

NEMT RFI 032416

# A Next Generation Non-Emergency Medical Transportation Program

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April 21, 2016





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Ms. Marcia McDonough  
Connecticut Department of Social Services  
55 Farmington Avenue  
Hartford, CT 06105  
Marcia.McDonough@ct.gov

Re: Non-Emergency Medical Transportation Program, NEMT RFI 032416

Dear Ms. McDonough:

Thank you for this opportunity to share Veyo's proven, next-generation approach to healthcare patient logistics. While technology has powered a transformational change to the consumer transportation industry over the past five years, the Non-Emergency Medical Transportation (NEMT) industry remains plagued by inefficient and low performing models that have not changed significantly in over two decades. Veyo started with a vision to bring that new technology and a revolutionary supply management model from the consumer world to the NEMT industry to dramatically improve service quality, efficiency, performance and transparency.

We've deployed our model with great success, and are currently powering NEMT solutions for some of the largest managed care plans and state NEMT programs around the country. Our technology platform, predictive analytics, mobile platform and Virtual Fleet model enable us to set new standards of performance, quality, member satisfaction and transparency. We do all of this with a complete understanding of and in full compliance with state and federal laws for transportation, healthcare, ADA and HIPAA. Our team was formed by bringing together an operations team with 30 years of experience in private transportation and NEMT with the brightest engineers, data scientists, and mobile platform developers building Veyo's cloud and mobile technology platform. This unique and powerful combination of skills and talents is committed to serving the Medicaid population in Connecticut with our revolutionary model.

Veyo's response to this Request for Information (RFI) is intended to aid the State of Connecticut Department of Social Services (Department) in developing a new NEMT program that maximizes the potential for a reliable, cost-effective and transparent program that positively contributes to the healthcare continuum of your most vulnerable populations. It is our mission to challenge the traditional industry performance and bring to the Department a paradigm-shifting model to significantly automate, simplify and improve operations and service delivery. Veyo has invested significant time on the ground in Connecticut over the past three years, meeting with transportation providers, key healthcare providers and social workers that are impacted by the State's NEMT program.

We've discovered the strengths and challenges of the current program, and believe that there are clearly benefits the Department would realize with Veyo's differentiated solution.

What is the Veyo difference?

- Our system empowers high-performing network providers to become more efficient, maximize earning potential, and reduce overhead as a partner with Veyo. Veyo's system automates the credentialing process, tracks drivers, automatically records and documents trips, and pays providers automatically by ACH every week.
- Veyo's model delivers higher on-time performance, and responds faster to will-calls and last minute requests because of our ability to predict demand and leverage our highly flexible supply model. Our system uses predictive analytics to know exactly when and where vehicles are needed. We pioneered the Independent Driver-Provider (IDP) model, which allows us to rapidly activate and scale supply to serve your members. Our blend of IDP and commercial providers allows us to make sure that we always have the right number and types of vehicles on the road in the right places. When a driver's schedule falls behind, our system takes corrective action by rescheduling trips to minimize service disruption.
- Our iPhone and Android enabled mobile apps for drivers and passengers, along with web and SMS booking and confirmation features, allow members to manage, book and track their transportation with complete control. This digital, transparent connectivity reduces the demands on our call center or yours, freeing agents up to deliver true customer service. In the future, this mobile platform will allow the Department to engage with its Medicaid membership with outreach initiatives to help drive better health outcomes.
- Our dashboards will provide real-time, meaningful insights and utilization data to authorized Department administrators. Users can login to our system and see real-time information, including utilization and service statistics, as well as trip details from pick-up to drop-off. Veyo dashboards also allow the Department to collaborate on FWA analysis and prevention actions with Veyo, as well as for utilization management. The dashboards enable accurate, customized real time reporting for internal or external use on all aspects of our service. Veyo's technology offers the Department complete transparency regarding our management of your transportation benefit, enabling our partnership to continuously work together to enhance performance.



The key contact for the Department throughout this RFI process:

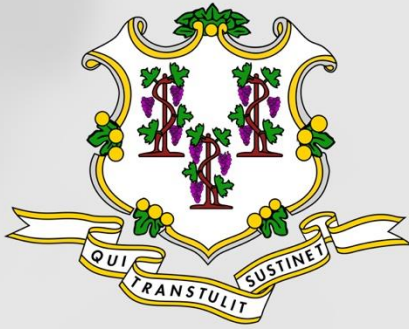
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We believe that delivering significantly more reliable, more efficient NEMT will directly result in improved healthcare outcomes, lower healthcare costs, and most importantly, improved member quality of life. We look forward to partnering with the Department, and welcome any additional questions regarding our organization.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Komenda". The signature is stylized with a long horizontal stroke extending to the right.

Josh Komenda  
President



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## Executive Summary of Organization

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Veyo is the next generation of healthcare logistics, fundamentally challenging the traditional concepts of healthcare transportation. Traditional non-emergency medical transportation (NEMT) brokers and providers have operated for decades in a relatively low-tech, uncoordinated, fragmented and inefficient manner. Services delivered in that manner resulted in low expectations from the healthcare industry and a general belief that transportation is unreliable and a required nuisance, rather than an ally for care. Over 3.6 million Americans miss or delay medical care and appointments each year due to transportation issues. In result, many health problems go unchecked until becoming emergent. Adding to the frustration with NEMT, millions are delayed or left stranded for hours waiting for a ride home. We believed it was time to evolve NEMT and create a new model of healthcare logistics.

***Veyo was created to bring the true power of next-gen logistics to the healthcare industry.*** Veyo was built upon the history, experience and spirit of legacy NEMT models. But unlike traditional NEMT companies, our constantly evolving, ever-improving platform and operations use a technology-first approach with a trained support staff at our core. We use mobile- and cloud-based technologies, big data analytics, GPS-tracking and mobile apps to connect virtual, scalable and cost-effective fleets, and predictive analytics to help us strategically understand and manage supply and demand.

Veyo's growing technology team is based in our San Diego headquarters and currently includes over 40 of the country's most talented engineers, mobile developers, UX designers, product managers, QA specialists and data scientists who were hand-picked and recruited to build and constantly evolve and improve our capabilities and approach. Veyo also includes many seasoned transportation and NEMT executives and operations personnel who understand the complex environment in which our industry works.

