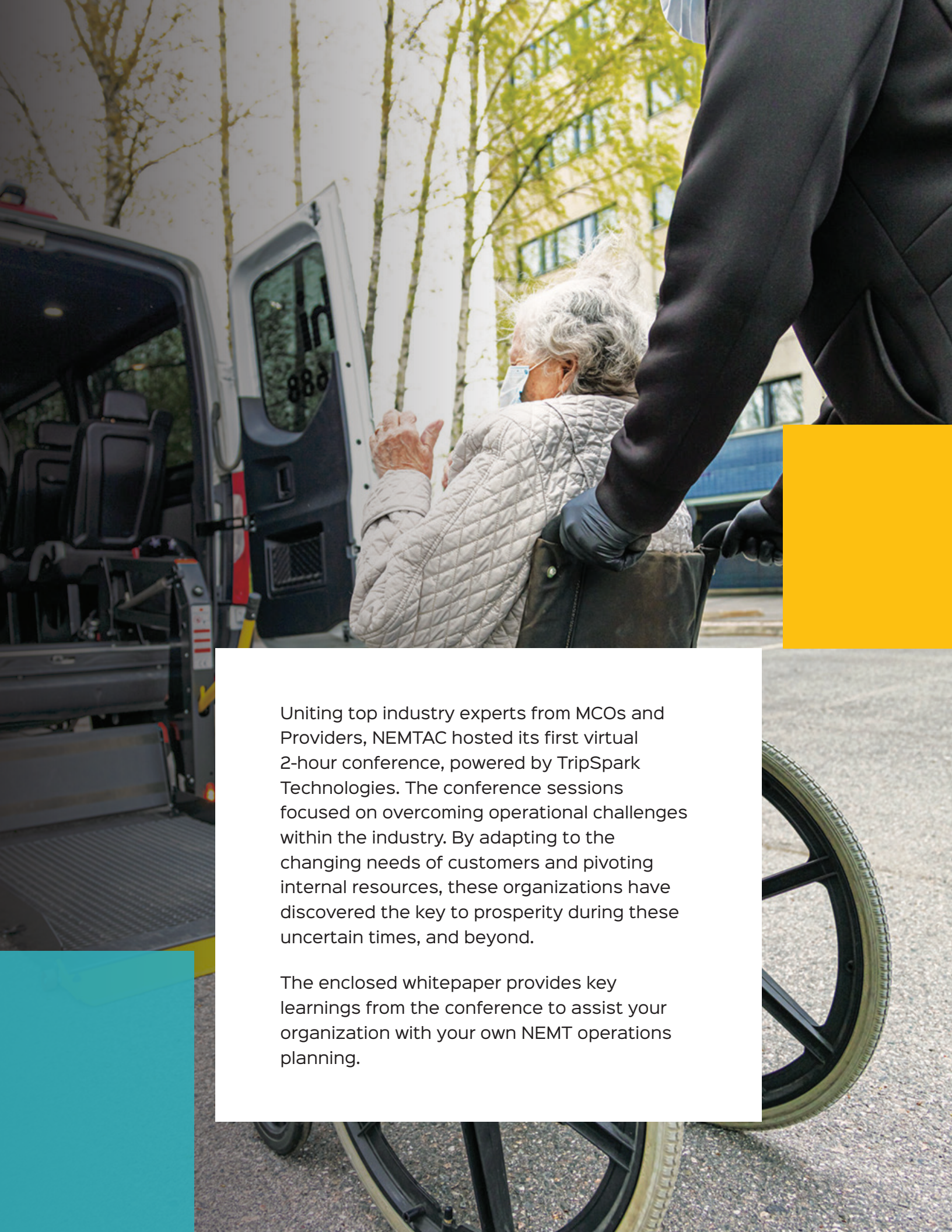




Designing Progressive NEMT Operations



Uniting top industry experts from MCOs and Providers, NEMTAC hosted its first virtual 2-hour conference, powered by TripSpark Technologies. The conference sessions focused on overcoming operational challenges within the industry. By adapting to the changing needs of customers and pivoting internal resources, these organizations have discovered the key to prosperity during these uncertain times, and beyond.

The enclosed whitepaper provides key learnings from the conference to assist your organization with your own NEMT operations planning.

