

August 6, 2014

To: Senator Dawn Hill, Chair
Representative Margaret R. Rotundo, Chair
Members of the Joint Standing Committee on Appropriations and Financial Affairs

From: Mary C. Mayhew, Commissioner, Department of Health and Human Services

Re: DHHS responses to follow-up questions from June 17th AFA interim meeting

Child Care Licensing

1. Please provide the number of licensed child care settings in Maine with detail by the type of setting.

Response: 1,296 Family Child Care Providers; 747 Child Care Facilities; and 89 Nursery Schools.

MaineCare Non-Emergency Transportation (CTS)

Response for questions 2 - 10: See Attachment A

2. Please provide an explanation of the additional or increased payments made to CTS in February, April and May of 2014 (additional or increased payment are those in addition to the "normal" monthly capitation payments: for February the 2/11/14 payment of \$3.3 million was significantly greater than previous monthly payments, on 4/17/14 an additional \$1.3 million payment was made; on 5/15/14 an additional \$1.5 million payment was made; is the \$2.0 payment to CTS made on 5/29 the June capitated payment).
3. Please provide the budgeted or contract amounts for each broker (by region for CTS) including any adjustment to the original contract amounts.
4. Please provide an update as to the adequacy of performance and payment bonds provided under the current broker contracts.
5. Please provide an update of performance metrics of current brokers including staffing levels, call center response times, rides provided and missed, timeliness and accuracy of encounter data submitted by brokers and any additional performance measures (Request is made for all brokers but problems with Logisticare were noted).

6. Please provide data on levels of services provided from 8/1/13 to the present by region and mode (i.e. agency vehicle, volunteer driver, friend & family, wheelchair van, taxi and public transit.)
7. Please provide an updated timetable for implementation of the new broker contracts.
8. Please provide an updated transition plan for the new brokers in each region including plans to continue to pay providers for claims incurred but unpaid before transition to new broker.
9. Please provide information on bonding requirement under the new broker contracts.
10. Please provide a summary of performance metrics that will be included in new broker contracts, changes from current requirements and the Department's planned method of ensuring that service will be adequate from day one of the new contracts.

View Grant Opportunity

11. DHHS indicated they are not applying for the grant. Please provide further explanation as to why not?

Response: The Department determined that a combination of factors; the lack of funding flexibility, the additional administrative burden and reporting requirements and the lack of clear methodology for the selection of required community partners inhibited the ability to develop a strong application resulting in a grant award.

12. Is DHHS going to apply for the State Tobacco Funding grant coming out next month?

Response: There are many such grants. Please provide specific information on which grant this question is referencing.

Other

13. Regarding the RFP for Assessment and Validation of Program Waiver" for which bids were opened on 11/8/13: Has the contract been awarded and, if so, what has been produced so far?

Response: The contract has been awarded to Myers Stauffer. The draft and final reports by the contractor are due in February 2015. The contractor is currently obtaining and assessing all available data from the transportation providers and is preparing for member surveys that will be conducted in September and October.

Cc: Kathleen Newman, Deputy Chief of Staff, Governor's Office
Holly Lusk, Senior Health Policy Advisor, Governor's Office
Carlisle McLean, Chief Legal Counsel, Governor's Office
Peter Steele, Director of Communications, Governor's Office
Richard W. Rosen, Acting Commissioner, Dept. of Administrative and Financial Services
Melissa Gott, State Budget Officer, Department of Administrative and Financial Services
Joint Standing Committee for Health and Human Services

MaineCare
Non-Emergency Transportation (CTS)

Attachment A

NET Briefing Memo– August 4, 2014

Background

In November 2010, CMS informed the Department that Maine's Non-Emergency Transportation (NET) system was not compliant with federal requirements. At this time, the Department investigated options presented by CMS and determined that an at-risk brokerage model would be most advantageous. This model is where an agency serves as a broker of NET rides and contracts with transportation providers. The broker manages the ride delivery and receives a flat, or capitated rate that must cover all transportation costs.

After multiple discussions with stakeholders, DHHS opted for a regional system, utilizing the existing eight (8) Department of Transportation transit regions. Through the procurement process, the Department identified three brokers. Logisticare, LLC was awarded Region 8 (York County and Southern Oxford County), Penquis Community Action Program was awarded Region 3 (Penobscot and Piscataquis Counties), and Coordinated Transportation Solutions (CTS) was awarded the remaining six regions. Overall, eight contracts were negotiated and executed with these companies.

The Department's challenges with one broker since implementation of this new model on August 1, 2013 have been well-documented and the Department decided to not renew the contract with CTS and put services out to bid in the six regions that it served. In the spring of 2014, contracts were awarded to Logisticare in Regions 1, 2, 6 and 7, while Penquis CAP was chosen for Region 4 and Waldo CAP for Region 5.