The Veyo model has three key differentiators:

- Our **technology and analytics**-driven approach is setting new standards for service quality, efficiency, and transparency.
- Our **web and mobile tools** bring more power, control, insights and transparency to plans, members, and providers.
- Our unique **supply system** brings unparalleled agility and the ability to take advantage of our predictive analytics in matching varying demand patterns with supply.

Technology has transformed transportation. In the last five years, technology has radically transformed consumer ground transportation for the better. Cloud Technologies, Big Data Analytics, and GPS-enabled mobile apps have connected consumers to a virtual, scalable and cost effective fleet of drivers and their vehicles. These new innovations have allowed for tracking, insights, efficiencies, and increased levels of service like never before possible. Anyone in Connecticut that has ever received a ride with no wait time, amazing service communication and ordered by the touch of their fingertip has experienced this transportation revolution.



Veyo has adapted many of these successful innovations for use in healthcare logistics, and is now delivering them successfully using our platform in the NEMT world. By incorporating experiences and best practices from our 20-year legacy in transportation management, the results have been beyond expectations. A few key metric examples include:

- on time performance nearing 99%,
- quality (47 grievances for 200,000 trips for one client),
- and lower no-show rates (<5% and dropping).

Veyo is setting a new standard for service, cost and transparency, and the Department has a unique opportunity to benefit from this new, but fully proven model.

Veyo was created as a technology company – a company with engineers, data scientists and technology leaders at its core to steer the industry to a better model while incorporating a high quality, knowledgeable and experienced company with history and success in the NEMT industry to form Veyo. Fundamentally, we are building the system to set a completely new standard for trip management, supply, automation, efficiency, and transparency. With the Veyo platform, all vehicles and drivers are connected via GPS-enabled technology. So, trips, driver behavior, locations, service times, performance and problems are monitored in real time so they can be analyzed and managed instantly. Credentialing, driver management, onboarding, provider/driver payments, eligibility and benefits, and most appropriate mode determination are handled electronically. In addition to the above, we offer the Department the ability to customize web-accessible dashboards for real time monitoring, communication and report creation that has never before been available in the industry. Imagine, if you so desire, to be able to view every movement in the network that pertains to your Medicaid members, to monitor our performance, and to align their access to care to your healthcare outcomes data in a way never before possible.

We currently manage the provision of NEMT services for Medicaid and Medicare eligible participants in Arizona, California, Colorado, Texas and we will be implementing state-wide NEMT with the Department of Health and Welfare in Idaho in July. Our parent company, operating under the brand Total Transit, has over two decades of experience supporting the transportation needs of large, diverse populations and arranges over a million trips for Medicaid enrollees each year. These services include contracts ranging from multi-million dollar, statewide full-risk programs in similar size and scope to State of Connecticut Department of Social Services' needs, to regional, specialized and local fee-for-service agreements.

Veyo's technology-driven approach and model, as well as our talented team of experts, gives us the confidence to deliver a more effective, responsive and efficient NEMT program than any other broker. Please, let us know how we can help with the evaluation process and answer any additional questions. We are excited for the opportunity to partner with you.



## General Questions

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1. Describe the Medicaid NEMT model under which you operate. Are your contracts risk-based or non-risk based? What are the advantages and/or disadvantages of each of these models, and of your model, from the members' perspective and from your perspective? In particular, are your services under the State Plan or a waiver? If under the State Plan, is NEMT an administrative and/or a medical service; if a waiver, which waiver and are all NEMT services under the waiver or is it a mixed model with some NEMT under the State Plan and some under the waiver?

Veyo's solution is a complete, full-service NEMT manager, which fulfills all the functions of a traditional broker, and can fit seamlessly with traditional customers and providers, while using powerful, next-generation technology to drive new efficiencies and performance. Our experience in NEMT includes a variety of clients, including state agencies/Medicaid Departments, healthcare providers and hospitals, managed care organizations, local municipalities and other government and social service agencies. These services include contracts ranging from multi-million dollar, statewide full-risk programs in similar size and scope to the Department's needs, to regional, specialized waiver and large and small fee-for-service agreements. Under the state plans we serve, NEMT requires a full-service broker to cover administrative and coordination of all transportation with a network of providers we subcontract with under a capitated rate.

Veyo's perspective is that there should be no difference to the member in terms of a risk based or non-risk based pricing model. In either case, the advantages and disadvantages to the member will be directly aligned to the capabilities of the organization who is managing the service, regardless of the model that they are utilizing. It might be assumed that a non-risk based model would be more advantageous to the member, but that reasoning is flawed. You would also have to assume sufficient high quality capacity of NEMT providers and fleets, fair rates for the service, and very little change in terms of demand from what has been scheduled days in advance. Unfortunately, none of those three assumptions are often found in any NEMT situation.

Veyo believes in complete transparency in every aspect of our partnership with our customers, including pricing. We generally recommend a full risk capitated, per member, per month (PMPM) rate, as it offers our customers a predictable budgeting line item for the NEMT benefit. We do, however, believe that a PMPM pricing model should be coupled with incentives and penalties aligned to high standards for performance for the entire array of patient logistics services, or the member will feel the pain of the risk based model. The reality is that the historical traditional broker model with price as the primary focus encourages cost cutting measures that have proven to result in a dramatic reduction in quality. Brokers often feel pressure to provide low-bid offers, and then attempt to recover margin by forcing down provider costs by substituting low-quality providers. That "race to the bottom" leads inevitably to high provider turnover, unreliable service, and high grievances from members. Veyo delivers value and competitive pricing by using technology and automation to cut administrative burden and better manage its sophisticated and efficient supply model. Our system supports automated credentialing, trip scheduling and tracking, trip claims, payments, training, and support. It also supports our Independent Driver Provider (IDP) model that is far more economically efficient while delivering higher quality service.





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2. Do you pay the NEMT provider claims directly? What are advantages and/or disadvantages of this arrangement? Does your contract require paying providers using a fee schedule or a standard per mile level of reimbursement, or is another payment arrangement used? If so, what is this other arrangement? Who sets the rates for NEMT providers? How are NEMT claims submitted for federal financial participation?