Designing Progressive NEMT Operations – Insights from Industry Experts

Achieving operational excellence has always been the aspiration of NEMT Providers and MCOs. Considering the unforeseeable obstacle that is the COVID-19 global pandemic, industry leaders have had to rethink the way they do business to survive and thrive in these trying times.

The interactive conference *Designing Progressive NEMT Operations*, included subject matter expert presentations and rapid-fire panel discussions. Throughout, experts shared their success stories and silver linings as well as some operational challenges. They fielded questions from moderators and conference participants, and they explored the future of NEMT Operations, post-COVID.

Following are highlights of the conference, sessions Q&As, and key takeaways.

PANEL DISCUSSION

Measure What Matters: Putting your metrics where your mouth is.

The recipe for operational success in the NEMT business is 3-fold; First, identify your key performance indicators (KPIs). Second, understanding the importance of monitoring those KPIs. Third; Learn from and act on your KPIs. Here's what our esteemed panel had to say on the topic:

Q: How do you ensure that the data that drives decisions is accurate?

Data accuracy is all about quality. Information about a company and its customers needs to incorporate three (3) factors to be considered good quality.

1. **Accuracy** – Data needs to be constantly scrubbed for errors and discrepancies to ensure its accuracy.
2. **Relevance** – Data must be relevant to the needs and direction of the business to meet stakeholder and customer needs and expectations.
3. **Completeness** – A complete data set, with up-to-date information, is key to gaining the full picture of what is happening within your organization.

“We’ve seen a lot of valuable time and money wasted by using data that is not accurate or relevant.”

*- Cris Sierra Vice President,
Comfort Care Transportation*

Q: What measures have provided you the most actionable insight?

There are 5 key areas to focus on to gain the most insight:

- 1. Ride Viability Analysis** – Measure driver and vehicle expenses against revenue to determine viability. The goal is always to break even or make a profit.
- 2. Recurring Rides** – By focusing on recurring rides for customers, such as for dialysis or oncology appointments, etc., you can determine predictability, which helps with scheduling drivers and maintaining proper staffing levels well into the future.
- 3. “Stay in your Lane”** – Focus on your core competencies, that is; what services you’re good at, and don’t deviate. This ensures consistency of schedules and helps you become an expert in your service offering, resulting in increased customer satisfaction.
- 4. Sustainability** – Every decision and all planning must be measured against sustainability. You can do this by asking, “is this decision sustainable”? A good example is if you’re thinking about expanding your business to another area, you’ll need to determine if it can be sustained on a permanent basis. If not, then it’s not the right move.
- 5. Ratio between Scheduled Rides and Completed Rides** – This is the most important measurement. While the goal is always to have a full schedule and reach 100% capacity, the real numbers are more like 85-90%. By looking at the reasons for rides “falling off”, most often they are due to Cancellations and No Shows. Considerable time should be spent on suppressing no-shows. You can do this by identifying riders, payers and facilities who are habitual offenders and educate them on the negative impacts to your business.

**“It’s not necessary to do everything for everybody, all the time.
Stay in your lane and focus on what you are best at!”**

- Michael Pinske, Founder & President, AmeriCare Mobility Van-MN

Q: What have proven to be your most actionable item/s?

Covering your costs is vital to every action. You cannot accept trips that don’t cover your costs. One of the greatest mistakes you can make is to chase volume and not look at the bottom line.

One of the biggest challenges are “No Shows”. The most effective action to take for this scenario is to have a solid “no-show fee” in place, based on mileage (there and back) to cover your costs. Another action is to have drivers call-ahead to ensure that riders will be there when they arrive.

**“Don’t chase volume unless
you can cover your costs.”**

- Mark Porterfield, President & CEO, M&M Mobility

Understand Your Metrics and Grow!

When identifying the most important metrics for your business, it's imperative to understand that one size does not fit all. In the case of NEMT, whether you are a provider, broker, MCO, etc., it's important to utilize technology that is flexible. This will help you understand how your business is performing and what your best path is for sustainable growth. Across all areas, it's important to use metrics and key performance indicators (KPIs) to give you the full story about how your business is performing. Here are some metrics examples:

Time & Distance Productivity:

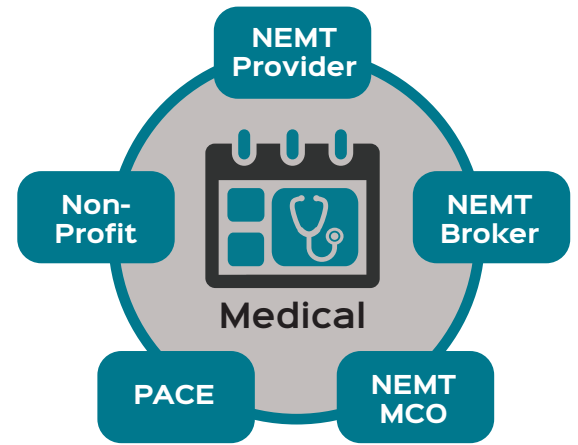
- Revenue Time/Distance
- Passenger per Vehicle Hour (PVH)
- Slack Time

Member Satisfaction:

- Passenger Feedback
- Wait (dwell) Time
- On Time Compliance

With so many variants to measure, utilizing the best KPIs for your business will not only help you make qualified decisions about improvements needed or growth potential, but most importantly, these measurements will help you deliver consistently high-quality services to your customers and gain their trust and loyalty along the way.

- Joe Tovar, Senior Product Manager, TripSpark Medical



PANEL DISCUSSION

Position your Company for Growth

Your business's growth-readiness starts with asking three important operational questions; (1) Do you have the right technology and tools in place? (2) Do you have the right people in place? and (3) Do you have the right processes in place? Your business can confidently develop a solid plan for growth by incorporating the following: the latest software and a solid infrastructure, well-defined and efficient policies and procedures, and the right people to execute your company's plan for sustainable growth. Here's how our experienced panel tackled this topic:

Q: What do you look for in partnering with a transportation company?

From an MCO standpoint, the criteria for partner selection is straightforward. Technological capabilities, operational excellence and a good, solid company "story" are equally important. Every company has a unique story, including their company values, their mission and their operational policies, procedures, and tools. What sets one transportation business above the competition is how well they package these components. It is important to align with businesses that are operationally efficient, effective and who deliver high-quality services to members.

"Selecting a transportation company comes down to how well they tell their story – who they are, how they operate and what they can offer our members."

- Holly Vassar, Provider Contract Manager, UCARE

Q: How have you diversified your business to compensate for decreased utilization because of COVID-19?

With volumes being significantly impacted, it's been important to expand our services to pick up new business and remain viable. In working closely with CCOs we've been able to identify some areas that were under serviced because of the pandemic so that we could lend a helping hand. Some examples are facilitating prescription deliveries, picking up and dropping off patients for COVID testing to hospitals, providing discounted rides to residents of care homes and to those who are at higher risk. The greatest realization about COVID and how it has impacted business, is that while some areas are suffering, new opportunities to provide services have opened. When business returns to normal (or close-to-normal), we will have established additional services to add to our offering.

“Because of COVID, new health and safety opportunities have opened for our business.”

- Brian Spani, Brokerage Administrator, Bay Cities Brokerage/Metro West Ambulance

“2020 has been a year of pivoting to remain viable. New opportunities are continually presenting themselves for our industry.”

- Cris Sierra, Vice President, Comfort Care Transportation

With transportation needs now focusing more on seniors and those who are most at-risk, pivoting to offer new services to this market has been the key to our success. We've added delivery servicing to our suite of services to fill gaps around meal and groceries deliveries, medical supply and records deliveries, and other customer needs as they arise.

One of the most incredible new markets opening, is the provision of Grandpad devices (tablets) to patients. Many patients are unable or unwilling to make in-person medical visits. As a result, the Telehealth system has been put under tremendous strain. To combat this, medical professionals are offering Grandpads to their at-risk patients so that they can conduct virtual medical appointments. Since May, when these devices became available, we've delivered more than 33,000 Grandpads. Clearly, this new service is viable and a growing business that will become a permanent part of our service.



The Future of NEMT Operations is Bright

The first in a series of virtual NEMTAC Educational Conferences, brought together a huge audience of owners and operators and other industry stakeholders. Working together in this forum, having open and honest discussions about the challenges encountered in light of the global pandemic, produced several valuable insights.

Here are a few key takeaways:

- Stretching existing resources and pivoting to new areas will be vital to remaining viable and growing in 2021
- One size does not fit all when identifying the most important metrics for your business. Whether you are a provider, broker, MCO, etc., it's important to utilize technology that is flexible and that is measurable
- Identifying your organization's Key Performance Indicators (KPIs), will help you measure success and continue to expand into new markets

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