

Redacted



TMS Management Group, Inc.



Presented to:



Medicaid Enterprise

April 19th, 2010

Technical Proposal

**Request for Proposal-
MED-10-011**

**Non-Emergency Medical
Transportation Brokerage**

***Submitted by:
TMS Management Group, Inc.***

**13825 ICOT Blvd. Suite 613
Clearwater, FL 33760**

727-871-6500

Toll Free 1-866-867-0729

Fax 727-252-0933

Contact: David McDonald, President

***Confidential Information has been
Withdrawn from this Proposal***

Transmittal Letter

April 19th, 2010

Tim Weltzin, Issuing Officer
Iowa Department of Human Services
Division of Medical Services
Iowa Medicaid Enterprise
100 Army Post Road
Des Moines, Iowa 50315

RE: Request for Proposals
Non-Emergency Medical Transportation Brokerage
Closing Date: April 19, 2010 by 4:00 p.m. Central Time

Dear Mr. Weltzin:

On behalf of TMS Management Group, Inc. ("TMS"), I am pleased to submit the enclosed Technical and Cost Proposals, applicable literature and other supporting documents, for the above captioned solicitation. We are confident that our proposal will result in an exceptional level of service for all Medicaid Members within the entire State of Iowa.

As responsible, proven leaders in the transportation community, TMS personnel have built an unsurpassed reputation for delivering safe, cost-conscious administration and coordination services for Medicaid and other transportation programs. Our attention to customer service is well known and unequalled by any company. Our experienced staff and transparent business operations will foster lasting partnerships with state officials in support of the Department of Human Services/Iowa Medicaid Enterprise's transportation goals.

The management of TMS has made a strategic decision to open a **full service call center and administrative office in Des Moines** to serve as the seat of our Midwest operations, if TMS is awarded the Iowa Non-Emergency Medical Transportation Brokerage contract. The call center will house all administrative offices and the call center for this project in Iowa; in addition, this facility will house additional call center personnel and support staff for current TMS projects in Illinois, Indiana and Ohio. This decision will provide a huge financial impact to Des Moines and the surrounding community in terms of job opportunities for its citizens and a potential influx of \$5 to \$8 million to this area.

TMS has an unparalleled reputation for building strong provider networks and partnering with local companies to establish a Network Plan that will exceed all expectations. TMS fully understands that the Code of Iowa requires coordination of public resources for transportation through the state's designated public transit systems. As a result, many Medicaid trips are now provided or facilitated by Iowa's public transit systems. The Iowa Medicaid Enterprise has stated its intent that Iowa's brokerage service be designed to complement or even strengthen the existing system, rather than operate as a stand-alone service. Additionally, the Public Policy Center's "working group" proposed that the selected broker establish working relationships with Iowa's public transit systems in building the capacity of the transportation provider network in order to respond to the needs of Medicaid members. TMS will create a Medicaid brokerage program that expands coordination in Iowa and by choosing TMS, your agency will also receive the following:

- Exceptional, Hands-On Experience from the TMS Principals and Senior Management
- Two (2) Iowa Leaders in the Local Transportation Industry
- One-Stop Point of Contact and Accountability for the Department **and** for Medicaid Members
- Increased Access to Services for Medicaid Members
- Comprehensive Information that Directs the Members to Appropriate Service
- A Network Plan that will Include all Local Community Resources
- Proprietary Software that Exceeds RFP Specifications

TMS also understands that many transportation providers depend on a steady, consistent cash flow to ensure the success of their systems. TMS has earned the reputation of a "provider friendly broker" by developing a unique web-based payment system to ensure providers have at least 50%- 65% of their invoice within 7 days. TMS is the only vendor that will offer the Department this type of commitment to the providers within Iowa who are potentially dealing with a massive change in how they provide and bill for services.

TMS has carefully reviewed this RFP and we have tailored our proposal to be responsive accordingly. It is clear that the Department of Human Services/Iowa Medicaid Enterprise is seeking a vendor that will provide precise management of trip reservations and coordination of quality transportation with acute sensitivity to cost. TMS excels not only at reservations, gatekeeping and management information system (MIS) functions, but also at combining these and other related approaches to maximize cost-effectiveness over the short and long term.

TMS has the understanding, resources, commitment, personnel, and qualifications to provide the Department of Human Services/Iowa Medicaid Enterprise with impeccable service and superb value. The TMS proposal provides a comprehensive plan for achieving this value, in the form of a proposal that exceeds the requirements of the RFP.

This proposal contains the following confidential information:

- Section 4.2.6.1.1., "List of all services similar to those sought by this RFP", located on pages 176 - 188.
- Financial Statements, in response to Section 4.2.6.3.1, located as Attachment A.

This confidential information is in accordance with Iowa Code Chapter 22(6), which states such information shall be kept confidential: *Reports to governmental agencies which, if released, would give advantage to competitors and serve no public purpose.* This information, if provided to our competitors, could be used to their advantage and TMS is requesting this information be kept confidential. If the Department has any inquiries as to the confidential status of this material, please contact:

David McDonald, President
TMS Management Group, Inc.
13825 Icot Blvd., Suite 613
Clearwater, FL 33760
(727) 871-6500

We will work diligently with your agency to form a strong partnership that includes all community stakeholders and the current coordinated transportation infrastructure. Our staff is 100% dedicated to making sure your transportation services are a top priority and the Medicaid Members receive the most appropriate, quality transportation services in the most efficient manner. We will deploy all human and technological assets to achieve the highest level of service for both the Department and the Medicaid Members within Iowa.

I, the below signed, am fully authorized to bind the firm, and I can be reached via telephone at 727-871-6500, via facsimile at 727-252-0933, or via email at David.McDonald@tmsgm.com. I look forward to discussing this proposal with you in the near future and partnering together to create a streamlined and efficient Non-Emergency Medical Transportation Brokerage Program for the citizens of the State of Iowa.

Thank you.

Sincerely,



David McDonald, President
TMS Management Group



TMS Management Group, Inc.

Client Sensitive • Agency Efficient • Provider Friendly

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- B. Reference Letters
 - i. Business Contact Reference Letters
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- C. Sample Agency Evaluations
- D. Resumes of Key Personnel
- E. TMS Listening Sessions, Letters of Intent, Mobility Matters March 2010 Newsletter
- F. Sample Brochures and Information Packets
 - i. Sample Rider Informational Packet
 - ii. Sample Medicaid User's Guide- English
 - iii. Sample Medicaid User's Guide- Spanish
 - iv. Sample Member Intake Form
 - v. Sample Member Notification Letter- English
 - vi. Sample Member Notification Letter- Spanish
 - vii. Sample Member Rights and Responsibilities- English
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 - ix. Sample "Where's My Ride?" Cards- English & Spanish
- G. Draft Surveys
 - i. Customer Satisfaction Surveys
 - ii. Live Monitoring Form for Call Center Technicians
 - iii. Provider Satisfaction Survey
- H. Draft Iowa Provider and Individual/Volunteer Agreements
- I. Technical Literature
 - i. Sample TMS Iowa Web Page
 - ii. Avaya Phone System Literature
 - iii. Iron Mountain Literature
 - iv. Back-up Generator Literature
- J. TMS Mobility Manager Displays
- K. Sample Operations Reports
- L. Quality Assurance Plan
- M. Draft TMS Procedures Manual

Tab 2: Bidder Declarations

An individual authorized to legally bind the bidder must complete a disclosure form (RFP Attachment B) for the primary bidder and include this completed and signed disclosure form behind Tab 2. In addition, the primary bidder must also attach a completed Subcontractor Disclosure Form (RFP Attachment C) for each subcontractor the bidder intends to use to perform services pursuant to the contract. The form would be appropriate should the bidder seek to subcontract a portion of the duties under the contract, for instance if the bidder intended to subcontract out call center duties. Bidders should not submit this form for the bidder's proposed transportation provider panel.

ATTACHMENT B

Primary Bidder Detail Form & Certification

(Instructions: Return this completed form behind Tab 2 of your Bid Proposal)

RFP No. MED-10-011: NEMT Transportation Brokerage

Primary Contact Information (individual who can address issues re: this Bid Proposal)	
Name:	David McDonald, President
Address:	13825 Icot Blvd., Suite 613, Clearwater, FL 33760
Tel:	727-871-6500
Fax:	727-252-0933
E-mail:	David.McDonald@tmsg.com

Primary Bidder Detail	
Business Legal Name:	TMS Management Group, Inc.
“Doing Business As” names, assumed names, or other operating names:	N/A
Form of Business Entity (i.e., corp., partnership, LLC, etc.)	Corporation
State of Incorporation/organization:	Florida
Primary Address:	13825 Icot Blvd., Suite 613, Clearwater, FL 33760
Tel:	866-790-8859
Fax:	727-252-0933
Local Address (if any):	To be finalized after contract award
Addresses of Major Offices and other facilities that may contribute to performance under this RFP/Contract:	N/A
Number of Employees:	66
Number of Years in Business:	5 years
Primary Focus of Business:	Non-Emergency Transportation Brokerage Services
Federal Tax ID:	20-3981161
Bidder’s Accounting Firm:	Rivero, Gordimer, and Company, P.A.
If Bidder is currently registered to do business in Iowa, provide the Date of Registration:	To be finalized after contract award
Do you plan on using subcontractors if awarded this Contract? {If “YES,” submit a Subcontractor Disclosure Form for each proposed subcontractor.}	<input checked="" type="radio"/> YES <input type="radio"/> NO

Request for Confidential Treatment		
Location in Bid (Tab/Page)	Statutory Basis for Confidentiality	Description/Explanation
Tab 6/Page 176-188 Attachment A	Iowa Code Chapter 22(6)	Would give competitors an advantage.
	Iowa Code Chapter 22(6)	Would give competitors an advantage.