We pay our providers directly in the majority of our contracts, but we do have one state government contract where the state pays our providers in a pass through model. Generally, we prefer managing provider payments directly and using a per-mile model. However, we believe that retaining flexibility and the ability to deploy different reimbursement models or change rates is critical to be able to adjust to market fluctuations and rapidly respond to the need to improve supply/network adequacy. Philosophically, Veyo believes in making adjustments to operational practices in all aspects of the organization to constantly strive for higher performance and optimal efficiency. For example, Veyo has pioneered new ways of rapidly increasing available supply during various times of the day in different geographies by successfully implementing new provider incentives and temporary rate changes.

Veyo's trip payment and provider billing system is a trip reconciliation process, not a claims submission process that is common among health insurance carriers. Trip reconciliation enables us to collect timely and accurate utilization and encounter data while enabling transportation providers to be paid for services rendered more expeditiously than a standard health care claims adjudication system. This process is a major reason our providers appreciate working with Veyo. Knowing that they will be paid in a timely manner (within 7 days via ACH direct deposits) enhances their focus on providing accurate and timely data, and improves their service to our customers. In our decades of working with providers in NEMT contracts, no provider has terminated their relationship with our organization of their own will. We hold our provider partners accountable to perform to our high standards, and they are rewarded by doing so in terms of trip volume, vehicle yield, lower costs and improved cash flow.

Veyo does support submission of encounter or claim data to healthcare and government organizations using various EDI and other standard healthcare formats, and can easily support new data exchange processes when necessary.

In the majority of our contracts, the rates paid to the NEMT providers are set by Veyo as the broker. We strive to pay a fair rate, while also paying weekly so that the providers are motivated to perform at high levels. In one of our contracts, rates for NEMT providers are set by the state. In that case, previous experience with a broker resulted in rates lower than what were deemed reasonable were employed by the broker, resulting in low quality service.

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3. Which Medicaid members are served? Are all Medicaid members eligible for NEMT or only certain members or services covered? If the latter, how is this determined?



In our contracts, Veyo provides services for eligible Medicaid members in alignment with the guidelines provided by our customer, and Veyo supports various methods of differentiated eligibility criteria. Eligibility verification is handled through our Call Center by our trained and experienced Customer Service Representatives. The protocol they follow is developed in concert with our customers and serves as a staff resource. Their primary mission is to adhere to contract requirements for the correct level of eligibility and to arrange quality, dependable transportation for Medicaid program members both to and from their approved/covered medical service site, regardless of where they live.

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4. What types of providers are included in your transportation network?

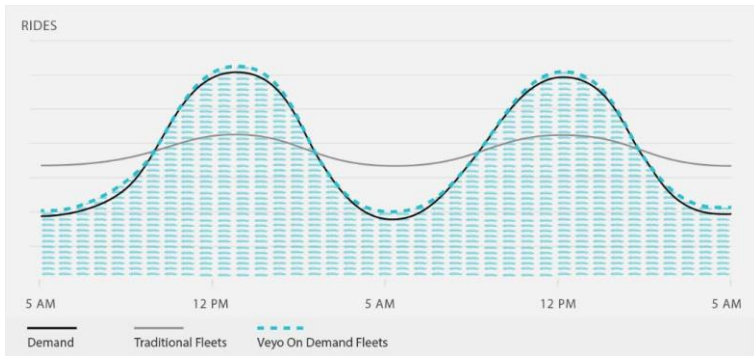
Our unique supply system, referred to as our Virtual Fleet, includes a wide variety of proven, high quality traditional third party NEMT providers to support all needed modes of transportation and geographic regions, combined with a network of our proprietary IDPs: private, fully trained and certified individual providers in their own qualified and industry compliant vehicles used primarily for ambulatory trips.

Veyo conducts an exhaustive analysis of each region that our customers serve so that we are able to develop the necessary capacity to service every member: ambulatory, bariatric, ambulette, stretcher, wheelchair, and other specialty needs. We have initiated our discovery process in Connecticut and have identified several high quality providers who are not currently working for the broker in Connecticut that have committed to partnering with Veyo. In addition, we have relationships with large national NEMT organizations that have committed to establishing fleets of NEMT vehicles in Connecticut where needed. By securing contracts with providers, our IDP network and our mileage reimbursement program, we are willing to commit to building a credentialed network exceeding 150% of necessary capacity for any service area we manage.

Every single driver in our provider network must undergo rigorous and industry-leading background checks, vehicle inspections, training, testing, and supervision to ensure that quality, safety and compliance exceed federal Centers for Medicare and Medicaid Services (CMS) guidelines, and state Medicaid regulations. This includes evidential competence in ADA-sensitivity, HIPAA-compliance and adherence to all regulations in NEMT. Veyo's advanced technology platform also allows a new standard of automation, transparency, and reliability to the credentialing and management process. Our technology platform allows us to streamline on-boarding, view all digital documentation anytime, track expiration dates automatically, refresh driver checks, and monitor driver behavior in real time.

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5. What efficiencies do you bring to your contracts? Do you utilize innovations to facilitate scheduling, deployment of drivers (e.g. GPS, etc.), use of alternative transportation services, or other innovations that you are willing to describe?



Our Virtual Fleet, managed through the Veyo platform, enhances our ability to match demand with supply and help our providers achieve far greater efficiencies. Our platform manages and GPS tracks our Virtual Fleet in real-time, and allows us to scale up and down to meet changes in demand within minutes using our platform’s continuously learning predictive analytics to constantly understand and refine demand patterns.

This supply system allows us to very precisely predict when and where vehicles are needed or might be needed, and ensures that we can take action to ensure we always have the right types of vehicles available at the right times, in the right places. Whether we’re transporting a patient for their regularly scheduled dialysis appointment, a patient has had a significant delay in their appointment, or a member needs an unexpected ride to urgent care, Veyo’s model and system is designed to respond faster than anyone else in the industry. Where our IDPs are deployed, we’ve reduced last minute request response times to less than ten minutes in urban areas.

Veyo’s foundation is sophisticated software that we have developed and are continuously improving which capture data, analyzes and manages the virtual supply model. Our proprietary, self-learning algorithm predicts what demand will look like throughout each service day by the hour and geographic area. These forecasts are based on reservation data, historical and future trip data, utilization patterns, and projected will-call times. Our driver and passenger GPS applications are connected to Veyo’s cloud-based platform, which tracks the real-time GPS location of every driver-provider in the network using the Veyo mobile app, and monitors the status of every trip in real time.

