

Veyo a Total Transit Company / Corrective Action Plan / Non-emergency Medical Transportation (NEMT)

Priority Level	Problem Area	Corrective Action Steps to Be Taken by Veyo:	Update	Target Date	Completed
1	<p>Veyo Member Services Center Staff Trainings</p> <p><i>Contract Citation: Statement of Work (SOW –Section I – Administration, Section I.4; Section II, Member Services Center - Section II.2.D; and II.2 K 6. Veyo Member Services</i></p>	<ul style="list-style-type: none"> • Educate all staff to all new policies and procedures in a timely manner. • Ensure consistency in training for all Veyo Members Service Center staff. 	<p>February 6, 2018</p> <p>Veyo has a formal training program that all agents go through as outlined in VeyoConnecticutTrainingBlueprint.</p> <p>In addition, our training and contact center leadership have reviewed the operations to date and determined 6 key areas (VeyoConnecticutRefreshTrainingBlueprint and VeyoAFTER HOURSConnecticutREFRESHERTrainingBlueprint) that all agents servicing the CT account will be retrained in prior to Feb 14th.</p> <p>All training is tracked to ensure successful completion by all agents.</p>	February 13, 2018	
1	<p>Member Services Center Performance Standard</p> <p>The Contractor shall answer within three (3) minutes, not including the initial announcement, eighty percent (80%) of all incoming phone calls during normal business hours, including hearing impaired system calls, measured on a monthly basis.</p>	<ul style="list-style-type: none"> • Document Veyo’s performance, as compared to contract standards, in call wait time of answer within 3 minutes, not including the initial announcement , 80% of all incoming phone calls during normal business hours and detail progress on meeting metrics outlined in the contract at all times during regular business hours. 	<p>February 6, 2018</p> <p>In preparation for the launch we significantly increased staffing in our contact center to over 200% of what was estimated as required based on the provided data. In large part, due to a significant number of missing schedules or incorrect information, we would have needed closer to 350% to meet the need.</p> <p>Since the launch date, Veyo has added resources on a weekly basis through new hire training and overtime.</p> <p>Veyo has and will continue to add resources to support the CT contact center queues. We have had two new hire training classes in January (22nd and 23rd) and we have three scheduled in February (19th, 20th, 26th). The training on the 20th is in Hartford and is targeted for 10 new</p>	February 13, 2018	