In preparation for this transition, utilizing lessons learned, the Department undertook a thorough readiness review process which analyzed the providers' transportation provider networks, call center operations capacity, contract requirements (disaster recovery plans, payment and performance bonds), member communications, and IT systems, including insuring the ability of the broker to provide trips to major providers successfully. Also as part of this process, the Department had each broker provide a list of contracted transporters and their vehicle capacity to demonstrate their ability to handle anticipated trip demand. Some examples of areas the Department reviewed are outlined below.

- **System interoperability** –The ability to send all needed trip data to transportation providers in a format which can be imported by the provider, as well as the provider's ability to completely and successfully input trip data sent by broker.
- **Call Center capacity** – Number of calls offered, number of calls answered, average time a caller waits in the queue before reaching a live operator, the number of abandoned calls (where the caller disconnects before speaking to a live operator), the percentage of calls answered within 60 seconds, etc.

- **Network capacity** – Documentation of available vehicles to demonstrate enough capacity to deliver anticipated trip demand, e.g. number of vehicles available by provider type and the number of trips anticipated to be provided by provider type, etc.
- **Business capacity** – Overall operational functionality and data security measures.

Payment and Performance Bonds and Contract Values

As part of the contract terms, the new brokers were required to secure payment and performance bonds. On July 14, 2014, the Department received the bonds from Penquis CAP. Logisticare and Waldo CAP provided their bonds on July 15, 2014. This contract requirement has been fulfilled.

Contract Values

Region	Broker	Contract Value
1	LogistiCare	\$ 3,400,669.32
2	LogistiCare	\$ 3,160,613.40
3	Penquis CAP	\$ 7,800,000.00
4	Penquis CAP	\$ 6,441,415.56
5	MidCoast Connector / Waldo CAP	\$ 3,980,355.12
6	LogistiCare	\$ 7,242,737.04
7	LogistiCare	\$ 8,983,057.32
8	LogistiCare	\$ 6,858,728.28

The Non-Emergency Transportation program is responsible for delivering nearly 2 million rides annually to MaineCare members and the program relies heavily on volunteer drivers. During the past year, Coordinated Transportation Solutions' payments were adjusted to support and sustain the volunteer network over the six regions they served in order to ensure the delivery of the maximum number of rides to MaineCare clients.

When the Department made a decision to not renew the CTS contract based on performance, CTS had legitimate concerns about their current employees needing to pursue other employment options prior to the end of the CTS contractual relationship with Maine DHHS. In order to establish new brokers, the Department worked to ensure an effective transition between CTS and the new transportation brokers. Key to successful transition was the continued operation of the existing call center, so the Department took the necessary steps to ensure it was operational and continued to perform consistent with the needs of MaineCare members. As the transition continues, the Department will continue to put MaineCare recipients' transportation needs at the forefront of all decision-making.

Performance Metrics

The Department's most recent metrics (week ending 7/19/14) of the brokers' performance are attached to this update.