Exceptions to RFP/Contract Language

RFP Section and Page	Language to which Bidder takes exception	Explanation and Proposed replacement language:
N/A	N/A	N/A

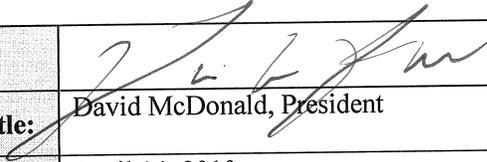
BID PROPOSAL CERTIFICATION

By signing below, Bidder certifies that:

- Bidder will comply with all Contract Terms and Conditions as indicated in Section 6 of the RFP;
- Bidder has reviewed Attachment E to the RFP (Certifications), which are incorporated herein by reference, and by signing below represents that Bidder agrees to be bound by the obligations included in Attachment E to the RFP;
- No attempt has been made or will be made by the Bidder to induce any other person or entity to submit or not submit a proposal in response to this RFP;
- Bidder does not discriminate in its employment practices with regard to race, color, religion, age (except as provided by law), sex, marital status, political affiliation, national origin, or handicap;
- No cost or pricing information has been included in the Bidder's Technical Proposal;
- Bidder has received any amendments to this RFP issued by the Department;
- The prices proposed have been arrived at independently, without consultation, communication, or agreement, as to any matter relating to such prices with any other bidder or with any competitor for the purpose of restricting competition;
- Unless otherwise required by law, the prices quoted have not been knowingly disclosed by the Bidder prior to award, directly or indirectly, to any other Bidder or to any competitor;
- Bidder either is currently registered to do business in Iowa or agrees to register if Bidder is awarded a Contract pursuant to this RFP;
- The person signing this Proposal certifies that he/she is the person in the Bidder's organization responsible for, or authorized to make decisions regarding the prices quoted and he/she has not participated, and will not participate, in any action contrary to the anti-competitive obligations agreements outlined above;
- Bidder specifically stipulates that the bid proposal is predicated upon the acceptance of all terms and conditions stated in the RFP. If the bidder objects to any term or condition, specific reference to the RFP page and section number must be made in the Primary Bidder Detail Form and Certification. Objections or responses that materially alter the RFP shall be deemed non-responsive and disqualify the bidder. All changes to proposed contract language, including deletions, additions, and substitutions of language, must be addressed in the Bid Proposal;
- Bidder certifies that the bidder organization has sufficient personnel resources available to provide all services proposed by this Bid Proposal, and such resources will be available on and after **October 1, 2010**; and
- Bidder guarantees the availability of the services offered and that all bid proposal terms, including price, will remain firm a minimum of 120 days following the deadline for submitting proposals.

By signing below, I certify that I have the authority to bind the Bidder indicated below to the specific terms, conditions and technical specifications required in the Department's Request for Proposals (RFP) and offered in the Bidder's Proposal. I understand that by submitting this Bid Proposal, the Bidder indicated below agrees to provide services described in the Iowa Medicaid Enterprise NEMT Transportation Brokerage RFP which meet or exceed the requirements of the Department's RFP unless noted in the Bid Proposal and at the prices quoted by the Bidder. I certify that the contents of the Bid

Proposal are true and accurate and that the Bidder has not made any knowingly false statements in the Bid Proposal.

Signature:	
Printed Name/Title:	David McDonald, President
Date:	April 14, 2010

ATTACHMENT C

Subcontractor Disclosure Form

(Instructions: Return this completed form behind Tab 2 of your Bid Proposal)

RFP MED-10-011: NEMT Transportation Brokerage

Primary Bidder:	TMS Management Group, Inc.
Subcontractor Contact Information (individual who can address issues re: this RFP)	
Name:	Michael J. Audino
Address:	25720 Frith Street, Land O Lakes, Florida 34639
Tel:	727-415-9668
Fax:	727-252-0933
E-mail:	michael@michaelaudino.com

Subcontractor Detail	
Subcontractor Legal Name:	Audino & Associates, LC
“Doing Business As” names, assumed names, or other operating names:	N/A
Form of Business Entity (i.e., corp., partnership, LLC, etc.)	LLC
State of Incorporation/organization:	Iowa
Primary Address:	25720 Frith Street, Land O Lakes, Florida 34639
Tel:	727-415-9668
Fax:	727-252-0933
Local Address (if any):	N/A
Addresses of Major Offices and other facilities that may contribute to performance under this RFP/Contract:	N/A
Number of Employees:	1
Number of Years in Business:	12
Primary Focus of Business:	Transportation Consulting
Federal Tax ID:	42-1469653
Subcontractor’s Accounting Firm:	N/A
If Subcontractor is currently registered to do business in Iowa, provide the Date of Registration:	Corporation Number 214288 Date of Registration: February 2, 1998
Percentage of Total Work to be performed by this Subcontractor pursuant to this RFP/Contract.	Less than 2%

General Scope of Work to be performed by this Subcontractor

Guide public outreach and relationship development to Medicaid Members, transportation providers, and vested stakeholder groups; lead volunteer recruitment initiatives; serve as public relations advisor; and facilitate relationships with state-level public policy officials.

Detail the Subcontractor’s qualifications for performing this scope of work

Michael J. Audino is a public transportation executive with three decades of achievement in transportation program development, planning and consulting, and state-level DOT management positions. Michael served as Chief Executive Officer for an 8-county rural transit system in Southwest Iowa and as a Division Director with the Iowa Department of Transportation; first as Director of the Air

and Transit Division and subsequently as Director of the Field Services Division. Michael directed the Department's strategic planning efforts and served as a member of the Department's executive leadership team. Under Michael's leadership, the Department received the UMTA Administrator's Award for Excellence and secured over \$22 million in discretionary funds for Iowa's transit systems. Michael chaired Iowa's multi-agency transit coordination task force, secured revisions to the Code of Iowa to increase transit coordination, recruited the Transportation Research Board's National Rural Transit Conference to Des Moines, and produced an award winning transit coordination video.

Michael has designed public relations training for Florida's transit industry, produced a promotional video for Florida's Commission for the Transportation Disadvantaged, served as an executive coach for the Iowa State University Foundation, and managed airline recruitment, media relations, and advertising for the Des Moines International Airport. Michael directed public information and outreach efforts for Iowa Governor Vilsack's Strategic Planning Council, facilitated strategic plans for over 50 organizations (including the first strategic plan for the Florida RTAP), designed and delivered "Improving Public Relations", "Team Leadership", "Integrated Strategic Planning", and "Board Governance" training for transit professionals, and conducted over \$1,000,000 in mobility enhancing transit research.

Michael has a Bachelor of Science degree in Urban Planning from Iowa State University and a Master of Arts degree in Business Leadership from Upper Iowa University. He served as an adjunct faculty member at both Graceland University and the AIB College of Business in Des Moines where he taught marketing and management courses to adult learners. He currently serves as a visiting faculty member at the University of South Florida's Center for Urban Transportation Research.

By signing below, Subcontractor agrees to the following:

- Subcontractor has reviewed the RFP, and Subcontractor agrees to perform the work indicated in this Bid Proposal if the Prime Bidder is selected as the winning bidder in this procurement.
- Subcontractor agrees that it will register to do business in Iowa before performing any services pursuant to this Contract, if required to do so by Iowa law.
- Subcontractor has reviewed Attachment E to the RFP (Certifications) and by signing below confirms that the Certifications are true and accurate and Subcontractor will comply with all such Certifications.
- Subcontractor does not discriminate in its employment practices with regard to race, color, religion, age (except as provided by law), sex, marital status, political affiliation, national origin, or handicap;
- The person signing this Subcontractor Disclosure Form certifies that he/she is the person in the Subcontractor's organization responsible for or authorized to make decisions regarding the prices quoted and he/she has not participated, and will not participate, in any action contrary to the anti-competitive obligations agreements outlined above.

I hereby certify that the contents of the Subcontractor Disclosure Form are true and accurate and that the Subcontractor has not made any knowingly false statements in the Form.

Signature:	
Printed Name/Title:	Michael J. Audino
Date:	April 9, 2010

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Tab 3: Mandatory Requirements Checklist

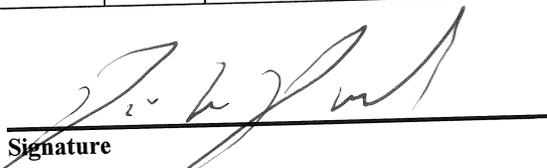
The bidder shall submit with the bid proposal the document included as Attachment A in which the bidder will check each mandatory requirement it has met. The Department will make the final determination, however, whether the bid proposal meets the mandatory requirements.

ATTACHMENT A

Bid Proposal Mandatory Requirements Checklist

DHS has provided a template for the Bid Proposal Mandatory Requirements Checklist that is to be submitted with the Technical Proposal portion of Bid Proposals. Bidders are expected to confirm compliance by typing or printing "Yes" in the "Bidder Check" column. Upon receipt of Bid Proposals, DHS will confirm compliance by entering "Yes" in the "DHS Check" column.

Bidder	DHS	
Yes		1. Did the Issuing Officer receive the bid proposal before 4:00 p.m. Central Time on the date specified for receipt?
Yes		2. Was the proposal submitted with the correct number of copies, and in the correct format as specified in section 4.1 of the RFP? <ul style="list-style-type: none">• Submitted in spiral, comb or similar binder• Divided in two parts: (1) Technical Proposal; (2) Cost Proposal.• Original, and seven (7) copies properly labeled• Two (2) electronic copies in Adobe PDF file format on CD ROM• One (1) hard copy and one (1) electronic copy of bid proposal from which confidential information has been redacted, if any claim of confidential information is made.• Bid proposal must respond to RFP requirements by restating the number and text of the requirement in sequence and writing the response immediately after the restated requirement.
Yes		3. Does the proposal include a signed copy of Attachment D: Authorization to Release Information?
Yes		4. Does the proposal include all declarations required to be submitted in Section 4.2.2 of the RFP?
Yes		5. Does the proposal include three (3) letters of reference as specified in Section 4.2.6.3.2 of the RFP?
Yes		6. Does the proposal include a bid bond or other bid security, payable to the State of Iowa, in the amount of \$5,000?


Signature

April 14, 2010
Date

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Tab 4: Executive Summary/Introduction

The bidder shall submit an executive summary/introduction that provides the Evaluation Committee and state management with a clear understanding of the contents of the entire Bid Proposal. The executive summary/introduction should briefly summarize the strengths of the bidder and key features of its proposed approach to meet the requirements of this RFP. This section shall also include a summary of the bidder's project management plans for the resulting contract.

Introduction to TMS Management Group, Inc.

TMS Management Group, Inc. ("TMS") is an experienced transportation firm specializing in managing Medicaid Non-Emergency Transportation (NET), and we are pleased to submit this comprehensive proposal to provide full service turnkey brokerage services to the Department of Human Services/Iowa Medicaid Enterprise ("Department") to be designated the Statewide Medicaid Non-Emergency Medical Transportation Broker. TMS explicitly accepts all of the requirements in the RFP including, but not limited to, all terms, conditions, and provisions, and will describe below our understanding for the services to be performed. In addition to meeting all required specifications, TMS proposes to exceed many of the minimum RFP requirements to ensure a program of excellence. TMS will bring a breadth of superior experience and approaches that will result in exceptional and dynamic, not static, service that other transportation management / brokerage companies simply cannot match.

TMS will ensure a program of excellence that reaches beyond the boundaries of pure Medicaid and coordinates all human service and coordinated transportation services wherever possible, with willing partners in each community. Furthermore, no other vendor has demonstrated the leadership and innovation comparable to TMS by reaching out to all community resources available, such as the local transit agencies, non-profit agencies, and minority businesses. Choosing TMS as the your statewide Medicaid Broker will result in greater mobility options and additional trips for access to vital health care services for Medicaid Members.

TMS has a thorough knowledge of coordinating multi-agency resources to provide non-emergency medical transportation. In servicing contracts with numerous agencies, TMS has subcontracted with hundreds of transportation companies in a true partnership to create high quality medical transportation programs throughout the nation. A complete team of qualified personnel, including the principals and senior management, are in place to personally take a "hands-on" approach and deploy our full complement of human and technological assets to achieve the highest level of success. Our top management and owners will be accessible at all times as part of our proven management philosophy.