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	<p><i>Contract Citation: Section II Member Services - Section II.3.A.</i></p>	<ul style="list-style-type: none"> This information shall be submitted to the Department on a daily basis until further notice. 	<p>agents. All of these non-CT based agents are trained in the DSS protocols and will increase the employees availability to support the call queue.</p> <p>We are also continuing to dedicate resources to the facility queue in order to provide improved response times.</p> <p>The contact center performance continues to improve, and we continue our efforts to enhance processes and efficiencies. There has been steady improvement in both average handle time and average speed of answer.</p> <p>One outstanding issue that we continue to research is some confusion with the term “confirmation number.” We use this term, which is common in our experience, as an affirmation that the trip has been entered, not that it has actually been assigned to a transportation provider and driver.</p> <div style="text-align: center;"> <p style="font-size: small;">Avg Handle Time - CT Inbound</p> <table border="1" style="font-size: x-small; margin: 0 auto;"> <caption>Approximate data points from the chart</caption> <thead> <tr> <th>Date</th> <th>Avg Handle Time (min)</th> </tr> </thead> <tbody> <tr><td>2018/01/01</td><td>11.5</td></tr> <tr><td>2018/01/02</td><td>11.8</td></tr> <tr><td>2018/01/03</td><td>11.5</td></tr> <tr><td>2018/01/04</td><td>9.5</td></tr> <tr><td>2018/01/05</td><td>11.5</td></tr> <tr><td>2018/01/08</td><td>11.2</td></tr> <tr><td>2018/01/09</td><td>11.0</td></tr> <tr><td>2018/01/10</td><td>10.8</td></tr> <tr><td>2018/01/11</td><td>10.5</td></tr> <tr><td>2018/01/12</td><td>10.5</td></tr> <tr><td>2018/01/15</td><td>8.0</td></tr> <tr><td>2018/01/16</td><td>9.0</td></tr> <tr><td>2018/01/17</td><td>8.8</td></tr> <tr><td>2018/01/18</td><td>9.5</td></tr> <tr><td>2018/01/19</td><td>8.8</td></tr> <tr><td>2018/01/22</td><td>9.0</td></tr> <tr><td>2018/01/23</td><td>8.8</td></tr> <tr><td>2018/01/24</td><td>8.2</td></tr> <tr><td>2018/01/25</td><td>7.5</td></tr> <tr><td>2018/01/26</td><td>8.5</td></tr> <tr><td>2018/01/29</td><td>8.5</td></tr> <tr><td>2018/01/30</td><td>8.5</td></tr> <tr><td>2018/01/31</td><td>8.8</td></tr> <tr><td>2018/02/01</td><td>8.5</td></tr> <tr><td>2018/02/02</td><td>6.5</td></tr> </tbody> </table> </div>	Date	Avg Handle Time (min)	2018/01/01	11.5	2018/01/02	11.8	2018/01/03	11.5	2018/01/04	9.5	2018/01/05	11.5	2018/01/08	11.2	2018/01/09	11.0	2018/01/10	10.8	2018/01/11	10.5	2018/01/12	10.5	2018/01/15	8.0	2018/01/16	9.0	2018/01/17	8.8	2018/01/18	9.5	2018/01/19	8.8	2018/01/22	9.0	2018/01/23	8.8	2018/01/24	8.2	2018/01/25	7.5	2018/01/26	8.5	2018/01/29	8.5	2018/01/30	8.5	2018/01/31	8.8	2018/02/01	8.5	2018/02/02	6.5		
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1	<p>Member Services Center Performance Standard</p> <p>The Contractor shall maintain an abandonment</p>	<ul style="list-style-type: none"> Document Veyo’s performance, as compared to contract standards, in its call abandonment rate of less 	<p>February 6, 2018</p> <p>The same actions outlined in the response to Section II.3.A above directly impact improvement in this section.</p>	February 13, 2018	

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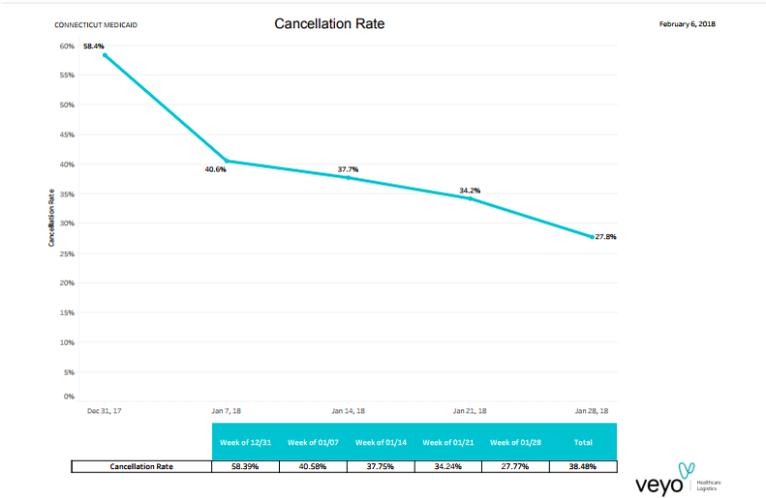
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	<p>rate of less than 5% during normal business hours.</p> <p><i>Contract Citation: Section II Member Services - Section II.3.B.</i></p>	<p>than 5% during normal business hours.</p> <ul style="list-style-type: none"> This information shall be submitted to the Department on a daily basis until further notice. 			
1	<p>Hold Times</p> <p>The Contractor shall maintain an average hold time not to exceed three (3) minutes for calls placed on hold.</p> <p><i>Contract Citation: Section II Member Services - Section II.3.C.</i></p>	<ul style="list-style-type: none"> Document Veyo’s performance, as compared to contract standards, in its average hold time not to exceed 3 minutes for calls placed on hold. This information shall be submitted to the Department on a daily basis until further notice. 	<p>February 6, 2018</p> <p>The same actions outlined in the response to Section II.3.A above directly impact improvement in this section.</p>	February 13, 2018	
1	<p>Trip Cancellation</p> <p>Ensure policies and procedures for trip cancellation include appropriate checks to ensure needed services are not inappropriately canceled.</p>	<ul style="list-style-type: none"> Document for the Department the source of the trip cancellation and the policy and/or procedure to justify that cancellation. Document for the Department the process 	<p>February 6, 2018</p> <p>Background:</p> <p>During the transition the prior vendor shared schedules for approximately 9,000 members with repeating trips. Veyo validated as many of those trips as possible prior to the launch of service, but despite multiple contact attempts, it was impossible to reach a majority of these</p>	February 13, 2018	