The reality of Medicaid member transportation management is that schedules change, appointments run late, and on-demand requests occur throughout the day. Our model enables us to delivery reliable performance even in this highly complex, every changing logistics environment. We promise to deliver substantially lower grievance rates, higher on-time rates, and access to real-time, accurate utilization data and performance metrics.

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6. Are there NEMT services that you carve out or provide separately from the broker?

Veyo is responsible for all the NEMT services. We do not subcontract any of our services except the services from our provider network.



### Utilization Management (UM):

Describe your utilization management system and how it effectively and efficiently manages and ensures the most efficient and least costly mode of transportation. What steps would you take to improve your current UM system? Describe how medical necessity is determined for the mode of transportation.

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**Veyo's Next-gen Approach:** Veyo's platform is the first of its kind offered to the healthcare industry. Our technology platform and model allows us to collect data, analyze patterns, derive insights, ensure quality, control utilization, and drive efficiencies like never before in healthcare logistics. We promise to deliver substantially lower grievance rates, higher on-time rates, and access to real-time, accurate utilization data and performance metrics.

Veyo's methodology begins with our call center. Veyo's call center has decades of experience supporting the healthcare transportation needs of our customers. Our customer service representative (CSR) agents must pass a rigorous training program before joining our command center and CSR team. Veyo CSR agents use our system to determine member eligibility and the appropriate mode of transportation according to our customers' specific guidelines on assessment, authorization, and scheduling. Veyo ensures the provision of transportation services in a timely manner and using the most appropriate, most cost-efficient mode of transportation, including Mileage Reimbursement in remote areas and public transit when applicable.

When a provider is needed, data-driven optimization of resources and operations to maximize efficiencies, improve reliability, reduce costs, and enable new services. Our differentiated approach for high performance NEMT has delivered a company-wide maxim: plan, analyze, implement, improve, and repeat. We're continually automating, simplifying and greatly improving healthcare logistics.

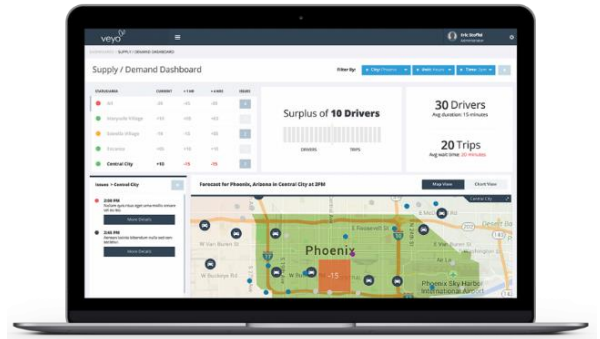
Two key aspects of Veyo's unique approach to utilization management that ensures maximum NEMT effectiveness and efficiency are:

- Data Capture and Analytics
- Scalable Operations with our Virtual Fleet of NEMT Providers

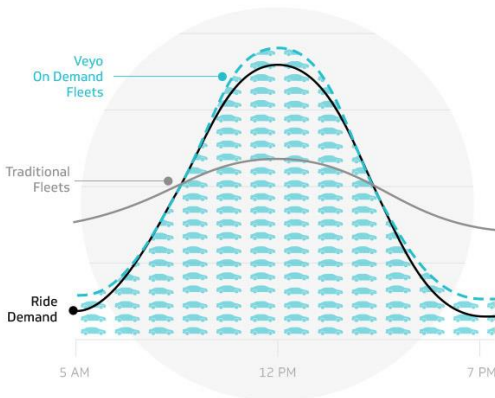
**Data Capture and Analytics:** Our system collects every detail of every encounter; from phone call histories, mobile app interactions, vehicle movements, routes taken, communications between driver and member, and more. All events are GPS and time-stamped. Our self-learning system and Data Science team use these big data sets to get better every day at predicting exactly when and where we need vehicles, what trips could be fraudulent, and where money could be saved by suggesting a member use a closer medical provider. By implementing technology-first solutions for NEMT we are able to monitor and control quality in real time, uncover new insights on utilization, and use analytics to uncover fraud, waste, and abuse.



We also use this data to keep our customers more informed about every aspect of our service. We have developed web portals which will allow 24/7 access to authorized Department staff to generate standard and ad hoc reports that provide the up-to-the minute, highly-detailed reports on utilization, service performance, a wide variety of key performance indicators and statistics, and individual trip-level detail.



In addition, we also provide and send detailed reports containing info on call center performance, beneficiary/member satisfaction, overall utilization data, and the quality and quantity of every trip provided. This level of transparency and accountability allows us to work as partners, identifying successes and challenges in serving members while delivering on the promise of better outcomes and lower costs to the Department.



**Scalable Operations with our Virtual Fleet of NEMT Providers:** Our proprietary, self-learning algorithm predicts what demand will look like throughout each service day by the hour and geographic area. These forecasts are based on reservation data, historical and future trip data, utilization patterns, and projected will-call times. This allows us to scale operations for each mode of transportation, ensuring we have the right number of vehicles in the right places at the right times. Our unique supply system, called our Virtual Fleet, includes a wide variety of third-party commercial NEMT providers to support all needed modes of

transportation and geographic regions, and a network of our proprietary IDPs: private, individual providers in their own fully qualified and compliant vehicles used primarily for ambulatory trips.

Our Virtual Fleet, managed through the Veyo platform, enhances our ability to match demand with supply and help our providers achieve far greater efficiencies. Our Virtual Fleet can be scaled up and down to meet changes in demand within minutes, using our platform’s powerful predictive analytics to constantly understand and refine demand patterns. The platform intuitively predicts when supply may become short or when a pickup may become late, and takes action to correct it. To prevent service failures, we can automatically and seamlessly communicate with our provider network, adjust schedules, and reallocate trips in real-time. Our operations team monitors the generated supply levels in all areas, and ensures that the right type and amount of supply is always available, with a car always just around the corner from where it’s needed. We use sophisticated tools to predict demand and satisfy supply needs, create enhancements to our analytics, communicate identified important trends to our account management team, and identify and prevent Fraud, Waste and Abuse (FWA) behaviors.



