS agreed with the state auditors in their recommendation that the NEMT contract should not start/transition on January 1st of any year due to the potential of winter weather complicating transition/start-up efforts



■ Primary Focus Areas

- On-time performance
- Complaints
- Network capacity in underserved areas
- Special populations
- How to leverage NEMT network for public health emergency



- DSS and Veyo are collaborating in order to respond to the needs of HUSKY members and CT residents
 - Veyo initiated a COVID specialized fleet in order to transport Persons Under Investigation (PUI) and COVID+ individuals
 - DSS issued a policy that allowed ambulances to drive PUI and COVID + members prior to the Veyo COVID fleet and if Veyo could not fulfill the ride
 - DSS amended the NEMT contract in collaboration with Veyo to account for non-NEMT costs and services
 - Meal Delivery
 - Personal Protective Equipment (PPE)
 - Specialized cleaning of vehicles
 - Ongoing transportation during cold weather



- DSS and Veyo are currently working on how best to use the Veyo infrastructure and the NEMT provider network to assist with the COVID testing program and vaccine administration



Questions