Current Status

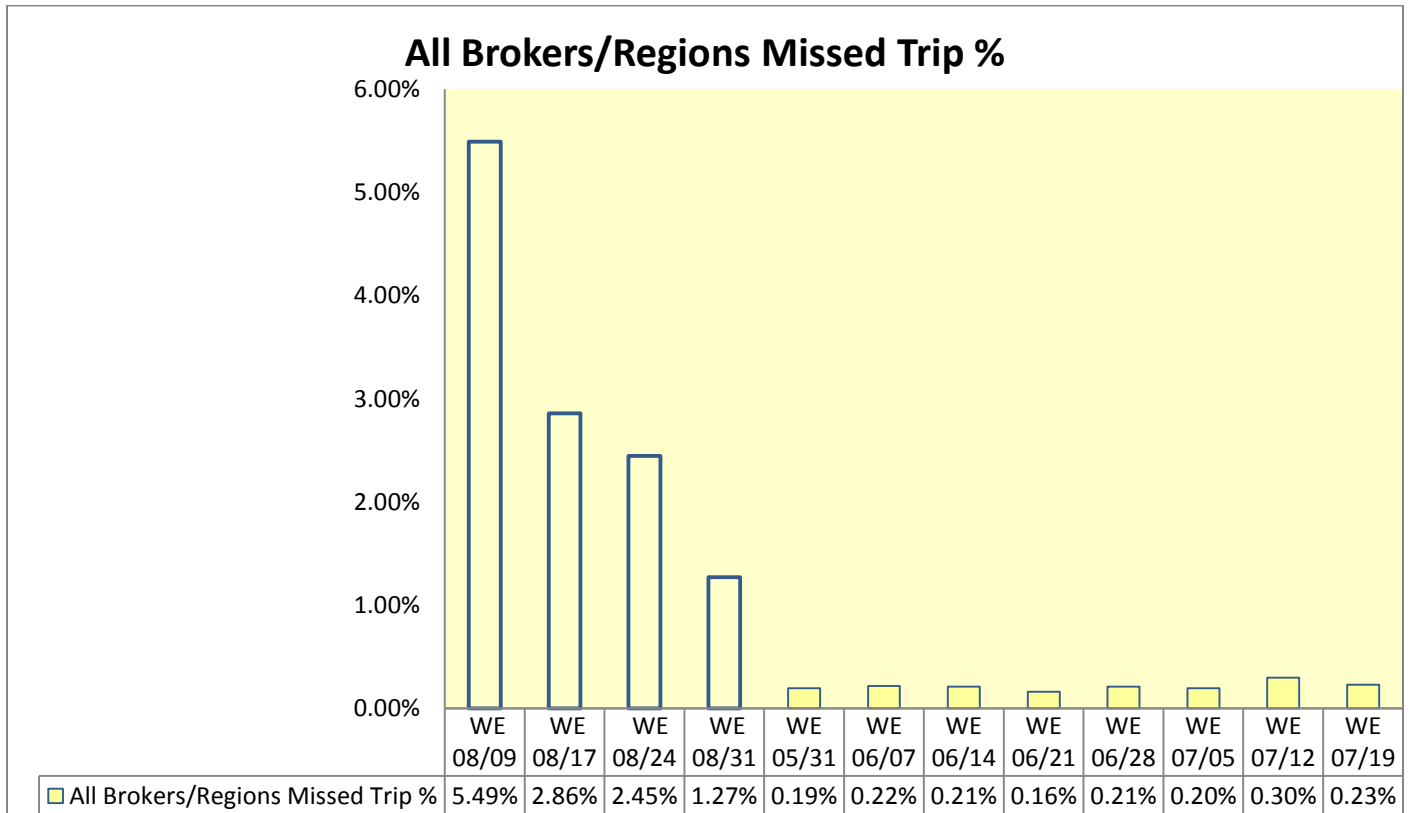
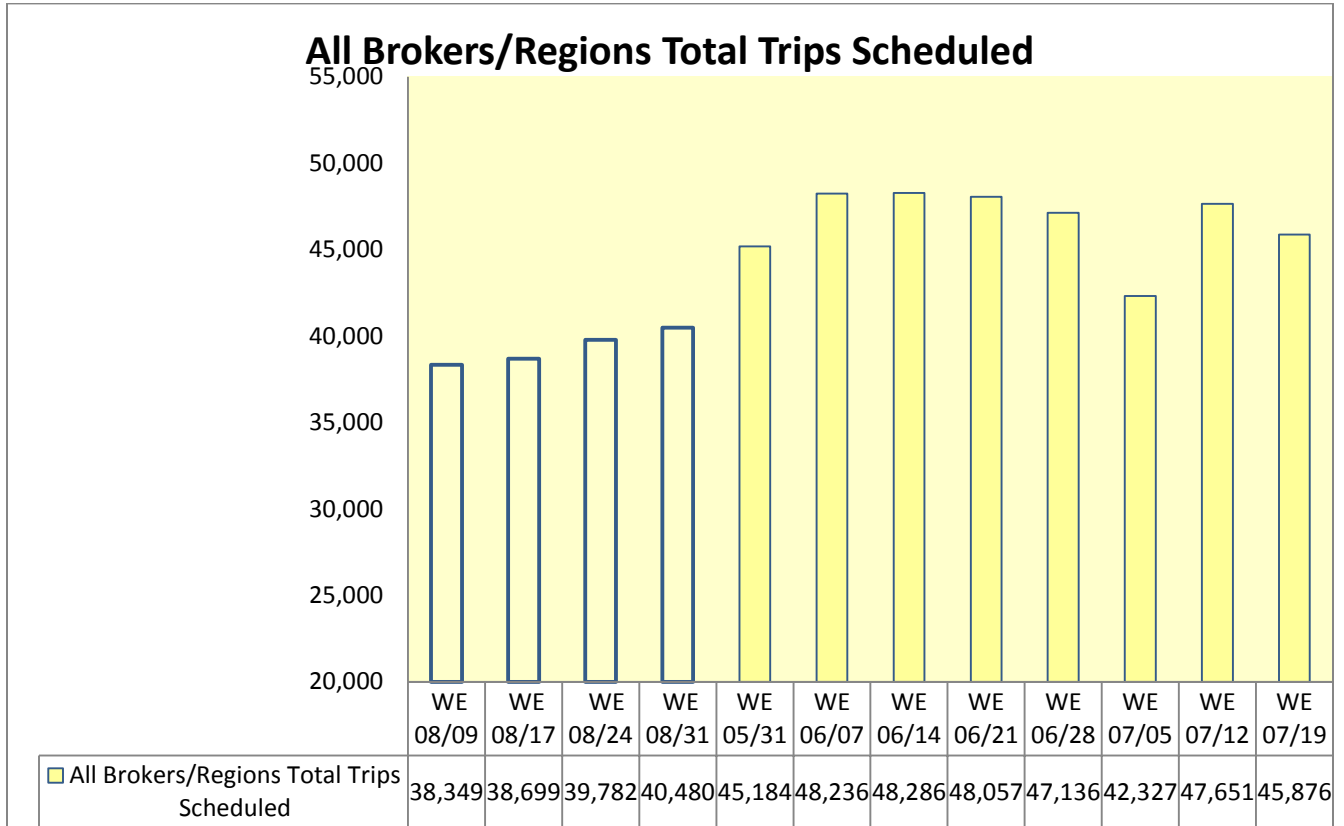
On July 25, 2014, the new call centers in these six regions became operational and staff began scheduling rides needed for services on or after August 1. CTS is continuing to provide transitional support for the next three months, while provided rides through the end of July. Their call center will remained operational through the end of July and they routed callers to the new brokers for their regions. MaineCare members have been well-informed regarding this change and how to have their transportation needs met. Providers have also received notice and information about this transition.