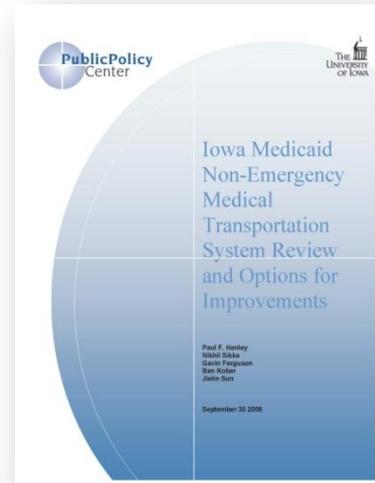
OUR SUCCESSFUL IOWA STRATEGY WILL BE TO ENSURE OUR TOP MANAGEMENT AND OWNERS WILL BE ACCESSIBLE AT ALL TIMES AS PART OF OUR PROVEN MANAGEMENT PHILOSOPHY.

Strengths of TMS Management Group, Inc.

The TMS team is committed to maintaining a network of seasoned transportation professionals, instituting effective gatekeeping, and ensuring the seamless coordination and administration of Medicaid transportation services. TMS will establish a solid partnership with the Department for the planning and implementation of this project. TMS will help to modernize the Medicaid program by connecting health needs with the most cost efficient and appropriate provider and by improving overall program management. The TMS management team stands ready to assist Department with the implementation of a Medicaid Statewide Non-Emergency Medical Transportation Program that will exceed expectations of both state and federal officials, as we as the Medicaid Members.

The “Iowa Medicaid Non-Emergency Medical Transportation System Review and Options for Improvements”, identified several weaknesses in Iowa’s current system.

- There is limited transportation in both rural areas and urban areas
- Access to transportation remains challenging for persons with disabilities and those with lower incomes
- Coordination of transportation is lacking throughout the state



TMS is well aware that without the coordination of transportation services, inherent problems can occur. Some of these issues include:

- Duplication of expenditures and services;
- No formal mechanisms in place for communication among providers;
- No standards for provider training;
- Inadequate services in remote areas;
- Substantial variations in service quality among providers; and
- Lack of standardized information to consumers.

TMS is prepared to lead a program to ensure all of these issues are thoroughly addressed and will help to modernize the Medicaid transportation program in Iowa. By choosing TMS, your agency will be provided the following:

- Exceptional, Hands-On Experience from the TMS Principals and Senior Management
- Two (2) Iowa Leaders in the Local Transportation Industry
- One-Stop Point of Contact and Accountability for the Department *and* for Medicaid Members
- Increased Access to Services for Medicaid Members

- Comprehensive Information that Directs the Members to Appropriate Service
- A Network Plan that will Include all Local Community Resources
- Proprietary Software that Exceeds RFP Specifications

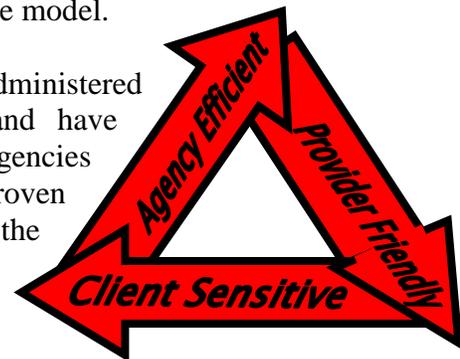
TMS is ready, willing and able to address the weaknesses outlined in the “Iowa Medicaid Non-Emergency Medical Transportation System Review and Options for Improvements” Study and improve service to the Medicaid Members who rely on transportation services to obtain access to needed health care services.

Key Features of TMS’s Proposed Approach to Meet the Requirements of the RFP

TMS has a rich history of rapidly developing robust transportation operations in numerous states around the nation and our work ethic mirrors Midwestern values: hard work and honesty. . In our other locations, we have utilized transportation networks from the local community that are certified and credentialed as efficient providers. The retention of quality operators in longer-term relationships is of paramount importance to a successful coordinated transportation program. We have also achieved outstanding results by lowering long-term cost through efficient gatekeeping methods by ensuring Members are utilizing the most appropriate form of transportation. These techniques, coupled with our exceptional provider relationships, have produced our impeccable reputation as a provider friendly broker who achieves results.

Our Principals have deep roots within ground transportation dating back three generations. We have owned and operated leading transportation organizations throughout the U.S. Fleet sizes have ranged from small start-up operations to large, diverse vehicle fleets. All of which guided the development of our initial platform that the Principals used to create the existing TMS brokerage model.

For the last several decades, our principals have administered brokered human service transportation programs and have achieved a high level of success for state Medicaid agencies and other funding agents. TMS will utilize its proven strategies and decades of experience to ensure the transportation program created for Iowa is *Agency Efficient, Provider Friendly and Client Sensitive*.



TMS WILL UTILIZE ITS PROVEN STRATEGIES AND DECADES OF EXPERIENCE TO ENSURE THE TRANSPORTATION PROGRAM CREATED FOR IOWA IS:

**AGENCY EFFICIENT
PROVIDER FRIENDLY AND
CLIENT SENSITIVE.**

TMS has many key features of our proposed approach to successfully implement the Iowa NEMT Brokerage Program and not only meet, but exceed the requirements of the RFP. The detailed of these Key Features are outlined below, and include:

- *Excellent Organization and Staffing (including Iowa specific partners and management)*
- *Extensive Provider Network Plan*
- *Comprehensive Operational Procedures Manual*
- *Wide-Ranging Member Education*
- *Unparalleled Customer Service System*
- *Industry Leading Proprietary Software*
- *Diligent Reports and Recordkeeping*
- *Thorough Quality Assurance and Quality Improvement Procedures*
- *Successful Transition Plan*

TMS Key Feature: *Excellent Organization and Staffing*

TMS’s leadership team has served on statewide boards responsible for over \$100 million in transportation disadvantaged funding, including Medicaid transportation services. As part of their statewide duties, several TMS principals served on committees and working groups that developed state Medicaid policies and procedures, including the development of a statewide process of rate methodology and an allocation formula for \$73 million in Medicaid non-emergency transportation funding. The owners and principals of TMS will be providing direct oversight of this project and the State of Iowa will be a ***top priority*** for the TMS organization.

As part of the senior management team spearheading the implementation of the Iowa Medicaid Statewide Non-Emergency Medical Transportation Program are several leaders in the Medicaid transportation industry, not only in Iowa, but also across the nation. Our Director of Business Development, Lisa Bacot, directed Florida’s state agency charged with the administration and management of the Medicaid Non-Emergency Transportation Program, which provides 2.1 million annual trips to Medicaid Members on a \$73 million budget. Lisa guided the Florida program to national acclaim, which is evidenced by the receipt of the 2008 State Agency of the Year Award given by the Community Transportation Association of America (CTAA). As a direct result of Lisa’s involvement, the Florida program has become a model for coordinated transportation programs across the nation. Lisa is also the State of Florida Delegate to CTAA.

TMS is also pleased to offer the services of Michael Audino, our overall Project Director. Michael has over 30 years of transportation and public policy experience, most of which was directly in the State of Iowa. Michael is a former rural transit manager in Southwest Iowa and served as director of public transit programs for the Iowa Department of Transportation. Michael’s experiences in human service transportation, public policy development, and marketing, combined with his intimate knowledge of Iowa and Iowa government will enhance the program developed by TMS.

In addition to Michael’s Iowa expertise, TMS is proposing R. Todd Ashby serve as the

Iowa Account Manager. Todd is a transportation executive with nearly two decades of achievement in transportation program development, planning and consulting, state Department of Transportation, and metropolitan transportation management positions. Todd (who is originally from Ankeny, Iowa) has worked with transportation providers and government agencies across the state of Iowa. Over the past 17 years he has helped commence, plan, and implement numerous transportation projects, programs, and initiatives that have improved transportation options throughout Iowa and other areas of the country.

TMS IS PLEASED TO PROPOSE TWO IOWA LEADERS WHO WILL BE DIRECTLY INVOLVED WITH THE CREATION, TRANSITION, AND DAILY OPERATIONS OF THE NEWLY CREATED MEDICAID NEMT BROKERAGE PROGRAM.

The entire TMS staff will receive a comprehensive training to ensure their complete understanding of the components of the critical new project that we are undertaking, including the RFP, resulting contract and the Iowa Scope of Services. TMS also conducts elderly, disabled, and cultural sensitivity training to make all of our call center staff more sensitive and aware of the elderly and disabled persons needs. This training gives our staff the know-how to be more sympathetic and understanding for the Medicaid population that they deal with everyday.

In the current climate of unstable economic times and shrinking state budgets, TMS is keenly aware of the importance of rigorous fiscal management for all our Medicaid NET service contracts. For this reason, our Chief Financial Officer (CFO), who is also a Certified Public Accountant, implements the appropriate fiscal controls and maintains an audit trail of all financial transactions. Our CFO has over 20 years accounting experience and is responsible for budgeting, cost determinations and allocations, invoicing, collections, and disbursements. Under the current Medicaid contracts TMS holds, we continually audit our payment system to expose and remediate financial discrepancies before they compromise Medicaid NET operations.



TMS Key Feature: Extensive Provider Network Plan

We have already begun assembling our network of transportation providers in Iowa to ensure that the proper mix and distribution of vehicles is available in all counties of the state. We project that a brokered network of transportation companies specializing in a variety of vehicle modes and using local transit where appropriate can provide sufficient breadth and depth of coverage to allow us to deliver quality services to all areas of the state. TMS also strives to add faith based and non-profit agency providers to our transportation network to increase the number of back up capacity in all coverage areas. In building our provider network for 2010, we are assuming that nearly 400,000 eligibles may require some form of transportation service.

TMS strives to give all Medicaid Members equal access and the same quality of service. We are well prepared for the fact that non-emergency medical transportation service in Iowa will involve a substantial number of long mileage, rural trips. We have already held one Provider Meeting in Des Moines and have begun building a well-developed network of transportation providers that can accommodate Members in remote and rural areas. Our experience in many other states with geographic challenges similar to Iowa makes us well-suited to deliver outstanding transportation brokerage services. To this end, we have already started defining each transportation provider's service area to ensure that all areas of the state are covered for Medicaid service.



TMS has placed special emphasis on ensuring the Iowa Public Transit Agencies are thoroughly aware and involved in the transition process. TMS anticipates signing provider agreements with all 35 public transit agencies in Iowa and has already obtained several letters of intent from these transportation companies. Please see Attachment E for copies of letters of intent that TMS has obtained so far; however, we will continue to pursue providers to ensure maximum coverage for the state.

