

THE ROAD TO COORDINATION



Vickie S. Bourne, Executive Director

Kentucky Transportation Cabinet

Office of Transportation Delivery (OTD)

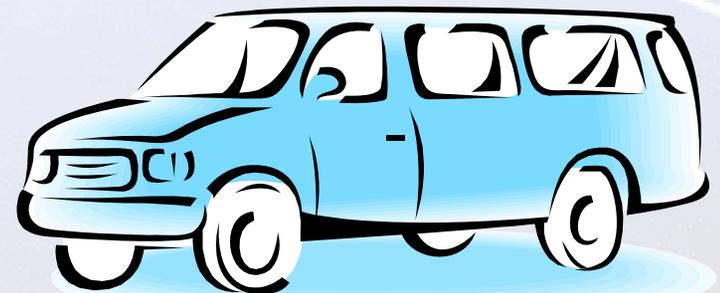
September 13-14, 2007 – State Programs Meeting

Before Coordination

- **Non-Emergency Medical Transportation Voucher System**
 - **Understaffed State case workers in each county issued voucher for Transportation**
 - **Medicaid had Thousands of Contracts**
 - **Delay in Payments to Providers**
 - **1996 Actuarial Study Report predicted cost would be over \$60 million by 2002**

Before Coordination

- **Fraud & Abuse of Non-Emergency Medicaid Transportation**
 - Billings for excessive mileage
 - Ineligible trips
 - No Recipient nor Provider Accountability
- Escalating Costs
- No Safety Standards
- Resource Inefficiency
 - Administrative
 - Operational
- Need for Greater Mobility



Stakeholder Input

- **External Stakeholder**
 - **Transportation Providers**
 - **Medical Providers**
 - **Recipient Notices**
- **Internal Stakeholder**
 - **Case Workers & Other State Employees**
 - **Legislators**



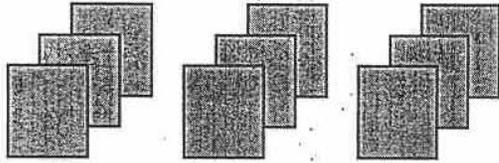
Why did we Unite?

Vision Summary

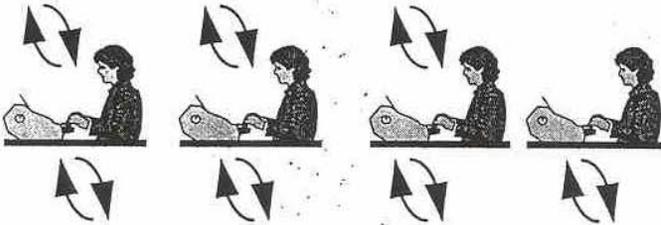
Yesterday



Duplicate planning,
rate setting



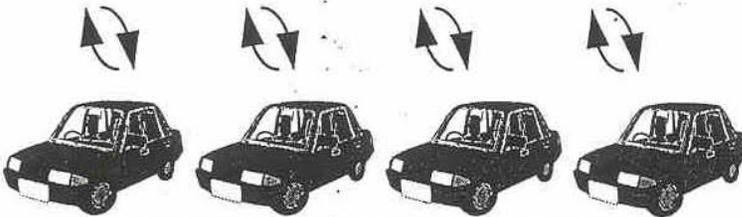
Numerous Contracts



Excessive time spent
by caseworkers to
manage
transportation
vendors



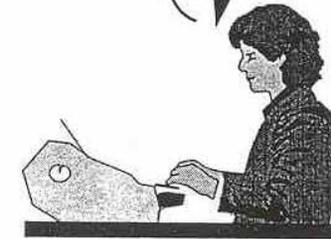
Thousands of
providers based
on number of
reimbursement
trips promotes
excessive and
costly numbers
of trips



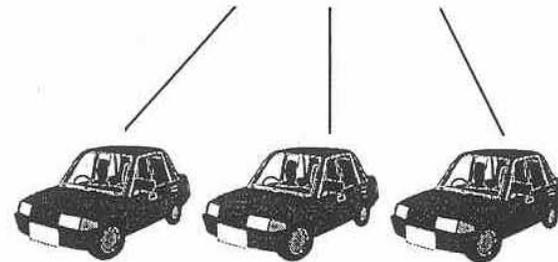
Today



Single entity
coordinates
planning and
rate setting,
manage vendor



One vendor per
region coordinates
transportation
delivery for
multiple programs



Reimbursement
based on
caseloads
contains costs

KY Human Service Transportation Delivery (HSTD)

- **Kentucky General Assembly**
 - Authorizes Program**
 - **Established Geographical HSTD Regions**
 - **Determines Transportation as**
lead to administer HSTD Programs
 - **Authorized Under existing**
Transportation Laws & Regulations

KY Human Service Transportation Delivery

Inter-agency Decision Making Body

Coordinated Transportation Advisory Council (CTAC)

- Authority by KY Statute
- Open to Public
- Voting members
 - Health and Families Cabinet
 - Workforce Development
 - Transportation
- Meets Monthly
- Oversees
 - Progress
 - Program Issues
 - Policy



KY Human Service Transportation Delivery

Executive Quality Management Council (EQMC)

- Meets Monthly
- Between Cabinets
 - Draft Policy
 - Take issues to CTAC
 - Develop Quality Improvement Plan



“Kentucky Takes the Lead”

Coordinating human funding resources to deliver coordinated service programs is also paying dividends.