Following below is the contact information for each broker, based on the service area(s) they cover.

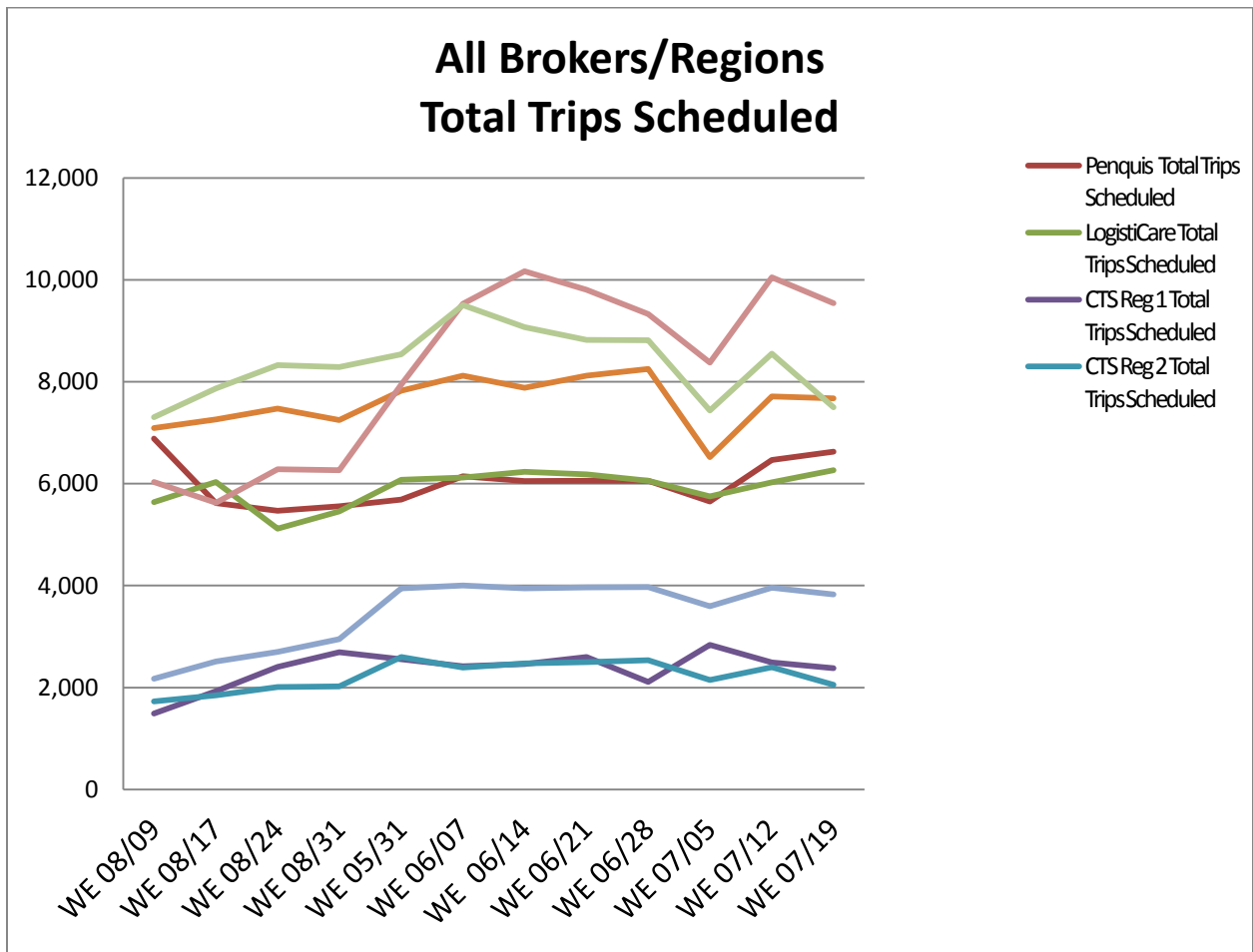
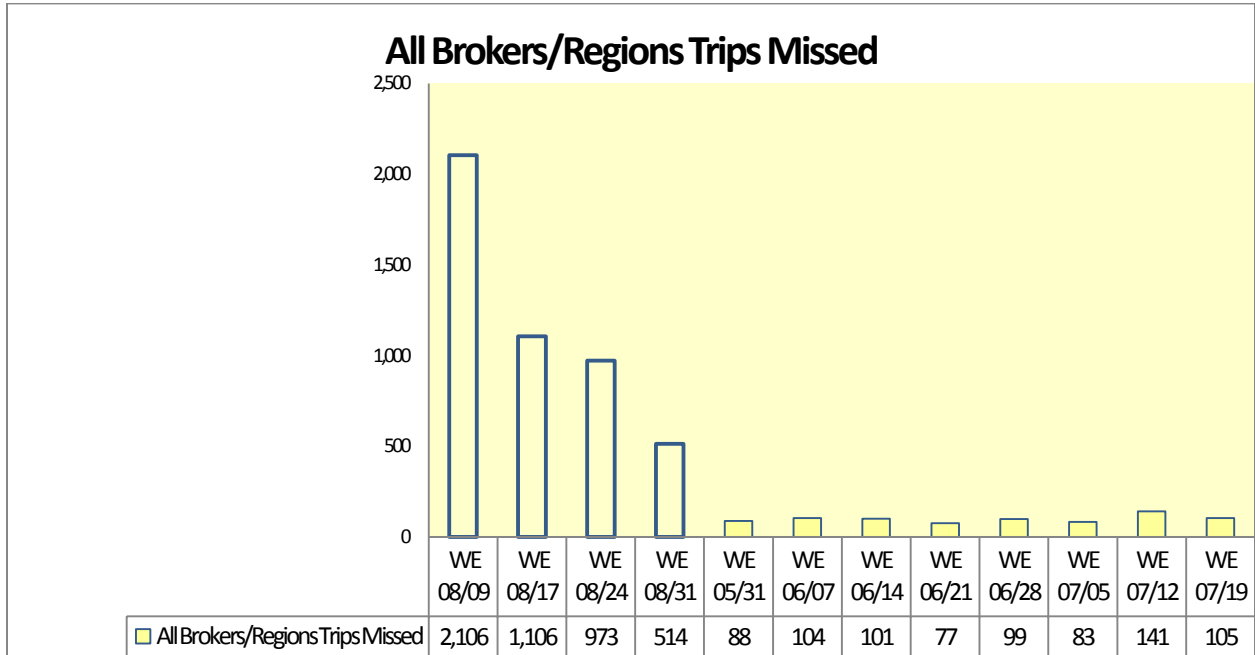
Non-Emergency Transportation Broker List

County/Towns	Broker
Androscoggin County – All Towns	Logisticare: 855-608-5180
Aroostook County – All Towns	Logisticare: 855-608-5174
Cumberland County – Brunswick and Harpswell	MidCoast Connector: 855-930-7900
Cumberland County – All Other Towns	Logisticare: 855-608-5178
Franklin County – All Towns	Logisticare: 855-608-5180
Hancock County – Town of Danforth	Logisticare: 855-608-5174
Hancock County – All Other Towns	Logisticare: 855-608-5176
Kennebec County – All Towns	Penquis CAP: 844-736-7847
Knox County – Town of Isle au Haut	Logisticare: 855-608-5176
Knox County – All Other Towns	MidCoast Connector: 855-930-7900
Lincoln County – All Towns	MidCoast Connector: 855-930-7900
Oxford County – Towns of Porter, Hiram, Brownfield, Denmark, Sweden, Fryeburg, Lovell, Stow, and Stoneham	Logisticare: 877-659-1302
Oxford County – All Other Towns	Logisticare: 855-608-5180
Penobscot County – Town of Patten	Logisticare.: 855-608-5174
Penobscot County - All other Towns	Penquis CAP: 855-437-5883
Piscataquis County – All Towns	Penquis CAP: 855-437-5883
Sagadahoc County – All Towns	MidCoast Connector: 855-930-7900
Somerset County- All Towns	Penquis CAP: 844-736-7847
Waldo County – All Towns	MidCoast Connector: 855-930-7900
Washington County – All Towns	Logisticare: 855-608-5176
York County- All Towns	Logisticare: 877-659-1302