TMS takes its financial responsibilities to both the agency and the transportation providers seriously. Therefore, we offer a unique guarantee unmatched by any other broker company within our industry. Due to the automated TMS Mobility Manager System, we have an exclusive procedure that provides transportation entities the ability to greatly speed up the payment process. Once the provider has confirmed the trips taken in our vendor portal, TMS will make an immediate payment to the transportation providers of 50%, increased to 65% after a three-month enrollment period, of each invoice within seven days. Upon verification of completion of all trips (or a "clean claim"), the final amount of the invoice will be paid. Generally, this occurs within two weeks. As former transportation operators ourselves, TMS management appreciates just how important a positive cash flow is for each transportation business, and we therefore guarantee that our

providers do not have to wait an excessive amount of time for an initial payment while we reconcile their invoice. Our successful payment method will be accomplished by partnering closely with the Department to ensure all payments are flowing smoothly.

TMS HAS AN EXCLUSIVE PROCEDURE THAT PROVIDES TRANSPORTATION ENTITIES THE ABILITY TO GREATLY SPEED UP THE PAYMENT PROCESS. ONCE THE PROVIDER HAS CONFIRMED THE TRIPS TAKEN, TMS WILL MAKE AN IMMEDIATE PAYMENT TO THE TRANSPORTATION PROVIDERS OF 50% TO 65%.

TMS Key Feature: Comprehensive Operational Procedures Manual

In the course of providing transportation brokerage services across the country, we have developed an extensive Operational Procedures Manual for our staff and provider personnel. This Manual has been written to cover all aspects of provider recruitment, Member relations, billing/invoicing, trip routing, provider oversight, and a host of other issues. This Manual conforms to Iowa's Medicaid Statewide Non-Emergency Medical Transportation Services requirements and has been adapted to this project. This Manual will be implemented and maintained through direct delivery of this Manual to Iowa transportation providers and specialized training covering all elements of the Manual. TMS will also implement and maintain the Operational Procedures Manual through our Quality Assurance Plan, which includes provider oversight checks, facilities and vehicles inspections, call center quality monitoring procedures, external direct observation of vehicles, and our Mystery Rider Program.

TMS has also created, specifically for Iowa, an Iowa Transportation Provider Handbook. The Handbook has been tailored to the NEMT Program and will be the base for the required Mandatory Transportation Provider Orientation Training sessions that will be conducted throughout the state. The Handbook includes a description of all Iowa NEMT Program Requirements, the Quality Assurance Plan, Provider Checklist, and the System Safety Plan.

TMS Key Feature: Wide-Ranging Member Education

TMS understands that from the Member's perspective, the change to a brokered transportation network will be significant. Nearly 400,000 eligibles will need to be educated on the new process and get accustomed to a new phone number and trip scheduling process. More importantly, some Members may not be matched with the transportation provider with whom the Member is accustomed to receiving transportation service. As such, TMS believes that Medicaid Member education will play a key role fostering a seamless transition.

As a result of TMS's experience on past Medicaid projects across the nation, we have a considerable experience in educating plan Members and consumers prior to the start of a

major brokerage project. TMS has found that there are several efficient ways to reach the largest possible segment of the target population and smooth the transition process:

- Direct mailings
- Notices on the vehicles
- Facility/medical provider education

Information brochures or packets will be distributed to any individuals inquiring about the transportation services as requested. TMS will assure oral interpretive services are available for any language. TMS will notify Department of any change in procedures or practices that may impact the services provided to Member.

TMS has already gone one step further than other brokers by holding an “Iowa Stakeholder Listening Session” on April 7th in Des Moines, where we invited all members of the Iowa Coordinating Council and numerous key associations and representatives that directly work with and represent Iowa Medicaid Members.



TMS Key Feature: Unparalleled Customer Service System

The management of TMS has made a strategic decision to open a full service call center in Des Moines to serve as the seat of its Midwest operations, if TMS is awarded the Iowa Medicaid Statewide Non-Emergency Medical Transportation Brokerage contract. The call center will house all administrative offices and the call center for this project in Iowa. In addition, this facility will house additional call center personnel and support staff for current TMS projects in Indiana, Illinois and Ohio. This decision will provide a huge financial impact to Des Moines and the surrounding community in terms of job opportunities for its citizens and an influx of \$5 to \$ 8 million dollars to this area.

TMS INTENDS TO OPEN A FULL SERVICE CALL CENTER AND ADMINISTRATIVE OFFICE IN DES MOINES TO SERVE AS THE SEAT OF THE TMS MIDWEST OPERATIONS.

TMS currently has contracts in several Midwestern states, Indiana, Illinois and Ohio, and has targeted the Midwest regions for a substantial portion of its future growth. Through its call center in Des Moines, TMS projects a \$5 to \$8 million dollar financial impact to the local Des Moines community. The direct and secondary impact of this reinvestment would support Iowa businesses and bolster the local tax base. Therefore, not only would TMS reinvest the Iowa dollars of this contract into jobs and resources inside the State of Iowa, but the Des Moines area itself would enjoy a substantial windfall in the form of additional jobs as the seat of the TMS Midwest operations.

TMS Key Feature: Industry Leading Software

Our proprietary TMS Mobility Manager Software, built on the HB Software Solutions (HBSS)/Intelligent Transportation Management System (ITMS) Platform, leads the industry and is designed and optimized for advanced routing and scheduling. TMS Mobility Manager is a web-based software application supported by redundant servers, which exceeds the technical specifications enumerated in this Proposal. TMS has more than enough computer hardware and phone lines to ensure that all Members of the staff are fully electronically integrated in company operations. TMS Mobility Manager's servers are fully capable of receiving and processing a Secure File Transfer Protocol in order to work with transportation providers or the state.

TMS Mobility Manager allows TMS and our vendors to interact directly using a secure internet Vendor Portal. TMS pre-assigns work to vendors for the next forty-eight hours. The transportation vendors on regular intervals update the "scoreboard" regarding trips completed, cancelled, no-shows, any incidents reported, and complaints recorded, etc. A notification system provides an end of the day summary to TMS. Also, every change marked has a history and changes are color coded for easy recognition.

The TMS Mobility Manager Software seamlessly integrates all phases of transportation operations through secure web portals to efficiently match each Medicaid Member with the most appropriate means of transportation. TMS will maintain a state-of-the-art call center and administrative office located in Des Moines, Iowa with a team of quality and highly trained staff Members. Our call center will be operated in accordance with Iowa's standards and procedures, and is fully staffed and prepared to facilitate a smooth transition.



TMS HAS ALREADY CREATED A DEDICATED WEBPAGE ADDRESS ON OUR CURRENT WEBSITE, WWW.TMSMANAGEMENTGROUP.COM, SPECIFICALLY FOR NEMT SERVICES IN IOWA.

TMS Mobility Manager has already been configured in its usage with TMS to capture all of the data points that the State of Iowa has enumerated in the Technical Service Requirements. TMS has already created a dedicated webpage address on our current website, www.tmsmanagementgroup.com, specifically for NEMT services in Iowa. Upon notice of award, this webpage will feature all relevant information concerning TMS transition and operations in Iowa. On the proposed web page, TMS will disclose to the Member all his or her rights and privileges under Iowa’s NEMT plan from waiting time, to the trip denials policy, to scheduling options. For transportation providers, TMS will feature all information concerning our evaluation and accreditation process as well as a PDF file with the Iowa Provider Agreement attached and contact information for accreditation questions.



TMS Key Feature: Diligent Reports and Recordkeeping

The foundation of an effective reporting system is diligent recordkeeping. TMS is experienced at monitoring and controlling operations and keeps all appropriate accounting and operational records according to appropriate retention schedules and all regulations (e.g., DOT, State, local ground transportation, etc.). Wherever possible, the company emphasizes electronic methods (i.e., utilization of computer dispatch records) in order to provide advanced analysis. Our TMS Mobility Manager Software captures all encounter data/trip information (with a unique ID number), and this information is backed up on storage media external to the computer. Thus, trip information recordkeeping is electronically linked to our routing and scheduling software and is stored/searchable electronically in perpetuity.

TMS Key Feature: Thorough Quality Assurance and Quality Improvement Procedures

TMS understands the detailed transportation network provider requirements that apply to the transportation providers, Members who transport themselves, and Volunteers. TMS will have written contracts that are appropriate to the services or activities provided by the transportation network providers and will meticulously monitor the providers to ensure compliance.

TMS’s hands-on management style with transportation providers results in many meetings between TMS personnel and the transportation providers. Particularly during the early stages of the relationship, the transportation provider must submit to fleet and vehicle inspections and Sensitivity/Drug and Alcohol Training. TMS keeps internal records of these meetings and the results that were obtained during them. Many times in the past, TMS has regularly scheduled meetings with transportation providers to raise issues on behalf of the agency and submitted a Memorandum to the client detailing the outcome of the meeting. TMS is pleased to continue this practice on behalf of the Iowa

Department of Human Services/Iowa Medicaid Enterprise. These transportation vendor meetings often cover a wide range of subjects, but shall include policy, procedures, and error corrections. TMS will submit written Memorandums to the Iowa Department of Human Services/Iowa Medicaid Enterprise outlining the content of the meeting.

TMS aggressively monitors quality externally, as well as internally, to ensure that the recipient's transportation experience is as positive as possible. Over time, TMS has installed a variety of programs and measures designed to continuously maintain and improve quality of service. TMS will collaborate with the Department to apply the concepts of "continuous process improvement". Our collaboration will prevent problems from occurring, improve the quality of our work, and increase customer satisfaction.

TMS Key Feature: Successful Transition Plan

TMS will be fully prepared to transition the entire State of Iowa from a fee-for-service program to a fully brokered program. TMS boasts the experience of a former government official that oversaw the Florida Medicaid NEMT Program, where she transitioned the entire State of Florida's Medicaid Program from a fee-for-service program to a brokered arrangement (a \$73 million dollar transition that affected over 600 transportation providers and 2.5 million Medicaid Eligibles). In addition, TMS has gone one step further and recruited two Iowa leaders in local level transportation services: Michael Audino and Todd Ashby. *These two individuals have a combined 47 years of Iowa Transportation experience.*

NO OTHER VENDOR CAN OFFER THE EXPERTISE OF TWO (2) LOCAL IOWANS WITH LOCAL TRANSPORTATION EXPERIENCE: MICHAEL AUDINO AND TODD ASHBY.

THEY WILL ASSIST WITH THE FULL TRANSITION AND OPERATION OF THE TMS IOWA MEDICAID NEMT PROGRAM. MICHAEL AND TODD KNOW IOWA: ITS SYSTEMS, GEOGRAPHY, POLITICS, AND PEOPLE.