## Quality Management

Describe your quality improvement and quality assurance activities for both internal operations and NEMT providers. At a minimum, this should include the identification of systematic problems or errors and a formal process to improve or correct the problem. The Department seeks to ensure that all members receive appropriate, effective, medically necessary, and cost efficient NEMT services. This can be accomplished by systematically and objectively monitoring the quality of NEMT services. A comprehensive complaint procedure is critical to improving the quality of services. Describe your system to collect, report, and resolve complaints. An important QM activity is monitoring fraud and abuse. Describe your NEMT provider and member fraud and abuse monitoring plan.

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**Member Satisfaction:** Veyo is setting new standards for quality. Grievances are often an indicator of missed or late trips, so it stands to reason that if those occurrences are minimized, grievances will be minimized as well. Veyo believes that any grievance is one too many, and we are structured to uncover all issues and use that information to continuously improve our service. We find it interesting that CMS agencies across the country have designated what they believe are “acceptable” grievance levels, which normally are in the 1% to 2% range. What that seems to be saying is that there is a belief that grievances are OK as long as they don’t exceed 1 to 2%. Accepting that level of performance is simply unnecessary. The vision at Veyo was to create a system and model that would result in virtually no grievances from members. With our model, we are seeing grievances as low as .05%, and we are driven to bring even those industry leading standards down dramatically.

During the decades that we have served the healthcare industry, we have found that the most effective way to prevent member complaints is to provide a transportation service that exceeds expectations in all aspects of the delivery system. By breaking down the entire member engagement process from trip scheduling to member pick-up to the journey to the destination and drop off, we have been able to define exact expectations and design a process that prevents grievances.

Any time there is an expression of dissatisfaction challenging Veyo’s action, we will document this as a complaint and we will take responsibility for resolving the issue and reporting that corrective action. We have an established, digital complaint intake, documentation, resolution and reporting system that is supported by written policies and procedures. Complaint intake, tracking and resolution processes are reviewed frequently as part of our Quality Assurance program and adjusted as needed to comply with contract requirements or to address identified trends as part of our continuous quality improvement plan.

Our overarching goal is that our customers realize a .1% overall complaint rate or less, which is 10 times lower than most state CMS standards. We pride ourselves in setting high expectations and exceeding those regarding member expectations, and our grievance record illustrates that success. As an indicator of the success of the Veyo IDP model, here are some interesting statistics: Four months after launching our IDP model in Arizona, Veyo IDPs have completed over 314,000 trips, while recording only a total of 47 grievances - a remarkable .00014 complaints per trip rate.



	Industry Average	Veyo Average	Difference
Complaints/100 Trips	1-4%	.014%	100x

Compared to generous industry standards of 1-2% that means Veyo IDPs are delivering a grievance rate 100x less than what the industry typically experiences. Veyo was designed to impact the healthcare continuum in a manner never before realized, and these results illustrate the impact the transportation benefit can make. Important to note is that this is that our IDPs are just one member of our Virtual Fleet that make up our provider network. Our overall performance for our entire network of providers is impressive: consistently at or above 98% for on time performance, grievances lower than .1%, and no show rates from 3-5%.

**Tracking and Resolving Complaints:** Complaints from the Department, members, NEMT providers and other stakeholders made verbally or digitally to Veyo will be documented in our digital platform and coded according to whether the complaint is an inquiry, quality of service, and/or provider service complaint. Our complaint records include ALL complaints received regarding our services. Veyo will prepare a monthly “Complaint Resolution and Tracking Report” or Department may monitor directly through our dashboard the real-time activity and actions taken towards resolve. This system allows us to ensure that all issues are addressed, while our account management team is also informed of the interaction with the customer and their members. In addition, our suite of educational materials for members and NEMT providers will include informative “How to” brochures, handbooks and manuals as mobile resources on how to file a complaint. To reduce confusion that could lead to dissatisfaction or unrealistic expectations, accompanying written materials will also describe, in simple understandable terms, instructions that sets the stage for realistic expectations for both passenger and driver that significantly improves satisfaction and reduces complaints.



**Fraud Prevention:** Veyo’s system is designed to detect and prevent FWA, and to use analytics to prevent inappropriate use of the benefit while ensuring that those in need have access to the benefit. To help reduce waste and cost, the most appropriate form of transportation is always pre-selected based on eligibility. Our proprietary tools automatically detect, deter, and remedy FWA using Big Data predictive capabilities and pattern recognition. As the trip history, eligibility, driver behaviors, service trends, and other pertinent statistics are collected, our system immediately generates alerts for any unusual activity, compliance concerns or integrity issues – live, as they

occur. For example, our Command Center agents are alerted to investigate a trip that has an inappropriate pick-up or drop-off location, or if a member books trips with a suspicious a period or frequency. Veyo ensures that the benefit is used for what it is intended for: providing reliable access to necessary healthcare for those in need, and to do so at the lowest possible costs.

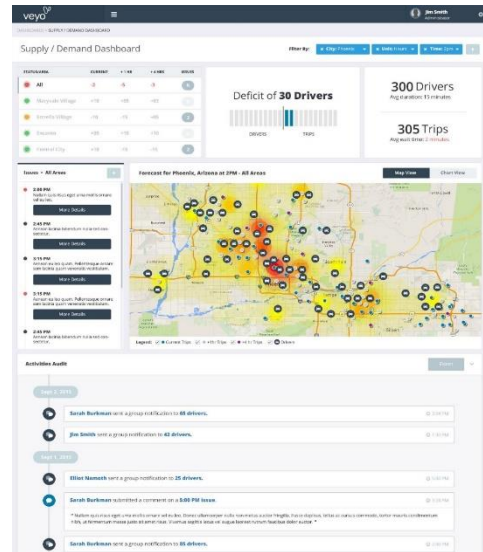


### Data Analysis and Reporting

Data Analysis and Reporting refers to the ability to have a robust, comprehensive yet flexible data collection and reporting process that allows for identification and interpretation of trends and aberrations within the NEMT system. The Department is interested in the use of NEMT Provider Report Cards or Dashboards that illustrate performance on specified performance measures.