“In Kentucky, a single coordinated Human Service Transportation fund from among several state administered human service programs was established. The model established a series of transportation Brokers throughout the state whose job it was to secure the most cost effective transportation delivery for the human service clients of the various programs involved.”

Source: United We Ride “A Framework for Action: Building the Fully Coordinated Transportation System”

Goals of KY HSTD

- **Accessibility**
- **Timeliness**
- **Safety**
- **Provider/Recipient Accountability**
- **Customer Satisfaction**
- **Cost**



Submittals by Each Broker to KY Transportation Cabinet

Broker Accountability

- Encounter Trip Data
- Complaint Tracking
- Phone Report
- Financial Line Item Budget

- Peer to Peer Review
 - Eliminate Fraud or Abuse



Peer to Peer Review



KY Human Service Transportation Delivery

Customer Satisfaction

- 1-800 Line (State & Regional Level)
- Complaint Tracking (State & Regional Level)
- Monthly Rider & Phone Surveys
- Legislative Research Committee - 2003
 - 88% Customer Satisfaction

How the Dollars Flow

- ❖ 1996 – Began Framework for Coordination
- ❖ 1998 – First Broker
- ❖ 2004 – Statewide fully operational

Agreements

- Annual Agreements between Partners/Transportation Cabinet
- Transportation Cabinet with Finance Cabinet
 - Annual Agreements with Transportation Broker
- Transportation Broker
 - Agreement Subcontractor

Different Programs / Different Funding Sources / Different Payment Mechanisms

- **United into a KY Coordinated Human Service Transportation Delivery Program.**

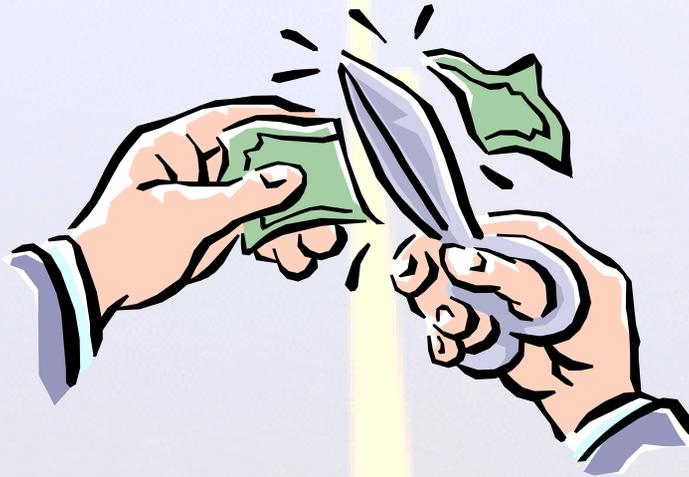


- **Public Transit - Fare**
- **Workforce – Fee**
 - **Dept Blind**
 - **Voc Rehab**
- **Medicaid - Capitated**

KY Capitated System of Non-Emergency Medical Transportation

Incentives under a Capitated System

- A set rate is an incentive to reduce cost for the brokers
 - Reduce Fraud & Abuse
 - Check eligibility of person & trips
 - Coordinate Services & grouping riders



KY Capitated System of Non-Emergency Medical Transportation

- **Capitated Payment System (PMPM)**
 - Each Broker receives a payment for each Medicaid recipient in their region (x) Cap Rate
 - Capitated payment is a flat rate payment received at the end of the service month after expenses incurred.
 - Count differs (↑ ↓) each month
 - Count (x) Cap Rate = Payment
 - Regardless of number of trips
 - Regardless of cost of trips

Subcontractor Rates / Based Cost of Trips

- **Established and reviewed by Transportation Cabinet**
- **Paid once a month by Law**
 - 3 days after KYTC pays Broker
 - Old voucher system was 6-8 months