TMS Project Management Plans for the Resulting Contract

The selection of TMS will result in lasting relationships with our proven staff and operations that support your transportation goals. Our scalable platform allows us to rapidly develop robust transportation networks, as we have demonstrated through our projects in numerous states. More importantly, our reputation and character are flatly superior to our competition, and this will be evident throughout the project and beyond. A few of the many advantages TMS brings over our competitors, specifically as it relates to project management plans for the resulting contract, include:

- *Experience with a Variety of Transportation Broker Projects.* Because the Iowa Medicaid NEMT Program is moving from a provider-based system to a completely, new brokerage system, it is crucial that the winning broker have an experienced hand. The Department can rest assured that TMS will be fully

prepared to begin operations on Day 1 with no “time to adjust to the learning curve.” Our organization has a group of key individuals who have over 350 years of transportation experience on local, regional and statewide projects, with some transitions occurring in less than 30 days.

- *Accessibility and Experience of Top Management.* Our top management is accessible at all times as part of our hands-on management philosophy. This is a guarantee that our competitors cannot match. We have no large bureaucracy to retard project decision-making. Our President, David McDonald, will spearhead all aspects of the operations in Iowa to swiftly deploy our full complement of human and technological assets well in advance of the start date. Unlike other companies, the TMS startup team includes *direct oversight management from TMS Owners and Senior Managers, not a junior startup team.*
- *State-of-the-Art Call Center.* The management of TMS has made a strategic decision to open a full service call center in Des Moines to service as the seat of Mountain and Pacific operations. All electronic hardware, telephone systems, and computer software have been designed and installed to ensure that TMS rides the cutting edge of information technology. Our call center staff are trained and managed to ensure impeccable quality service from our existing state-of-the-art call center facilities and equipment. We anticipate problems before they arise and will immediately resolve them. Department can select TMS and be confident in the knowledge that a technological issue will never be an impediment to service.
- *Provider Management.* Our principals and most of our key staff hail from a background as transportation operators themselves. Therefore, TMS enjoys a well-known reputation for teaming with existing and new transportation vendors in a cooperative spirit while still emphasizing cost-effectiveness, quality of service and complete regulatory compliance. In addition, a unique invoicing method will ensure no excessive delay in provider payments, as is a common national complaint of other brokerage companies whose principals have a software background, not a transportation background.
- *Interactive Web-Based Software.* Our TMS Mobility Manager Software leads the industry and is designed and optimized for advanced routing, scheduling and billing. TMS Mobility Manager combines call intake, trip scheduling, trip routing, and payment/billing functions into a single, software system that has been optimized for the comfort of the end user. Our software may be accessed through a secure web portal by all TMS staff and transportation providers. This system facilitates superb transportation service by ensuring that all the providers, the broker, and Department can all view the same information at the same time.
- *Cost-Consciousness.* In the current climate of uncertain fuel prices and nationwide financial volatility, it is more important than ever that the citizens of Department deal with a broker that is sensitive to costs. Our operating approaches result in significant cost savings and higher value over the long term compared to our competitors. These savings and superior value result from our various advantages in routing, scheduling, provider relations, management, and reporting mechanisms.

- *Attention to Service.* Controlling costs is important, but not at the expense of unsatisfactory service. Our quality control plan and operating procedures are grounded in our transportation experience, which has evolved over many years and is tailored to the needs of medical transportation. TMS employs a layered series of inspections and our unique Mystery Rider Program to ensure that a keen eye is always directed towards field operations.
- *Diversity Achievement.* It is the policy of TMS to encourage disadvantaged business enterprise (“DBE”) participation on all purchases (including services). All managers with purchasing authority are familiar with this policy and actively seek bids from DBE firms, when available.
- *Community Support.* TMS supports the local community, here are a few of the organizations we have helped support over the years: Community Rehabilitation Centers of Jacksonville, Disability Mentoring Day (the American Association of People with Disabilities National event), Transportation Disadvantaged Legislative Day, Leukemia Lymphoma Society, Department of Defense – Homes for the Troops, Wounded Warrior Project, Intrepid Fallen Heroes Fund, Naval Special Warfare Fund and Operation Home Front, Boy Scouts of America, Theodore Roosevelt Council, The Able Trust, University of Florida, Pinellas County Council of Firefighters, PGA Golf Charities, Big Brothers Big Sisters, Komen Suncoast Race for the Cure /American Cancer Society, Thanksgiving Food Program, and Make a Wish Foundation.
- *Commitment to Satisfaction.* TMS carefully ensures that every customer receives careful attention and the highest quality service possible. Your satisfaction and our reputation are critical to us.

Conclusion

The company’s Principals, its key management team, its consultants, and its affiliates are all experienced with successful transition of complex transportation projects, and particularly with Medicaid transportation throughout the U.S. This experience includes a history of success in managing non-emergency medical transportation by subcontracting to and leveraging in a partnership fashion community transportation resources, while at the same time encouraging qualitative improvements, all within budget realities.

TMS IS WELL PREPARED AND ENTHUSIASTIC ABOUT DELIVERING A SUPERIOR TRANSPORTATION SERVICE THAT MEETS ALL OF THE TRANSPORTATION NEEDS OF THE STATE OF IOWA AND ITS MEDICAID MEMBERS.

With the extensive background and knowledge of the leadership team, our proprietary software, and our commitment to the Medicaid Program, TMS is the right choice for the Iowa Statewide Medicaid Non-Emergency Medical Transportation Program. TMS will continually strive to ensure the Department of Human Services/Iowa Medicaid Enterprise’s Medicaid Non-Emergency Medical Transportation program rises to national

prominence and we are well prepared and enthusiastic about delivering a superior transportation service that meets all of the transportation needs of the State of Iowa and its Medicaid Members.



Tab 5: Service Requirements

Overall Project Understanding

The research is complete. The key public policy decision has been made. The proposals have been submitted. The time for significant change has arrived.

The transition to a transportation brokerage system presents a wide range of life-changing outcomes and opportunities for Iowa Medicaid Enterprise Members and stakeholders throughout Iowa.

- Iowa Medicaid Enterprise Members will realize greater access to needed health care services and facilities.
- Iowa Medicaid Enterprise Members and stakeholders across Iowa will have more timely and accurate information regarding the availability of non-emergency medical transportation services.
- The Iowa Medicaid Enterprise will achieve a reduction in costs for NEMT service.
- Iowa's 35 public transit systems will play an even greater role in meeting the mobility needs of Iowans.
- Iowa's rich and long-standing heritage of transit coordination will be strengthened.
- Iowa's taxpayers will realize a greater return on investment.
- Single point of contact and accountability will be delivered.
- The Iowa Medicaid Enterprise will strengthen its "best of breed" brand.

Why A Brokerage System In Iowa?

Currently, Medicaid members in Iowa are reimbursed for providing their own Non Emergency Medical Transportation services or transportation providers are reimbursed for transporting members. The current system has weaknesses, particularly for those members who reside in rural Iowa and/or live with a disability and for those stakeholders responsible for helping Members.

In 2005, the Iowa Department of Human Services secured Federal funding to identify and address a variety of barriers that impacted the lives of disadvantaged Iowans and, not surprisingly, transportation was one of the barriers identified.



Subsequently, the Iowa Department of Human Services requested the Iowa Department of Transportation undertake an analysis of the demand for Medicaid-funded transportation services, the capacity of providers to meet that demand, and the nature and scope of the service gap.

The Iowa Department of Transportation entered into an agreement with the Public Policy Center at the University of Iowa to conduct the research that would assess the “feasibility of serving the transportation needs of Medicaid members with a Non-Emergency Medical Transportation (NEMT) brokerage service.”

Non Emergency Transportation Research

The resulting report, “Iowa Medicaid Non-Emergency Medical Transportation System Review and Options for Improvements”, identified several weaknesses in Iowa’s current system.

- There is limited transportation in both rural areas and urban areas
- Access to transportation remains challenging for persons with disabilities and those with lower incomes
- Coordination of transportation is lacking throughout the state

Despite these weaknesses, the Public Policy Center study yielded encouraging results for IME Members and IME.

- Over 90% of members reporting that “they have not missed a medical service due to lack of transportation.”
- IME members who rely on fixed-route transportation report that it is “almost always available.”
- Family and friends of IME Members are available to help satisfy the needs.

The results also reveal significant opportunities for service improvements.

- Persons with disabilities miss more medical trips than other Medicaid Members.
- Members in urban areas missed the most medical visits and other activities.
- Members are confused about their transportation options.
- The complexity and lack of uniformity of current NEMT services presents barriers to IME stakeholders

Perhaps most significantly, IME Members indicated strong support for a NEMT brokerage and IME employees (Case Managers and Social Workers) agreed that a brokerage system would increase access for Members.

The bottom line conclusion of the Public Policy Center research is clear---the Iowa Medicaid Enterprise should implement a statewide brokerage service.

TMS WILL IMPLEMENT A NONEMERGENCY MEDICAL TRANSPORTATION BROKERAGE SERVICE THAT MAXIMIZES SERVICE TO MEMBERS IN THE LEAST DISRUPTIVE MANNER.

Iowa Passenger Study

In 2008, the Iowa General Assembly directed the Iowa Department of Transportation, in cooperation with the Iowa Office of Energy Independence (OEI) and the Iowa Department of Natural Resources to complete a Passenger Transportation Funding Study.

This initiative was driven by the Iowa Legislature's recognition of Iowa's "changing social and environmental landscape" and the increasing mobility needs of Iowa's rapidly growing senior population. One of the study's goals was to assess how well Iowa's public transit network supported the mobility needs of the state's senior population.

The study concluded that more transportation service coordination is necessary between human services agencies and public transit services. More significantly, the study supported the Iowa Medicaid Enterprise Transportation Brokerage concept because it would "improve the coordination between providers to better address inter-regional non-emergency medical trips and the unique time sensitivity considerations of the trips."

Additionally, the Iowa Passenger Funding Study acknowledged an often overlooked outcome: while the target population for the IME brokerage service is Medicaid members, "non-Medicaid riders would benefit as well, including older Iowans, day care users, and the general public.

TMS WILL IMPLEMENT A BROKERAGE SERVICE THAT INCREASES MOBILITY FOR ALL IOWANS.

Iowa's Transit Coordination Heritage

Much is written and said about "coordination" in the human service and public transportation arenas, but it is prudent to remember that coordination is an effective business strategy IF, and only IF, one of two outcomes is achieved: either more service is provided at the same cost OR the same service is provided at a lower cost. A third, more desirable outcome is quite possible however and it's an outcome consistent with the vision of IME, the Iowa State Transportation Coordination Council, and all involved with the transportation brokerage service---more service at a lower cost.

Iowa's long and rich history of encouraging, facilitating, funding, and mandating coordination of publicly funded passenger transportation services is based on that third potential outcome. Iowa's coordination journey began in 1976, when the Iowa General Assembly added Chapter 601J to the Iowa Code, provisions of which required all public funds spent on transit to be expended in conformance with the state transit plan.

Revisions to 601J have been made during the ensuing 34 years and Iowa's "pledge" to coordination is even stronger today. A State Level Transportation Coordination Council

was established 20 years ago and now plays a critical leadership role in ensuring the on-going communication and collaboration of a variety of transportation funders and users, including the Iowa Department of Transportation, the Iowa Department of Aging, and the Iowa Department of Human Services. Today, the Code of Iowa requires coordination of public resources for transportation through the state’s designated public transit systems. As a result, many Medicaid trips are now provided or facilitated by Iowa’s public transit systems.