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	<p><i>Contract Citation: Section VI Transportation Performance Standards</i></p>	<p>for reassigning an inappropriately canceled trip and addressing the source of the cancelation.</p> <ul style="list-style-type: none"> This information shall be submitted to the Department on a daily basis until further notice. 	<p>members, and we needed to trust that the data we were given was correct as is.</p> <p>Over the first couple weeks after launching service, transportation providers experienced extremely high cancellation rates in the 50-60% range (typical is 10-20%), an indication that the information received was outdated or incorrect. These invalid trips caused extreme hardship on transportation providers, and was a significant cause of service delays during the initial days following the launch. We had numerous, confirmed cases of trips within the received data for members that had long been deceased or for pick-ups at addresses where members had not lived for years. This was confirmed by both our Trip Operations teams as well as reports from transportation providers.</p> <p>Since launch, Veyo has canceled repeating schedules it received during the implementation period for over 1,000 members who do not require transportation services. This represents almost 30% of the non-public transit schedules received.</p> <p>A significant number of the over 5,000 public transit standing orders Veyo received have also proven to be invalid. Numerous passes have been returned to Veyo (we are still aggregating this information) and multiple additional attempts to contact passengers via phone and mail to validate their needs have been unsuccessful.</p> <p>Of the nearly 4,000 non-public transit schedules received during the transition, only 644 included a B leg with return time indicated. The prior vendor confirmed during implementation discussions that trips without a “B leg” and return time were one-way trips. In an abundance</p>		