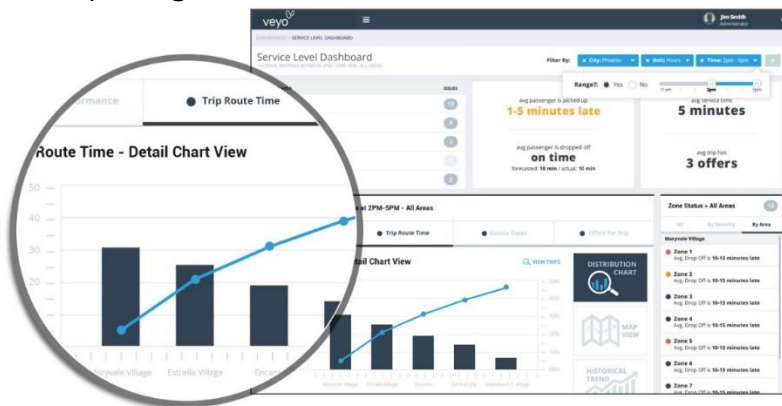
Our commitment to transparency drives our intent to provide our clients with accurate, real-time, and valuable data. Definitions of key performance indicators are established by our clients. The Department can set the achievement expectations.

**Veyo Dashboard:** The Veyo platform’s tremendous capacity to collect data also allows it to provide countless new ways to analyze and report on service. Veyo provides real-time dashboards that show utilization information, service levels, individual trip-level detail, and many additional key-performance indicators, standardized reports, trend visualizations, and customized reports available 24 hours a day, 7 days a week. If authorized Department employees want to know how Veyo is doing in terms of on time performance and call center service levels, or they want to know how members are utilizing the benefit, they can logon to the Veyo Dashboard, click on the appropriate button, and have the data at their fingertips.



Veyo also has the capability to collect and compile data from our transportation network providers and all member trips, analyze the data, and generate a standard list in both electronic and hard copy reports in an Excel format. We will also work with the Department to develop customized reports, and store, maintain and manage data as required by the contract and by your CMS agency.

Reporting has always been a strength of Veyo, even during our past as a traditional broker. Our existing clients have expressed appreciation for the customization, timeliness, accuracy and details of our reporting.



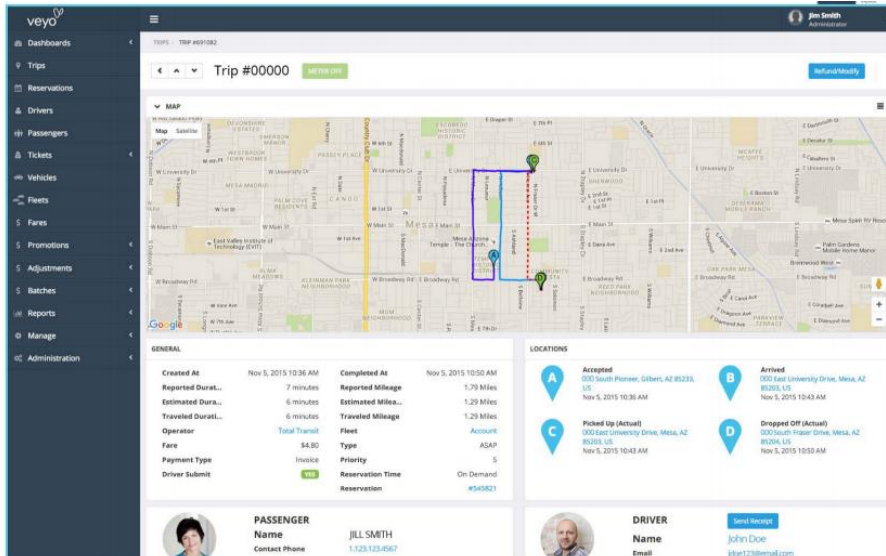
**Analytics:** Our dashboards provide the Department Medicaid administrators with 24/7 access to dashboards and reporting tools that allow real-time access to performance metrics, detailed trip data, and member utilization patterns. Veyo’s dashboards, and reporting tools which show detailed





trip info, service statistics and issues, utilization, mode breakdown, and allow custom reporting for authorized users 24/7. While users will still get emailed reports periodically as desired, when authorized user’s login, they will be able to view:

- Every detail of every trip: which provider is assigned the trip, routes taken, trip timeline, performance etc.
- Overall service and performance metrics in real time (% on time, average trip length, etc.)
- Mode and utilization data



Veyo tracks our customers’ members, their eligibility status, and their utilization in real-time. We maintain member contact information, plan details, trip history (with full trip detail), special instructions, transportation modes, and additional utilization data. Our member management platform can set specific benefits or guidelines dictated by our customers. For example, the Department can dictate that members be limited to thirty (30) one-way trips per calendar year.

Our dashboard documents the activity of each trip. Through our platform we are able to capture precise pick-up and drop-off locations and times, with a corresponding map view.

For each trip we maintain a GPS-tracked trip history, passenger and driver info, payment details, the notification log and an electronically captured, detailed trip log. In real-time and historically per member. Additionally, Veyo’s dashboard allows access to details on each driver. Our driver management tools maintain detailed trip history, current activity, their up to date credentials and driver documents including evidence of training, member ratings, vehicle information, and their earnings and payment information. We can send notifications to drivers directly from the dashboard.

Our goal for transparency drives our intent to provide our customers with accurate, valuable data. Any Veyo customer will attest to our differentiation in reporting, and now with our dashboards this data is available to the Department in real time.



## Technology

The Department is especially interested in how the vendor maximizes the use of technology to arrange and manage NEMT services for members and how this technology improves the efficiency of the service for the member, NEMT provider, and medical provider.

**Real-Time Tracking:** This section expresses the core of the Veyo difference. While many NEMT brokers and providers are implementing a GPS system, that is where the similarities with Veyo stop. Veyo is more than a GPS dispatching technology. Our driver and passenger GPS applications are connected to Veyo's cloud-based platform, which tracks the real-time GPS location of every driver-provider in the network using the Veyo mobile app, and monitors the status of every trip in real time. The system automatically reschedules drivers before trips become late, and alerts agents to make adjustments before problems arise. When a driver is logged into our app, our platform knows what driver is assigned to each member trip request, where that driver is, what car they're driving, and when they'll arrive for a pick-up.