The Iowa Medicaid Enterprise has stated its intent that Iowa’s brokerage service be designed to complement or even strengthen the existing system, rather than operate as a stand-alone service. Additionally, the Public Policy Center’s “working group” proposed that the selected broker establish working relationships with Iowa’s public transit systems in building the capacity of the transportation provider network in order to respond to the needs of Medicaid members.

**TMS WILL IMPLEMENT A BROKERAGE SERVICE THAT
STRENGTHENS TRANSIT COORDINATION IN IOWA.**

Lessons Learned

In 2006, the Transit Cooperative Research program published a report entitled “Transit Agency Participation in Medicaid Transportation Programs: A Synthesis of Transit Practice”. This report identified the following critical “success factors” that were necessary for coordination of Non Emergency Medical Transportation (NEMT) and public transit. TMS will apply these learned lessons in Iowa.

- As in politics, all coordination is local. Coordination of NEMT and public transit is fostered and implemented at the local level whether encouraged or inhibited by state and federal government. In the long history of coordination, most of the successes were a result of local level collaboration based on needs and sound business decisions
- Trust is critical. The trust between entities and their management will, in part, determine the level of coordination
- The brokerage service model dictates the potential levels of coordination. Some models clearly foster coordination and others are indifferent. Of particular relevance to Iowa, the TCRP report noted that “certain capitated brokerages will encourage competition among providers that is the opposite of coordination.”
- Rural transit is far ahead of its urban counterpart in the area of coordination in general and for Medicaid transportation as well, a conclusion supported by the Public Policy Center’s research findings.
- The appropriate use of fixed-route service is cost-effective and fosters mobility. Where possible, bus passes should be used. According to the literature and

operator responses, the distribution of bus passes is often administratively more effective than distributing tickets two at a time.

- Medicaid service standards must be high. Driver training requirements, vehicle standards, safety standards, and other requirements typically adhered to by transit are not always required by Medicaid agencies. This encourages two different levels of service—one for public transit and a lower standard for Medicaid clients.

**TMS WILL IMPLEMENT A BROKERAGE SERVICE THAT BUILDS
UPON LESSONS LEARNED BY OTHERS.**

Member Education Is Mission Critical

Implementation of a brokerage service for non emergency medical transportation will produce more transportation for Iowa's Medicaid members at a lower cost. The brokerage service will also relieve Member's of the responsibility to determine how to access their non-emergency medical services.

But, implementation of a brokerage service in Iowa comes with challenges, the most significant of which may be Member Education. The Public Policy Center documented:

- Medicaid Members, DHS workers, and case managers are currently confused about their transportation options
- Lack of information about available transportation services was a major problem
- Complexity and of current non emergency transportation services presents barriers to IME

Change is very difficult for many people and organizations to embrace, even if the change will produce better outcomes. TMS will implement a wide variety of education and outreach initiatives—direct mailings to members, establishing a Member Advisory council, meeting with member stakeholder groups, launching an Iowa NEMT web site--that will ensure Medicaid Members, IME, and all stakeholders recognize, understand, and can apply the changes resulting from implementation of the brokerage service.

**OUR PROJECT DIRECTOR HAS EXTENSIVE PUBLIC RELATIONS EXPERIENCE IN IOWA
AND A LONG-STANDING PROFESSIONAL RELATIONSHIP WITH THE IOWA
DEPARTMENT OF HUMAN SERVICES' PUBLIC RELATIONS OFFICER.**

**OUR KNOWLEDGE AND EXPERIENCE WILL HELP IME TELL THE NEMT STORY TO
MORE PEOPLE IN MORE PLACES, LESSEN THE WORKLOAD FOR IME PERSONNEL,
INCREASE SERVICE TO MEMBERS, AND EXPAND THE NEMT PROVIDER NETWORK.**

Best Of Breed

The Iowa Medicaid Enterprise, its Members, and its stakeholders are soon to embark upon a life changing business journey with a “best of breed” NEMT transportation broker. TMS proudly and humbly submits we are “best of breed”.

- We share your vision. We will strive to make a positive difference in the lives of Iowans through effective and efficient leadership, excellence, and teamwork.”
- We are committed to the customer. We will listen to and address the needs of customers (Members) in a respectful and responsive manner that builds upon individual strengths.
- We deliver Excellent Performance. We can demonstrate a history of exceeding customer expectations in measurable, quantifiable ways.
- We are Transparent. We will proactively share information and data and create a climate of public trust.
- We are Accountable. We say what we do, do what we say, and utilize a data-based approach to decision-making and process improvements.
- We Collaborate. We will actively identify and engage IHE personnel, IME Members, IME stakeholders, and employees to identify improvement opportunities and achieve desired outcomes.
- We are Local. We commit to opening a local call center and administrative office and staff it with local Iowans. We also are proposing to bring on two (2) individuals to lead our efforts with long-standing transit experience who are from the State of Iowa and know the State of Iowa.

TMS PROUDLY AND HUMBL Y SUBMITS WE ARE “BEST OF BREED”.



4.2.5. Service Requirements

The bidder shall address each service requirement in Section 3 and explain how it plans to approach each requirement. Bidders are given wide latitude in the degree of detail they offer or the extent to which they reveal plans, designs, examples, processes, and procedures. Bid proposals must be fully responsive to the service requirements in Section 3. Merely repeating the requirement and noting the bidder “will comply” or the like will be considered non-responsive and disqualify the bidder. Bid proposals must identify any deviations from the requirements of this RFP the bidder cannot satisfy.

3.1 Introduction



The entire TMS management team has reviewed and understands this RFP thoroughly and we explicitly accept, with no exception, all of the requirements of the RFP including but not limited to all terms, conditions, and provisions. As will be seen, we in fact propose to exceed many of the minimum RFP requirements. Additionally, our performance of these services will at all times comply will all applicable local, state and federal

laws and regulations.

TMS excels at reservations, trip administration, gatekeeping, MIS functions, coordination and administration of transportation services. TMS will establish a partnership with the Iowa Department of Human Services/Iowa Medicaid Enterprise (“Department”) for the planning and implementation of this project.

TMS understands that the University of Iowa, Public Policy Center published a study that recommended that Iowa Medicaid move to a single, statewide broker. Under a brokerage program, the study cited the following goals:

1. establish a network of transportation providers;
2. maintain a call center;
3. ensure compliance with Medicaid regulations related to eligibility of the individual and trip;
4. arrange and pay for the trips; and
5. monitor services and transportation providers for compliance and quality.

TMS wants to assist the Department in modernizing the Medicaid program by connecting health needs with different benefit plans and by improving program management. The TMS management team stands ready to assist Department with the implementation of a Medicaid Statewide Non-Emergency Medical Transportation Program that will exceed expectations of both state and federal officials.

TMS will provide assistance to Department with the implementation of these directives and will successfully achieve all expected outcomes, including, but not limited to:

- Increased efficiency through transportation coordination.
- Improved access to non-emergent transportation.
- Expanded availability of transportation services to areas that previously had insufficient transportation.
- Improved safety requirements.
- Improved training requirements.

TMS fully understands that by becoming the selected vendor, we will negotiate rates, through subcontracts with transportation providers, make the arrangements for transportation services, and efficiently manage all aspects of transportation provided under the non-emergency medical transportation (NEMT) program and deliver the vision that Iowa expects. This includes arranging for transportation services for all eligible Members residing in all counties of the State of Iowa and paying the claims of the transportation providers, individuals, or volunteers in a timely manner.

By selecting TMS, the Department of Human Services/Iowa Medicaid Enterprise will fulfill the intent of the “Iowa Medicaid Non-Emergency Medical Transportation System Review and Options for Improvements” study by providing unmatched, quality services that will achieve the expected cost savings and to the Department. TMS fully believes this change to a brokerage system is will result in streamlined transportation services for all eligible Medicaid populations, as well as reductions to provider and Member challenges in obtaining transportation services.

**TMS WILL EXCEED MOST, IF NOT ALL, PERFORMANCE STANDARDS!
 OUR PERFORMANCE EXCELLENCE MEANS MEMBERS AND IME WILL RECEIVE
 BETTER AND FASTER SERVICE.**

3.2 Scope of Work

3.2.1 General Requirements

The Broker will be required to ensure that all eligible Medicaid Members receive transportation services that are safe, reliable and on time by providers who are licensed, qualified, competent, and courteous. This section sets forth the duties and responsibilities of the Broker under this RFP and the resulting contract.

3.2.1.2 Performance Reporting and Quality Assurance

- a. *The contract awarded through this RFP will contain performance standards that reflect the performance requirements in this RFP.*
 1. *The standards will include timeliness, accuracy, and completeness for performance of reporting operational functions.*
 2. *These performance standards must be quantifiable and reported using as much automation as possible.*

- b. *Meeting the performance standard in the selected indicators will represent average performance.*
 1. *The Department and the contractor will finalize specific performance reporting and measurements during the first year of operations.*

- c. *In addition the contractor is responsible for internal quality assurance activities. The scope of these activities include the following:*
 1. *Identify deficiencies and improvement opportunities within the contractor's area of responsibility.*
 2. *Provide the Department with a corrective action plan within ten business days of discovery of a problem found through the internal quality control reviews.*
 3. *Agree upon timeframes for corrective actions.*
 4. *Meet all corrective action commitments within the agreed upon timeframes.*