Factors Affecting Costs

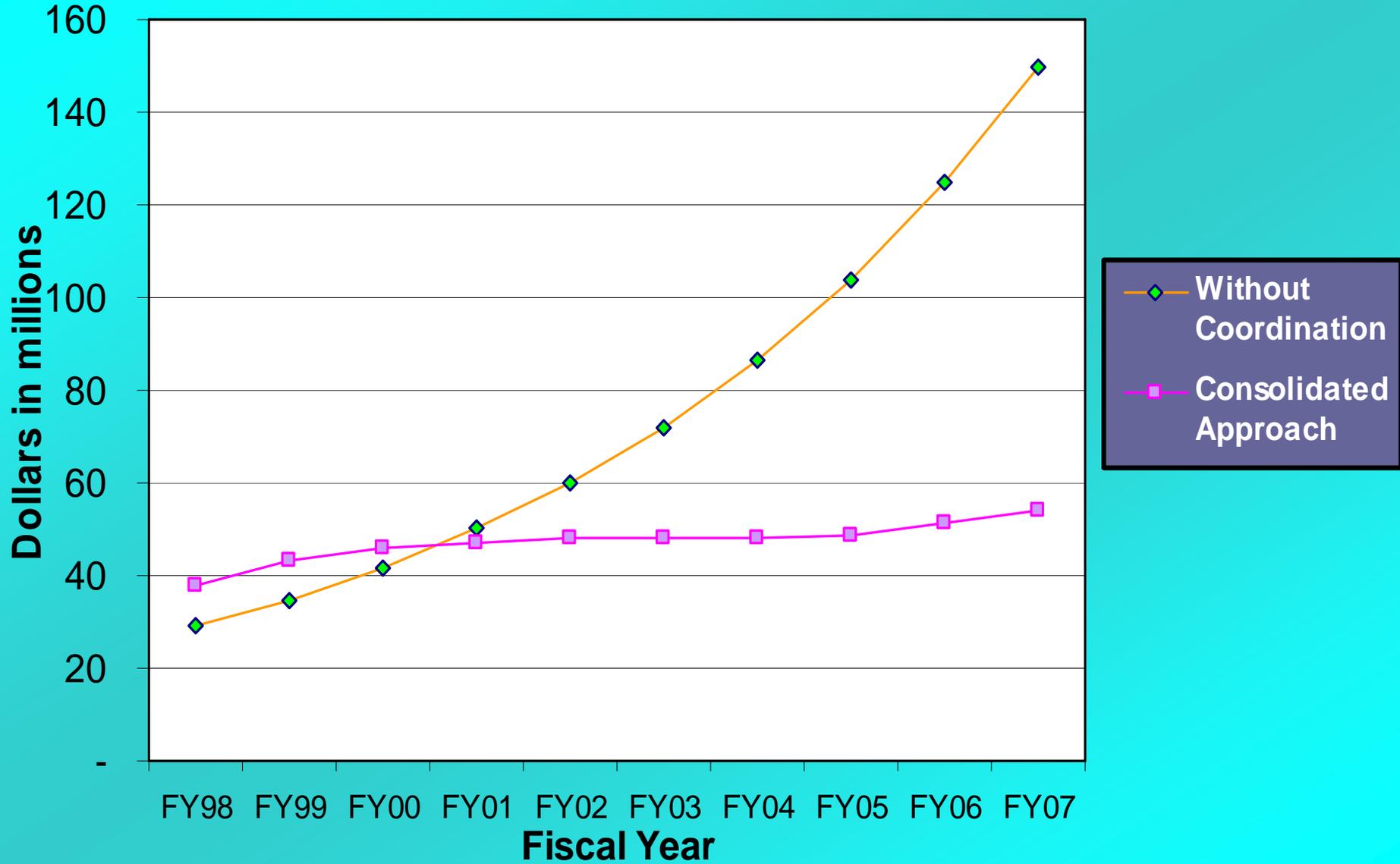
- 72 Hour Notice
- Freedom of Choice
- State Program Coordinators/
Transportation Specialist
 - 800 line/Complaints/Denials
- Urgent Care
- Waiver Programs - ADC / SCL
- Bus Passes
- Private Autos



Transportation Medicaid Specialist



KY Non-Emergency Medical Transportation Delivery Cost Projection



TCRP

REPORT 91

TRANSIT
COOPERATIVE
RESEARCH
PROGRAM

Sponsored by
the Federal
Transit Administration

**Economic Benefits of Coordinating
Human Service Transportation and
Transit Services**

TRANSPORTATION RESEARCH BOARD
OF THE NATIONAL ACADEMIES

The Transit Cooperative Research Program report, #91 completed in 2003 referred to and praised Kentucky's HSTD Program many times.

“ If 10 of the 50 states were to implement a program such as that being created in Kentucky, annual benefits to the Medicaid Program could reach 100 million per year.”

Coordination STATS

2,706,851 NEMT Trips

- Type 01 – 12,699
- Type 02 – 669,718
- Type 03 – 46,102
- Type 04 – 882,833
- Type 07 – 567,306
- Type 08 – 528,193

\$52 million

147 Complaints

32.5 Million Miles



Studies of HSTD Program

- 1996 Acturial Study
- 1999 LRC Review
- 1999 UK Review / Best Practices
- 2001 Acturial Study
- 2003 LRC Review
- 2005 CMS Audit



Bottom Line

- **Save Cost/ Cost Containment**
- **Eliminate Fraud & Abuse**
- **Safer Transportation & Better Quality Service**
 - Vehicle Inspections
 - Drug and Alcohol Testing
 - Driver Background checks
- **Better Use of Resources**
 - Dollar
 - Infrastructure





“United We Ride”