The Veyo platform not only allows the real time tracking and supply modifications that have created our incomparable on-time performance, but the data of each and every trip contributes to the knowledge base in our analytics platform to use that data to predict demand by time of day and location for future trip management. What makes the Veyo system one of a kind is that it is constantly learning, using data to refine our analytics, and creating even more precise supply alignment with demand. We have combined cloud-based, peer-to-peer dispatching with GPS tracking to dramatically improve on-time performance and service visibility. There is no comparable model in the industry.



**Consumer-facing Experiences:** Veyo observed that members and healthcare facilities were accumulating hours on hold with traditional brokers just to check on the status and location of their driver, Veyo's cloud-based platform tracks the real-time location of every driver in the network using the mobile app, and monitors the status of every trip. The system automatically reschedules drivers before trips become late, and alerts agents to help before problems arise. Our platform knows what driver is assigned, where that driver is, what car they're driving, and when they'll arrive for pick-up.

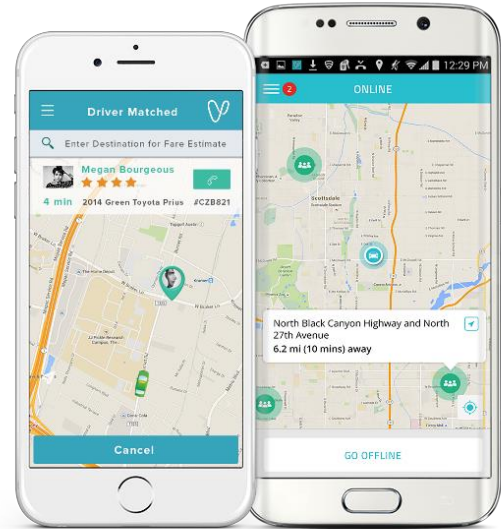
Our smartphone app, which we will make available to Department's members, enables members to login to verify their eligibility, request transportation, track their trip, and view their driver's location\*. Veyo also built web-based management tools for medical providers and case workers to provide more tech-friendly options when booking, tracking and managing member transportation. Veyo has years of experience regarding accelerating app adoption and utilization, and we look forward to working with the Department to move this tool into the hands of your members. In cases where the passenger does not have the app for their smartphone or tablet, our call center has the same immediate access using the Veyo platform. Veyo values feedback. It guides and informs our decision-making and influences where we invest our innovations and service improvements. It's



essential to measure customer satisfaction among your members and how they feel about our coordination efforts and the providers we pair them up with to fulfill their essential medical transportation needs. \*Driver must be using the Veyo Driver App.

We collect feedback by mail, by phone, by e-mail, by web form, and through the app. All information is documented, investigated, and analyzed through our electronic platform, and Veyo provides full access to this information to all customers.

Our member app allows passengers to instantly rate their trip, with a 1 through 5-star rating. The review is a quick and easy survey to keep us aware of how providers are being perceived, when it is not necessary to accomplish an intensive formal complaint /compliment process. We further our outreach efforts with traditional methods including comment cards or direct phone calls when appropriate. Our formal customer satisfaction surveys will consist of a statistically significant sample size with a ninety-eight percent (98%) confidence interval to allow for determination of results based on past experience or reasonable assumptions for the variation in responses.



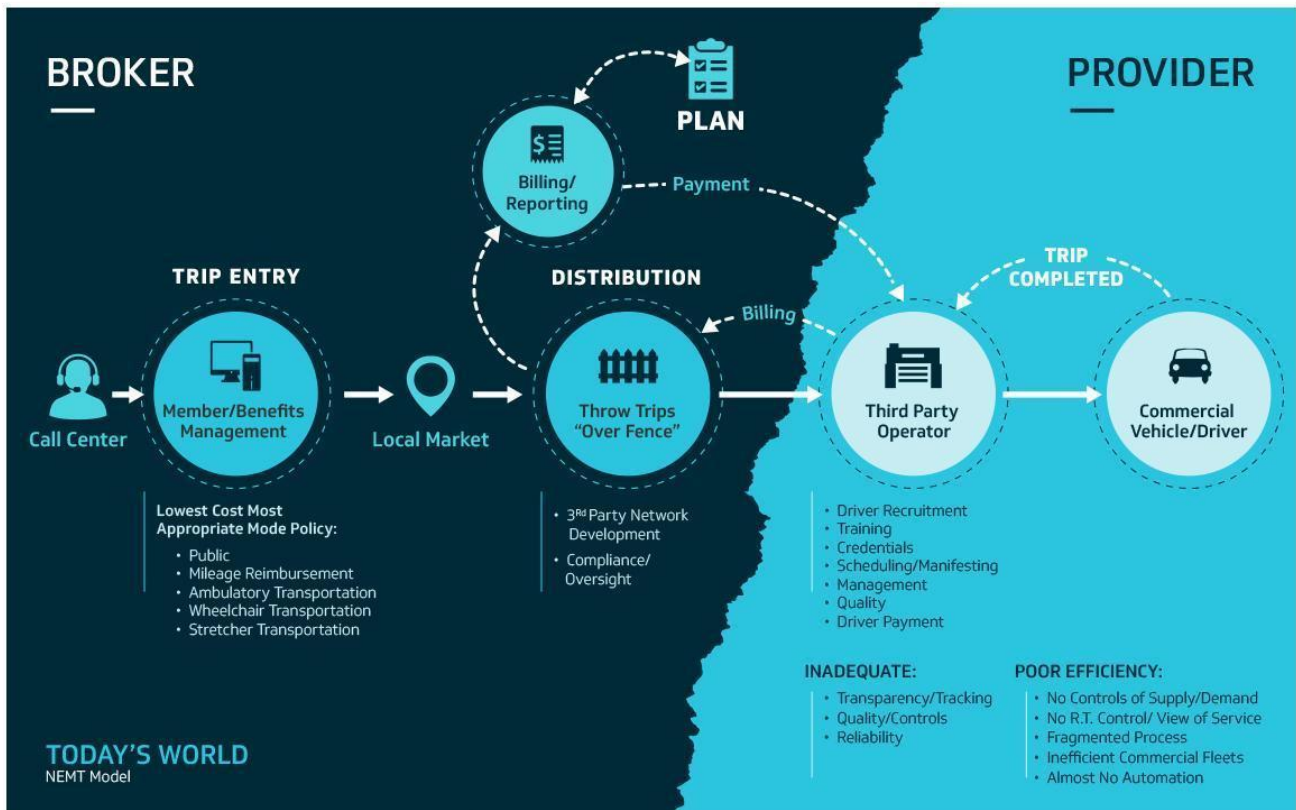
Veyo is also introducing an automated customer satisfaction survey option for callers to complete at the end of each phone call, using LiveOps™ Auto Survey Tool. Using LiveOps™ for Salesforce technology. The quick phone survey (if approved by the Department) will ask callers about their satisfaction with the service they just received from the Customer Service Representative and will also ask them about their satisfaction with service provided in their most recent trip. LiveOps™ enables the survey taker to be routed to a live operator in the event they wish to opt out of the survey and file a complaint. By adding the auto survey tool to each call as an option for callers to complete, we seek to measure customer satisfaction with their overall transportation experience quickly in order to uncover and resolve issues, and to facilitate continuous improvement in our transportation network. Veyo has utilized ongoing customer satisfaction surveys for years with our customers, and we are excited to bring this enhanced service to the Department as part of our offering.