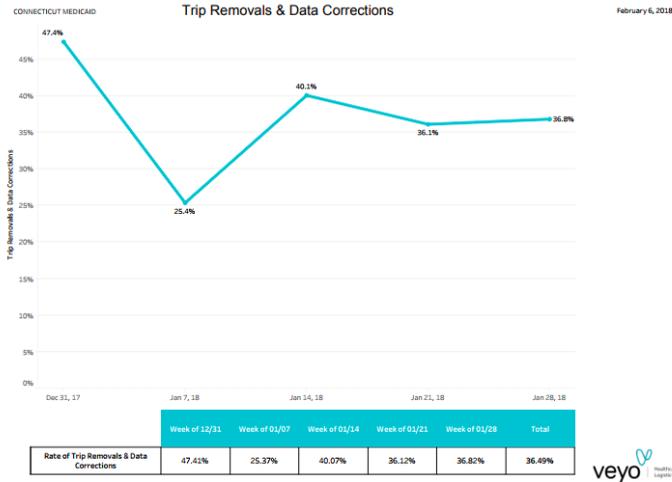
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			<p>of caution, Veyo entered all of these trips with a “will call” status meaning those members would need to call to request their return ride. During the launch period, as evidenced by numerous complaints, it became clear that many of those trip schedules should have included a return trip with scheduled time. Veyo has taken measures to address these issues to ensure that trips are complete and accurate in our systems. To date we have added “B leg” return times to almost 1,000 additional trips from the data received.</p> <p>During the launch, all of this data had been included in the reported cancellation rates. Going forward we are refining a “cancellation” as a trip that is cancelled same day or finalized as a cancellation after the date of the trip. This will help differentiate between events that impact operations on the ground (i.e., providers) and bad data. “trip removals & data corrections”.</p>  <table border="1" data-bbox="1204 1349 1749 1398"> <thead> <tr> <th>Week of</th> <th>32/31</th> <th>01/07</th> <th>01/14</th> <th>01/21</th> <th>01/28</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Cancellation Rate</td> <td>58.39%</td> <td>40.58%</td> <td>37.75%</td> <td>34.24%</td> <td>27.77%</td> <td>38.48%</td> </tr> </tbody> </table>	Week of	32/31	01/07	01/14	01/21	01/28	Total	Cancellation Rate	58.39%	40.58%	37.75%	34.24%	27.77%	38.48%		
Week of	32/31	01/07	01/14	01/21	01/28	Total													
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			company intranet – Veyopedia – that is accessible by all employees at any time.		
1	<p>Pickup Wait Time</p> <p>Pickup Wait Time. The waiting time for a scheduled pickup going to an appointment (a leg) should not exceed fifteen (15) minutes before and fifteen (15) minutes after the scheduled pickup time. A Member, under no circumstances, shall arrive more than thirty (30) minutes prior to an appointment, unless this is done at the Member’s request. The NEMT provider shall be required to be onsite for at least five (5) minutes and cannot leave prior to the actual pickup time.</p> <p><i>Contract Citation: Section VI Transportation Performance Standards,</i></p>	<ul style="list-style-type: none"> • Document for the Department transportation providers’ pick up and wait times, based on the Veyo application /vehicle GPS and/or claims and other sources. • Document for the Department Veyo’s process for ensuring that members are timely able to access, and be picked up from, dialysis and other critical care services. • This information shall be submitted to the Department on a weekly basis until further notice. 	<p>February 6, 2018</p> <p>There are ongoing discussions between Veyo and DSS to determine the desired reporting regarding on-time performance.</p> <p>On-time performance is measured by either the Veyo app, through data integration with designated provider systems (e.g. autocab), or through confirmation of specific pickup times by the transportation provider when they finalize the trip in the Veyo portal.</p> <p>During the launch period, we have heard numerous complaints from members, facilities, hospitals, and advocates. There have been many reports of no-shows from providers and providers not allowing enough time to wait for the member to come out of their home/ facility. There have been many clear violations such as hit and run incidents, providers leaving members out in the cold. As these reports are reviewed performance by individual transportation providers has closely monitored. the first two providers to show unacceptable trends were Ace Transportation and Yellow Cab. Our initial, corrective action was to review procedures with the provider and we cut their capacity by approximately 10%. Serious complaints (drivers demanding cash on the B Leg trips) continued with Yellow Cab and their capacity was dropped to only urgent trips as a back-up provider.</p> <p>Concurrently members were moved as quickly as possible to those providers who had proven to be the most reliable.</p>	February 13, 2018	

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	<i>Section VI.1.</i>		<p>Veyo and the transportation providers understand the importance of dialysis and other urgent trips. During the launch, the delay in many of the dialysis trips was based on the fact that the return trips were transmitted to us as will call returns and not designated pickup times. Scheduled trips under these categories are set up following the regular procedures. Any issues are treated as urgent trips and special attention is paid to these categories on holiday, inclement weather days, etc.</p> <p>A key role in dealing with urgent trips is the clinical coordinator position and even with the assistance of DSS with recruiting sources, these positions were not filled as quickly as we planned and a backlog of those requests did occur; however, this did not slow down the process as the contact center booked all trips using a courtesy exception. That backlog is significantly reduced and we added additional resources to get all the documents processed. These efforts will resolve the issue of assigning long-term exemptions to members with static needs.</p>		
1	<p>Will Call</p> <p>Will Call. Will-call trips that are trips for which the Member or provider does not wish to provide a set pick-up time or is unable to do so, are not held to the usual pick-up standards. Members choosing “will</p>	<ul style="list-style-type: none"> • Document for the Department Veyo’s procedure for determining whether a trip is a “will-call” or a pre-determined, time-specific return ride. • Ensure all legs of a trip are captured completely 	<p>February 6, 2018</p> <p>Many of the factors affecting the wait time issue, also affect will call trips. Early issues were encountered with electronic data from the previous broker where scheduled return trips were not communicated.</p> <p>As part of the standard training for all agents, they are trained to ask if there is a known return time and they go through exercises on both scheduled and on-request trips. The relevant section of the instructor</p>	February 13, 2018	