TMS Best Practice for Performance Reporting and Quality Assurance

Performance Reporting System

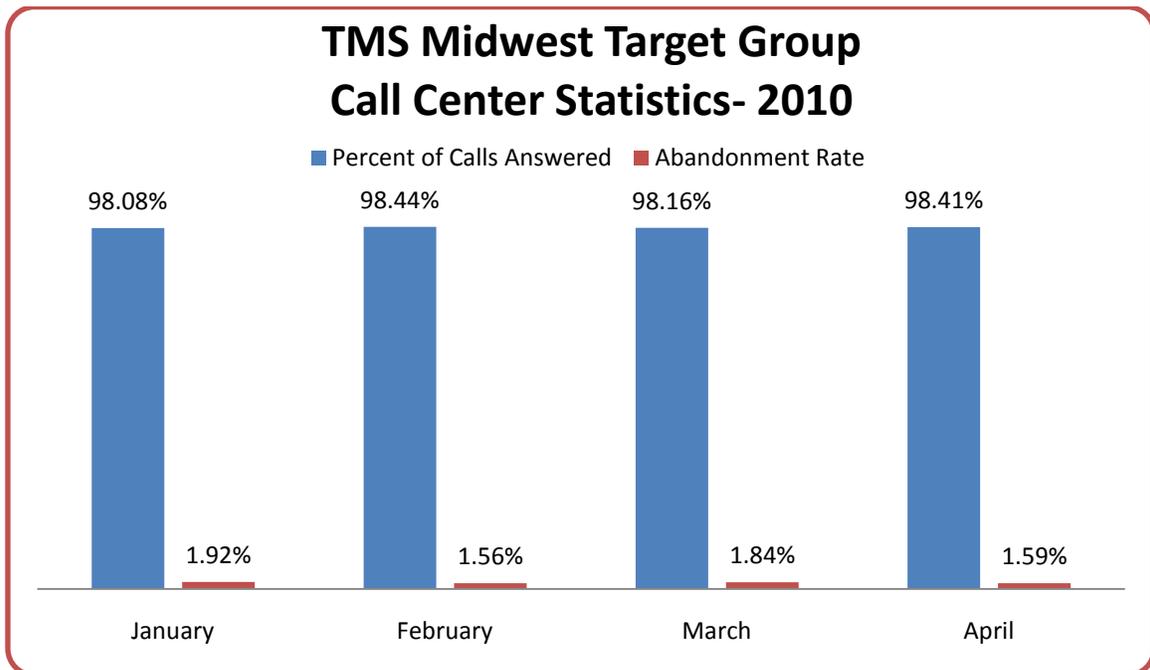
The foundation of an effective performance reporting system is diligent recordkeeping. TMS is experienced at monitoring and controlling operations and keeps all appropriate records according to appropriate retention schedules and all regulations (e.g., DOT, State, local ground transportation, etc.). Wherever possible, the company emphasizes electronic methods (i.e., utilization of computer dispatch records) in order to provide advanced analysis. Our proprietary TMS Mobility Manager Software captures all encounter data/trip information (with a unique ID number), and this information is backed up on storage media external to the computer. Thus, trip information recordkeeping is electronically linked to our routing and scheduling software and is stored/searchable electronically in perpetuity.



Our TMS Mobility Manager Software maintains a Health Insurance Portability and Accountability Act (HIPAA) compliant database that has the capability for data analysis, generation of electronic and hard copy reports, storage/maintenance, and management of data as required by this contract. TMS Mobility Manager also maintains a daily computerized trip log that includes accurate determination of mileage for the shortest, most direct route from the Member's residence to the medical service site and back. It

documents all the items listed in the Scope of Work, such as Medicaid ID number, pick up location, reason for transportation, etc.

TMS Mobility Manager tracks all Member information on a real-time basis. Our software captures all data points that are required under this Request for Proposals in our daily computerized trip logs. TMS Mobility Manager is a web based system that collects data along a variety of indexes: utilization, trip cost, trip reimbursement rate, total trip number, and much more. TMS Mobility Manager as a scalable web-based platform that can record trip data from all manner of dates and sources. Please see Attachment J for TMS Mobility Manager Screen Displays and additional reports.



Data entry in the TMS Mobility Manager system is through easy to use, intuitive graphical user interface. The data is shared across the functions i.e. it is ‘enter-once and use-many’. This helps in reducing data entry efforts and the consequent human errors. In addition, data entry validation is implemented at input points to ensure that ‘clean’ data is in the system.

The systems user interface is uniform in that the functionality of each button or features is clear, and does not change from screen to screen. TMS Mobility Manager has been built to allow for minimal screen changes. Most functions can be reached within ‘two clicks’ from the main screen.

There are several functions built into our software that warn the user if they have entered incorrect data or are about to perform an incorrect task. These features act as automatic help and drastically reduce the number of incorrect entries by a user.

Internal Quality Assurance

TMS aggressively monitors quality externally, as well as internally, to ensure that the recipient's transportation experience is as positive as possible. Over time, TMS has installed a variety of programs and measures designed to continuously maintain and improve quality of service.

TMS WILL COLLABORATE WITH IME LEADERSHIP AND APPLY THE CONCEPTS OF CONTINUOUS PROCESS IMPROVEMENT.

OUR COLLABORATION WILL PREVENT PROBLEMS FROM OCCURRING, IMPROVE THE QUALITY OF OUR WORK, AND INCREASE CUSTOMER SATISFACTION.

The following internal monitoring procedures are observed throughout all active TMS systems:

- 1) Routine time tests relative to the length of time it takes a Call Center Technician to:
 - a. book a new Medicaid Member, and
 - b. schedule a random trip for an existing system user;
- 2) Routine time tests relative to:
 - a. Average Call Hold Time
 - b. Average and Maximum Time Spent in Queue between Initial Automated Voice Pick Up and Interaction with Call Center Staff
 - c. Average and Maximum Talk Time
 - d. Average and Maximum Times that Calls Are Placed on Hold
 - e. Daily Percentage of Abandoned Calls
- 3) Tracking the number and nature of comments, suggestions, and complaints that are directed at the call center.
- 4) TMS Call Center Technician telephone call playback to monitor customer service etiquette. 100% of Member calls to TMS Call Center are recorded, and a minimum of 5 calls per week for each TMS Call Center Technician must be listened to by a supervisor and evaluated for telephone etiquette.
- 5) TMS Mobility Manager has redundant servers that perform systems back-ups and internal checks once every 15 minutes by the services of Iron Mountain.
- 6) TMS Recheck Operators and Routing Specialists randomly check trip information for typos and incorrect information prior to the trip information becoming available for download over our secure website.

A report to Department will be issued monthly and will provide the following:

- average time required to schedule a random trip for the month and year to date;
- average number of rings that occur before the telephone is answered for the month and year to date;
- average length of customer hold time for the month and year to date; and

- number of complaints received for the month (by category) and comparison to prior months.



TMS offers the option of employing the services of an unrelated market research firm or firms to conduct and compile the results of between 30 and 40 monthly passenger satisfaction surveys (an average of 35 per month over each 12-month period). It is noted that the survey is designed to consume a maximum of 10 minutes per survey (once a willing respondent has been located), and a total of 8 hours per month has been budgeted for survey completion and compilation.

To draw the sample, TMS provides the selected research firm with a list of all rider names and telephone numbers during the prior month. This list is provided by each service operator. Ideally, the number of surveys compiled will be stratified according to the percent of total trips each service operator delivers. This may need to be refined if too few surveys are being completed for one or more provider. The market research firm will be requested to draw the sample, execute the survey, tabulate the results, and provide a copy of the results to both the Account Manager and Department.

TMS WILL MAXIMIZE INVOLVEMENT OF IME MEMBERS IN THE NEMT PROGRAM.

“MEMBERS (CUSTOMERS) KNOW BEST” AND CAN HELP IDENTIFY SERVICE IMPROVEMENT AND COST REDUCTION IDEAS.

The entire purpose of collecting quality assurance data is to ensure that a continuous and diligent effort is made to improve services for the end user on the ground in Iowa. All data relating to call hold times, call talk times, and playback of telephone calls are meant to locate TMS telephone operators that are not promptly or courteously performing according to proper procedure. Based on historical data, TMS can confidently project the number of Call Center Technicians that it will take to handle a given call load, and TMS routinely overstaffs our call center, particularly during the first phases of a project, to ensure call hold times are minimized. In fact, our average speed to answer nationwide is only 17 seconds.

Therefore, based on past experience, TMS knows that any shortcomings in telephone service are almost always human rather than technical error. As a result, TMS reviews the telephone performance of all employees on a continuous basis. While counseling and educational measures are taken to try to train employees to perform within the necessary specifications, these measures are not always successful. Their quality assurance information is a helpful guide in employee evaluations and decisions regarding the continuance of employment for staff members. TMS makes our expectation regarding telephone courtesy clear prior to hiring, and individuals that cannot comport with this expectation will not be permitted to compromise quality standards.

Quality assurance information also quickly alerts TMS and the Department to problems in the performance of a transportation provider. The collection of actual pick up and drop off times for each transport allows TMS to quickly hone in on problematic transportation providers, and even problems with specific drivers. The TMS Quality Assurance Team can identify and remediate problematic trends before they result in a wave of complaints that reaches Department staff. As a provider-friendly brokerage company, TMS makes every effort to counsel and work with transportation companies exhibiting substandard performance. TMS transportation professionals have years of experience in driver education and vehicle route planning. TMS has enjoyed substantial success in building lasting relationships with transportation vendors to assist in improving performance. One effort to be proactive is our Provider Satisfaction Survey that is conducted to ensure quality performance, please see Attachment G.

TMS also takes quality assurance data into consideration in crafting our own systems. Undoubtedly, there will be issues germane to excellent service in Iowa that TMS, or any company for that matter, has not encountered in any other location. Members and providers will be the first individuals to alert TMS to these issues, and TMS and Department interpretations of quality assurance data will be helpful in crafting the best adaptation to the situation.



3.2.1.4 Broker Responsibilities

The Broker is responsible for the following contract management activities:

- a. *Develop an operational procedures manual for the Department's review and approval, in the format required.*
- b. *Update the operational procedures manual when changes are made, for the Department's review and approval, in the format required.*

- c. *Develop and maintain a database for tracking NEMT. Reports will be developed from the database information that will include, but may not be limited to, the following:*
 - 1. *Name and State identification number of Medicaid Member*
 - 2. *Name of Network transportation provider or Member/individual/volunteer providing the transportation*
 - 3. *Type of transportation provided (automobile, wheelchair van, stretcher van, ambulance, air ambulance, commercial air, etc.)*
 - 4. *Time/Location of Member pick-up, plus on-time verification*
 - 5. *Time/Name of Medicaid service provider and Location of Member drop-off, plus on-time verification*
 - 6. *Number of miles driven/flown*
 - 7. *Meals and lodging reimbursement, if any:*
 - i. *Name and address of lodging provider*
 - ii. *Date(s) of stay*
 - iii. *Daily rate, including taxes, and total cost of lodging*
 - iv. *Cost of meals for each (Breakfast, Lunch, Dinner)*
- d. *Develop, maintain, and provide access to records required by the Department, State, and federal auditors/reviewers.*
- e. *Develop an electronic billing invoice and system that will allow Member/individuals/volunteers and Transportation agencies to bill electronically through the Internet.*
 - 1. *Develop and provide a paper billing invoice and system to allow Member/individuals/ volunteers and Transportation agencies to bill by paper if Internet access is not available to them.*
- f. *Provide reports necessary to show compliance with all performance standards and other contract requirements.*
- g. *Provide to the Department reports/updates regarding the Broker's activities.*
- h. *Ensure that effective and efficient communication protocols and lines of communication are established and maintained both internally and with Department staff. No action shall be taken which has the appearance of or effect of reducing open communication and association between the Department and the Broker.*
- i. *Meet regularly with the Contract Administrator and/or other staff/units of the IME to review account performance and resolve issues between the Broker and the State.*
- j. *Meet all federal and state privacy and security requirements within the Broker's operation.*
- k. *Work with the Department to implement quality improvement procedures that are based on proactive improvements rather than retroactive responses. The Broker must understand the nature of and participate in quality improvement procedures that may occur in response to critical situations and will assist in the planning and implementation of quality improvement procedures based on proactive improvement.*
- l. *Monitor the quality and accuracy of the Broker's own work.*
- m. *Submit quarterly reports (available electronically) of the quality assurance activities, findings, and corrective actions (if any) to the Department.*
- n. *For any performance falling below a State-specified level, explain the problems and identify the corrective action to improve the rating.*
 - 1. *Implement a State-approved corrective action plan within the timeframe negotiated with the State.*
 - 2. *Provide documentation to the Department demonstrating the corrective action is complete and meets the State requirements.*
 - 3. *Meet the corrective action commitments within the agreed upon timeframe.*
- o. *Maintain Department-approved documentation of the methodology used to measure and report completion of all requirements and attainment of all performance standards.*

TMS Best Practice for 3.2.1.4 Broker Responsibilities

Operational Procedures Manual

In the course of providing transportation brokerage services across the country, we have developed an extensive Policies and Procedures Manual for our staff and provider personnel. TMS has already begun the development of an extensive Iowa Operational Procedures Manual and a draft has been submitted with this response. Please see Attachment M.