### Additional Content Area: *The Veyo Difference*

**The Challenges Faced by Traditional NEMT Brokers:** The traditional NEMT Broker model is broken; it has remained stagnant with little or no change in service delivery expectations for years while Medicaid membership and demands for access to care increases. Most brokers still require transportation to be arranged 72 hours in advance, they allow a high tolerance for denials by their network providers, have stagnant service performance indicators that are not correctable in real time, and they collect and offer minimal truly meaningful data, all contributing to unacceptable performance and understandably low expectations from the healthcare industry. This should not be surprising as most NEMT systems continue to use traditional dispatch, distribution and management models with only incremental improvements in technology. These legacy systems, conflict between broker and provider, and complete lack of transparency have created a highly inefficient model.

Traditional NEMT technology struggles to coordinate supply across the provider network, has limited real-time visibility and often fails to respond to problems or service issues.

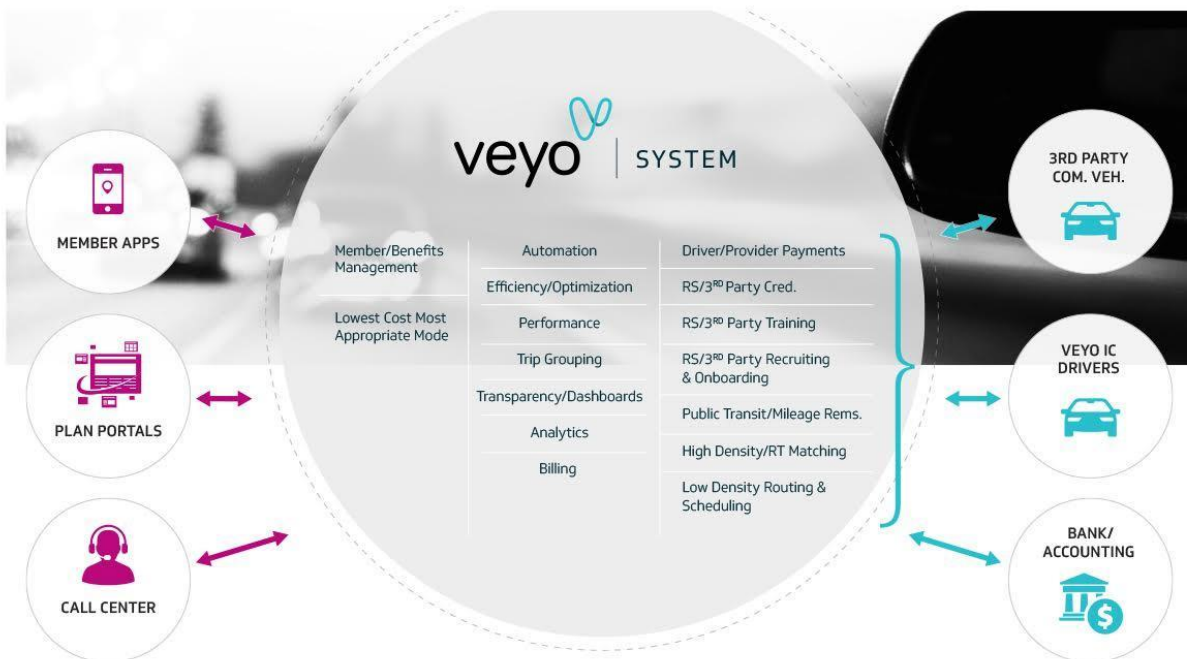


Although many traditional brokers claim to be advancing technology, they are only taking small incremental steps to attempt to remedy a stagnant, broken model. These “Band-Aids” don’t fix the core issue, and they never will. Traditional operations have a built-in separation between broker and providers, resulting in fragmented provider networks independently receiving dispatched trips. This leads to the inability to manage and coordinate supply in real time to manage the reality of schedule changes, will-call returns, late pick-ups and on-demand discharges. Providers lack the technological



support they need to share information in real time, and brokers have virtually no visibility into what actually happens on the road every day without the investment in phone calls between member, member services, the broker, the provider and drivers. This not only does not fix the problem, but it also leads to higher costs. All too frequently, providers are forced to struggle with completely manual processes for everything from routing and manifesting, reporting, driver credentialing, claim submission and payments. We know this from years of operating in this environment so we decided to deliver a paradigm-shifting change.

**The Veyo Difference:** Veyo’s platform and real-time controls enable us to manage a supply system and work far more effectively.



A Higher Performing, More Efficient, Data Driven, Ever Improving, Healthcare Logistics Platform

While Veyo’s approach is different, we have experience supporting the medical transportation needs of large, diverse populations and arranging transportation services for statewide agencies and health plans. Veyo manages over one million trips for Medicaid beneficiaries and underserved populations each year throughout the country. Our unique composition of innovative technologists and seasoned transportation management experts offer an opportunity to pioneer meaningful and impactful innovation and change with the security and stability of a traditional broker. Our constant pursuit of new efficiency and innovation allows us to deliver ever-increasing levels of service with lower costs.