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	<p>call” services shall be informed by the Contractor of the possibility of longer wait times; up to one hour from the time the Contractor is notified the member is ready.</p> <p><i>Contract Citation: Section VI Transportation Performance Standard. – Section VI.4.</i></p>	<p>at time of trip request and document that process to the Department.</p>	<p>manual is included: VeyoTripSetUpInstructorsSection</p>		
1	<p>Subcontractors</p> <p>The Contractor shall have corrective action procedures in place to address the behavior of their subcontractors. These policies shall include corrective actions for drivers, as established in Section V of the SOW, Driver Conduct.</p> <p><i>Contract Citation: Section V, Driver Conduct Standards; Section IX Policies and Procedures Manual, Section IX.1.F and G.</i></p>	<ul style="list-style-type: none"> • Document for the Department Veyo’s corrective action procedures to address any inappropriate behavior of Veyo’s subcontractors. • Document for the Department how Veyo will fulfill its Compliance Event Reporting and Corrective Action Process Standard Operating Procedure, as it relates to the problems that have been encountered in the first 	<p>February 6, 2018</p> <p>Specific actions were discussed above.</p> <p>Subcontractor training on performance standards as outlined in the Provider Agreement and Provider Manual (Exhibit A of the Agreement) is completed during the credentialing process.</p> <p>Veyo immediately responds to any urgent issue (accident, violence, sexual misconduct, minors) by contacting the provider and immediately suspending drivers until the investigation is completed.</p> <p>Veyo’s overall Corrective Action Procedures are outlined in Veyo_Compliance_009 Compliance Event Reporting and Corrective Action Process v4 and Veyo_Compliance_009_3 Corrective Action Plan v2.</p>	<p>February 13, 2018</p>	

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		<p>two weeks of operation.</p> <ul style="list-style-type: none"> Provide for the Department documentation that all transportation subcontractors are receiving timely training on trip protocol. 			
2	<p>After-Hours Process</p> <p>The Contractor shall maintain twenty-four (24) hour toll-free access to provide transportation for urgent care on holidays, weekends, and after business hours and for after-hours discharges.</p> <p><i>Contract Citation: Section II Member Services Center, Section II.2.B.</i></p>	<ul style="list-style-type: none"> Document for the Department Veyo's process for transitioning from the local CT call center to the after-hours location. 	<p>February 6, 2018</p> <p>Currently all incoming call volume routes through inContact (our cloud-based contact center solution and telephony provider)</p> <p>During hours of operations the calls flow to any associate who is trained on CT Protocols and during after hours support the calls flow seamlessly to our afterhours team in our AZ location</p> <p>We monitor this on a daily basis and review at a strategy level weekly to determine the right number of people to staff each day and at the interval level (30 minute).</p> <p>The after hours protocols are included in CC-ConnecticutAccountGuidelines-310118-0607.</p>	February 20, 2018	

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2	<p>Complaint Report</p> <p>The Contractor shall submit complaint data that identifies;</p> <ul style="list-style-type: none"> A. The number and percentage of complaints compared to total number of trips provided; B. The number of complaints by provider; C. The number of complaints by category, as approved by the Department and including the aggregate number of complaints; D. Complaint resolution; E. Average length of time to resolve a complaint; 	<ul style="list-style-type: none"> • Document for the Department Veyo’s procedure for reporting to the Department resolution of complaints. 	<p>February 6, 2018</p> <p>As of January 31, we have received approximately 397 grievances out of 213,075 trips and so far have resolved 179 of them. Of those, 104 were substantiated as the provider was late or failed to transport. We continue to work with our providers to improve their service performance levels.</p> <p>An initial report is included and Veyo will continue to coordinate with DSS on recommended changes to the format.</p>	February 20, 2018	

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	<p>F. Additional information, including but not limited to specific complaints, as determined by the Department.</p> <p><i>Contract Citation: Section X, Monitoring Reports, Section X.5.</i></p>				
3	<p>Policies and Procedures Online</p> <p>The Contractor shall establish written policies and/or procedures shall be posted on the Contractor’s website in a prominent location.</p> <p><i>Contract Citation: Section IX Policies and Procedures Manual, Section IX.1.</i></p>	<ul style="list-style-type: none"> ● Provide the Department with a complete copy of all of the CT-specific Policies and Procedures that Veyo is required by the contract to produce. ● Post Veyo’s CT-specific Policies and Procedures on its website in a highly visible place. 	<p>February 6, 2018</p> <p>Veyo will confirm the content with DSS and have the materials posted by 2/27/18</p>	February 27, 2018	