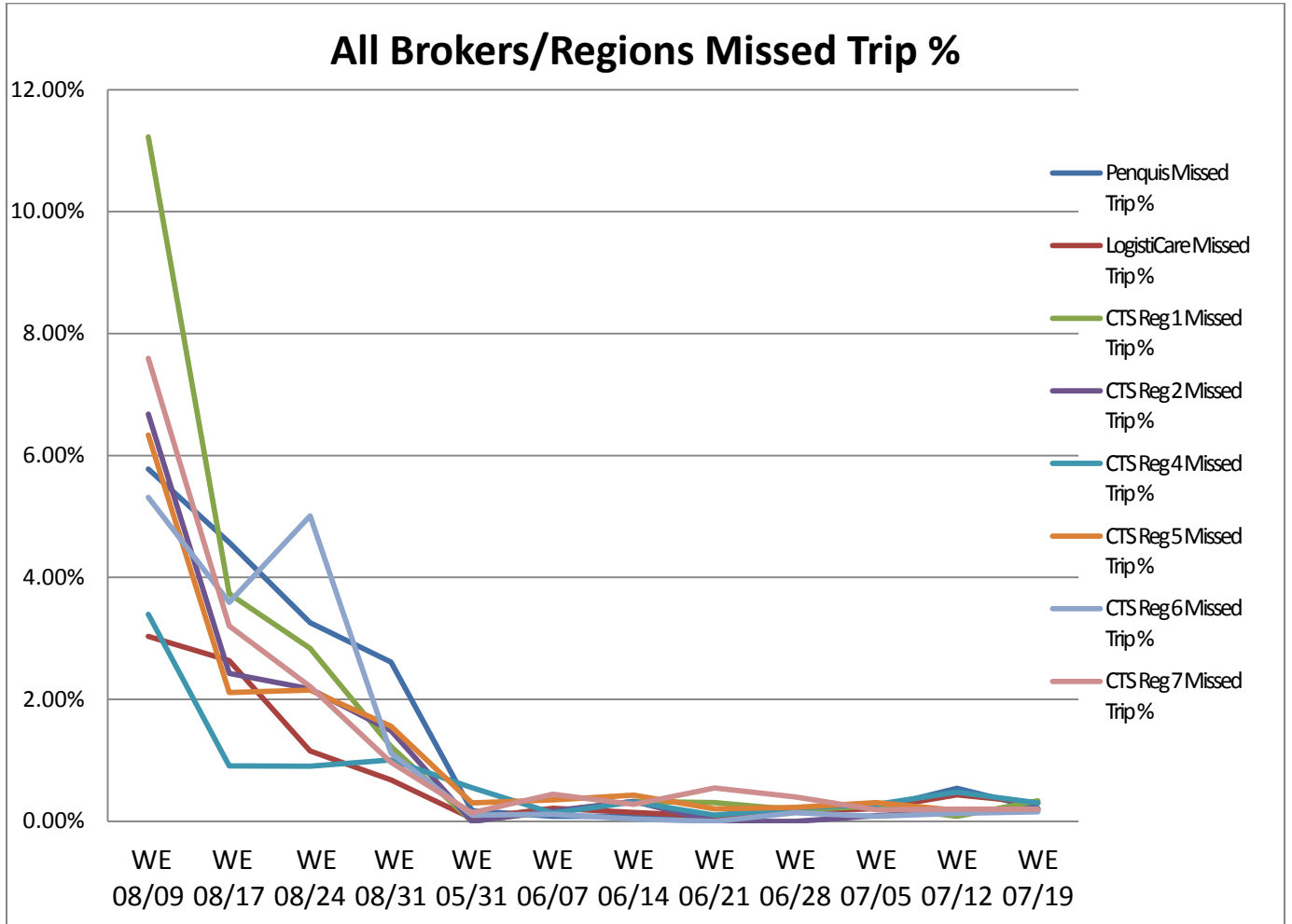
MaineCare Non-Emergency Transportation: Broker Performance Metrics
Week ending 7/19/14



MaineCare Non-Emergency Transportation: Broker Performance Metrics
Week ending 7/19/14



MaineCare Non-Emergency Transportation: Broker Performance Metrics
Week ending 7/19/14



LogistiCare Solutions LLC

Brokerage Reporting Monthly Call Center Metrics

	Monthly Aug 2013	Monthly Sep 2013	Chg in Rptg Period	Monthly Sep 2013	Monthly Oct 2013	Chg in Rptg Period	Monthly Oct 2013	Monthly Nov 2013	Chg in Rptg Period	Monthly Nov 2013	Monthly Dec 2013	Chg in Rptg Period	Monthly Dec 2013	Monthly Jan 2014	Chg in Rptg Period	Monthly Jan 2014	Monthly Feb 2014	Chg in Rptg Period	Monthly Feb 2014	Monthly Mar 2014	Chg in Rptg Period
Total Calls Received	6669	5291	(1378)	5291	5439	148	5439	4550	(889)	4550	4992	442	4992	6115	1123	6115	6023	(92)	6023	5358	(665)
Abandonment Rate [\leq 5%]	3.9%	2.9%	(25.6%)	2.9%	2.3%	(20.7%)	2.3%	1.4%	(39.1%)	1.4%	1.9%	35.7%	1.9%	1.5%	(21.1%)	1.5%	1.8%	20.0%	1.8%	1.1%	(38.9%)
Avg Speed to Answer [ASA]	0:26	0:23	(11.5%)	0:23	0:16	(30.4%)	0:16	0:13	(18.8%)	0:13	0:12	(7.7%)	0:12	0:14	16.7%	0:14	0:15	7.1%	0:15	0:12	(20.0%)
Average Talk Time	5:50	4:46	(18.3%)	4:46	4:35	(3.8%)	4:35	4:23	(4.4%)	4:23	4:08	(5.7%)	4:08	4:57	19.8%	4:57	4:40	(5.7%)	4:40	4:58	6.4%
Service Level [\geq 90%]	90.0%	93.0%	3.3%	93.0%	97.0%	4.3%	97.0%	96.0%	(1.0%)	96.0%	98.0%	2.1%	98.0%	95.0%	(3.1%)	95.0%	96.0%	1.1%	96.0%	98.0%	2.1%

Continued from above

	Monthly Mar 2014	Monthly Apr 2014	Chg in Rptg Period	Monthly Apr 2014	Monthly May 2014	Chg in Rptg Period	Monthly May 2014	Monthly June 2014	Chg in Rptg Period
Total Calls Received	5358	5268	(90)	5268	4794	(474)	4794	4751	(43)
Abandonment Rate [\leq 5%]	1.1%	1.0%	(9.1%)	1.0%	1.5%	50.0%	1.5%	1.4%	(6.7%)
Avg Speed to Answer [ASA]	0:12	0:11	(8.3%)	0:11	0:13	18.2%	0:13	0:15	15.4%
Average Talk Time	4:58	4:13	(15.1%)	4:13	3:55	(7.1%)	3:55	4:01	2.6%
Service Level [\geq 90%]	98.0%	98.0%	0.0%	98.0%	97.0%	(1.0%)	97.0%	98.0%	1.0%

Call Center Measures

Requirement #4:

Abandonment Rate \leq 5%

Requirement #5:

Service Level \geq 90%

Compliant with Metrics

Non-Compliant with Metrics

Penquis Community Action Program
 Brokerage Reporting Monthly Call Center Metrics

	Monthly Aug 2013	Monthly Sep 2013	Chg in Rptg Period	Monthly Sep 2013	Monthly Oct 2013	Chg in Rptg Period	Monthly Oct 2013	Monthly Nov 2013	Chg in Rptg Period	Monthly Nov 2013	Monthly Dec 2013	Chg in Rptg Period	Monthly Dec 2013	Monthly Jan 2014	Chg in Rptg Period	Monthly Jan 2013	Monthly Feb 2014	Chg in Rptg Period	Monthly Feb 2014	Monthly Mar 2014	Chg in Rptg Period
Total Calls Received	9414	8509	(905)	8509	9307	798	9307	8860	(447)	8860	9989	1129	9989	10650	661	10650	9154	(1496)	9154	10440	1286
Abandonment Rate [\leq 5%]	4.8%	3.2%	(33.3%)	3.2%	2.0%	(37.5%)	2.0%	2.3%	15.0%	2.3%	2.9%	26.1%	2.9%	4.8%	65.5%	4.8%	2.6%	(45.8%)	2.6%	3.0%	15.4%
Avg Speed to Answer [ASA]	0:43	0:33	(23.3%)	0:33	0:18	(45.5%)	0:18	0:21	16.7%	0:21	0:17	(19.0%)	0:17	0:16	(5.9%)	0:16	0:12	(25.0%)	0:12	0:12	0.0%
Average Talk Time	2:43	2:40	(1.8%)	2:40	2:45	3.1%	2:45	2:21	(14.5%)	2:21	2:04	(12.1%)	2:04	2:17	10.5%	2:17	2:08	(6.6%)	2:08	2:12	3.1%
Service Level [\geq 90%]	87.3%	90.8%	4.0%	90.8%	96.6%	6.4%	96.6%	95.3%	(1.3%)	95.3%	97.1%	1.9%	97.1%	98.0%	0.9%	98.0%	99.2%	1.2%	99.2%	98.5%	(0.7%)

Continued from above

	Monthly Mar 2014	Monthly Apr 2014	Chg in Rptg Period	Monthly Apr 2014	Monthly May 2014	Chg in Rptg Period	Monthly May 2014	Monthly June 2014	Chg in Rptg Period
Total Calls Received	10440	10753	313	10753	9721	(1032)	9721	9390	(331)
Abandonment Rate [\leq 5%]	3.0%	3.9%	30.0%	3.9%	2.5%	(35.9%)	2.5%	3.2%	28.0%
Avg Speed to Answer [ASA]	0:12	0:13	8.3%	0:13	0:10	(23.1%)	0:10	0:13	30.0%
Average Talk Time	2:12	2:21	6.8%	2:21	2:18	(2.1%)	2:18	2:35	12.3%
Service Level [\geq 90%]	98.5%	98.9%	0.4%	98.9%	99.4%	0.5%	99.4%	98.7%	(0.7%)

Call Center Measures

Requirement #4:

Abandonment Rate \leq 5%

Requirement #5:

Service Level \geq 90%

Compliant with Metrics

Non-Compliant with Metrics

CTS--All Regions

Brokerage Reporting Monthly Call Center Metrics

	Monthly Aug 2013	Monthly Sep 2013	Chg in Rptg Period (9860)	Monthly Sep 2013	Monthly Oct 2013	Chg in Rptg Period (1050)	Monthly Oct 2013	Monthly Nov 2013	Chg in Rptg Period (3022)	Monthly Nov 2013	Monthly Dec 2013	Chg in Rptg Period (1149)	Monthly Dec 2013	Monthly Jan 2014	Chg in Rptg Period (2239)	Monthly Jan 2014	Monthly Feb 2014	Chg in Rptg Period (4003)	Monthly Feb 2014	Monthly Mar 2014	Chg in Rptg Period (2866)
Total Calls Received	36,552	26,692	(9860)	26,692	25,642	(1050)	25,642	22,620	(3022)	22,620	23,769	1149	23,769	26,008	2239	26,008	22,005	(4003)	22,005	24,871	2866
Abandonment Rate [\leq 5%]	50.0%	18.0%	(64.0%)	18.0%	2.0%	(88.9%)	2.0%	5.0%	150.0%	5.0%	2.0%	(60.0%)	2.0%	4.0%	100.0%	4.0%	3.0%	(25.0%)	3.0%	2.0%	(33.3%)
Avg Speed to Answer [ASA]	15:10	3:32	(76.7%)	3:32	0:17	(92.0%)	0:17	0:35	105.9%	0:35	0:15	(57.1%)	0:15	0:28	86.7%	0:28	0:25	(10.7%)	0:25	0:16	(36.0%)
Average Talk Time	8:43	6:53	(21.0%)	6:53	5:47	(16.0%)	5:47	5:46	(0.3%)	5:46	5:47	0.3%	5:47	6:09	6.3%	6:09	6:10	0.3%	6:10	6:21	3.0%
Service Level [\geq 90%]	12.0%	58.0%	383.3%	58.0%	90.0%	55.2%	90.0%	83.0%	(7.8%)	83.0%	92.0%	10.8%	92.0%	86.0%	(6.5%)	86.0%	92.0%	7.0%	92.0%	93.0%	1.1%

Continued from above

	Monthly Mar 2014	Monthly Apr 2014	Chg in Rptg Period (463)	Monthly Apr 2014	Monthly May 2014	Chg in Rptg Period (2262)	Monthly May 2014	Monthly June 2014	Chg in Rptg Period (60)
Total Calls Received	24,871	25,334	463	25,334	23,072	(2262)	23,072	23,132	60
Abandonment Rate [\leq 5%]	2.0%	4.0%	100.0%	4.0%	5.0%	25.0%	5.0%	5.0%	0.0%
Avg Speed to Answer [ASA]	0:16	0:33	106.3%	0:33	0:41	24.2%	0:41	0:42	2.4%
Average Talk Time	6:21	6:41	5.2%	6:41	6:38	(0.7%)	6:38	6:39	0.3%
Service Level [\geq 90%]	93.0%	86.0%	(7.5%)	86.0%	80.0%	(7.0%)	80.0%	78.0%	(2.5%)

Call Center Measures

Requirement #4:

Abandonment Rate \leq 5%

Requirement #5:

Service Level \geq 90%

Compliant with Metrics

Non-Compliant with Metrics