This Manual has been written to cover all aspects of provider recruitment, Member relations, billing/invoicing, trip routing, provider oversight, and a host of other issues. This Manual conforms to Iowa's Medicaid Statewide Non-Emergency Medical Transportation Services requirements and has been adapted to this project. Upon contract award, this Manual will be further updated to reflect the specifics of service delivery recommended by Department staff after their review.

TMS's Policies and Procedures Manual for Iowa will cover:

- Assessment, authorization, and scheduling procedures
- Delivery of transportation services
- Selection and retention of providers
- Reimbursing transportation network providers to include but not be limited to validation that all transportation services provided are properly authorized
- Process for scheduling issues such as last minute requests, schedule changes, no show situations
- Procedure for provision of alternative transportation when a transportation provider is more than fifteen (15) minutes late or doesn't show
- Policies and Procedures that relate to the services identified in the RFP and resulting contract
- Delivery of transportation services
- Selection and retention of providers
- Claims processing
- Member services
- Complaint, Grievance, Appeal and Fair Hearing Process
- Administration
- Employee policies and benefits
- Disaster recovery plan

This Operational Procedures Manual will be implemented and maintained through direct delivery of the Manual to Iowa transportation providers and specialized training covering all elements of the Manual. TMS will also implement and maintain the Operational Procedures through our Quality Assurance Plan, which includes provider oversight checks, facilities and vehicles inspections, call center quality monitoring procedures, external direct observation of vehicles, and our Mystery Rider Program.



TMS will distribute in person, by mail, or by email a copy of this Manual to all signed and credentialed providers to become active in TMS’s transportation provider network. As described above, training modules will be deployed for the providers in advance of the service start date to ensure that all providers are compliant with all TMS and Department policies and procedures. Manual updates will also be delivered at the annual meetings that we will hold with providers in each Region.

Annual updates or changes in operation that require revisions to the policies and procedures manual shall be submitted to the Department for review and acceptance. Updates to the policies and procedures manual shall be distributed to TMS staff and transportation network providers and both will be trained to ensure a thorough understanding of all requirements. The Department will be notified when the Manual has been distributed to staff, when the training occurs and when the Mandatory Provider Orientation meetings occur. TMS has had great success with holding meetings jointly with agency staff to ensure consistent information is distributed to the entire state and we encourage Department to join the TMS team in provider network trainings across the state.

TMS commits to ensuring our Operational Procedures Manual is consistent with all requirements of the Iowa Medicaid NEMT Program and will ensure all submittal timelines are met for updates or changes to the Manual.

Database for Tracking NEMT Services

TMS will implement and maintain a data system capable of interfacing with Department’s current system, if applicable, and will ensure it includes the following specifications and best practices:

- Provide accessibility to on-going services, including operational contact names, phone numbers and e-mail addresses, hours/days of physical operation, and hours of access.
- Notify the Department immediately upon identification of network hardware or software failures and sub-standard performance.
- Notify the Department at least sixty (60) days prior to the installation or implementation of software and hardware upgrades or replacements.
- Develop and implement quality management and assurance best practices, which conform to IEEE/EIA 12207.0-1996, IEEE/EIA Standard-Industry Implementation of ISO/IEC 12207:1995, Standard for Information Technology-Software Life Cycle Processes, consistent with industry standard principles and processes that should include:
 - Recurring process reengineering evaluation;
 - Continuous performance measurement and improvement through the use of technical reviews, internal audits, and vendor score cards; and
 - Vendor staff training and motivation for achieving higher quality standards.

- Ensure that all internet, intranet and extranet applications are compliant with Section 508 of the Rehabilitation Act of 1973, as amended by 29 U.S.C. § 794d, and 36 CFR 1194.21 and 36 CFR 1194.22.

The computer application technology used by the transportation network providers will likely be one or more commercially available demand response scheduling and dispatch systems. TMS Mobility Manager can easily handle interchange of transactions from and to these external systems to ensure efficient tracking.

TMS Mobility Manager Software assists Call Center Technicians in inputting Member information by providing them with the following computer screen.

Trip Order Entry Screen

TMS Mobility Manager has a friendly user interface for the call takers to register new clients and record the following information:

- Client-id (automatically assigned by the system)
- Client name – last, first and middle initial
- Medicaid ID Number
- Multiple addresses for a client with details like apartment number, state, zip code, phone number and comments, geocoding for all addresses

- Emergency contact information
- Classification codes like child/adult/senior; DOB; male/female; any disability; language preference
- Special seating requirements
- Special seating types (i.e. wheelchair, ambulatory, motorized, scooter, child safety seat)
- Special handling requirements with comment fields
- Client eligibility codes with description, starting and ending eligibility dates, starting and ending suspension dates, and starting and ending Medicaid eligibility dates
- Service type: curb to curb, door to door

Once the Member has been approved for transportation services, the database will track and store the following information:

- Name of Network Transportation Provider or Member/Individual/Volunteer providing the transportation that provided transport.
- Time/Location of Member pick-up, plus on-time verification
- Time/Name of Medicaid service provider and Location of Member drop-off, plus on-time verification
- Number of miles driven/flown
- Meals and lodging reimbursement, if any (including: Name and address of lodging provider, Date(s) of stay, Daily rate, including taxes, and total cost of lodging, and Cost of meals for each)

Develop, Maintain and Provide Access to Records and Reports

TMS’s internal and external reporting consists of two (2) broad categories:

- **Standard Reports and Logs** – in electronic or hard copy format. These include all required reports plus additional reports and logs developed for effective management and control.
- **Statistical Summaries and Analytical Reports** – This capability is beyond standard reports and logging systems. Statistical summaries are in part possible by our current and proposed MIS as well as other management information systems (MIS). These assist with or provide analysis, monitoring and continuous improvement. Related to these are analytical reports which can be either ongoing or case-by-case, and both are described in greater detail in the quality control discussion in this proposal.

Below we see the functionality for manipulating the “raw” data for senior supervisors. This is easily achieved by a double-click on a trip from the trip list grid.

Ongoing Reporting

All routine reports required will be submitted in a timely and professional fashion. The Account Manager will be responsible for the submission of completed reports as required. TMS will go beyond the formal reporting, and will provide additional statistical information on the service to Department on an as-needed basis. TMS management is experienced in service monitoring and reporting and will utilize these abilities in the performance of this contract.

This reporting includes but is not limited to encounter data, project reports, annual reports, ad hoc reporting, and other reports. We at all times have the capacity (hardware, software, personnel, procedures, knowledge, outside resources, etc.) sufficient to generate all data and reports needed for the project. Similarly, any incident that requires reporting or merely for good communication practices will be reported immediately.

Account Manager Event Log and Report

As an additional check on the formal reporting, TMS's designated Account Manager keeps a daily event log for the contracted service. This log is kept in computer software that provides for convenient data entry, referencing, and reporting. This log forms a diary of project events, and is in addition to the other TMS record keeping systems described in this proposal. The log will form an additional topic for periodic meetings with the customer.

Management Reports

TMS management additionally prepares a weekly project status report as a routine course of business. This reporting goes beyond the raw data and required reports. This report highlights and describes observed trends and any disruptions and actions taken. In addition, specific ideas and suggestions for system improvement are included. Finally, it includes recent project management activities undertaken by management. Examples of the management report include:



- Recommendations
- Problem resolution status (carried over to the next report until resolved)
- Drivers’ meetings held / report on same
- Training courses held
- Software upgrades
- Incident trend narrative
- Statistics out-of-acceptable ranges

TMS has taken the next step of creating even more thorough and extensive management reports. Our management reports can breakdown all key aspects of transportation service for the Department’s review. The reporting can provide precise numerical detail for any data field that Department would like to review. In terms of call center operations, management reports can be broken into charts showing number of calls, average call duration, length of time waiting for an operator, percentage of calls approved, modes of travel not approved, and number of hang-ups. TMS can customize our management reports to highlight trip utilization data points such as number of rides authorized of each type, number of each type of trip paid, group rides information, how long a client had to wait for a group ride, and number of reimbursements paid. TMS has a state-of-the-art reporting system that can tailor reports to Department’s wishes and specifications.

Please see Attachment K for an example of the types of TMS reports that can be originated for the Department.

Electronic Billing Invoice System

TMS takes its financial responsibilities to both the agency and the transportation providers seriously. Therefore, we offer a unique guarantee unmatched by any other broker company within our industry. Due to the automated TMS Mobility Manager System, we have an exclusive procedure that provides transportation entities the ability to greatly speed up the payment process. Once the provider has confirmed the trips taken, TMS will make an immediate payment to all transportation providers of 50%, increased to 65% after a three-month enrollment period, of each invoice within seven days. Upon verification of completion of all trips, the final amount of the invoice will be paid. Generally, this occurs within two weeks. As former transportation operators ourselves, TMS management appreciates just how important a positive cash flow is for each transportation business, and we therefore guarantee that our providers do not have to wait an excessive amount of time for an initial payment while



we reconcile their invoice. Then it is TMS's standard operating procedure to remit the balance of the funds upon timely reconciliation of all clean claims.

WITH AGENCY FUNDING IN PLACE, TMS HAS AN EXCLUSIVE PROCEDURE THAT PROVIDES TRANSPORTATION ENTITIES THE ABILITY TO GREATLY SPEED UP THE PAYMENT PROCESS. ONCE THE PROVIDER HAS CONFIRMED THE TRIPS TAKEN, TMS WILL MAKE AN IMMEDIATE PAYMENT TO THE TRANSPORTATION PROVIDERS OF 50%- 65%.

TMS's Provider Network Specialist electronically files and archives all transportation provider information including its fleet composition, its modes of transportation available, and its reimbursement rate structure for each type of transportation. All this information is archived in TMS Mobility Manager Software for the availability of TMS's Re-Check Operator and accounting department.

Lines of Communication

TMS has set the standard for exceptional coordination and communication among the Principals and staff of TMS and our funding agents. In addition, TMS will work hand-in-hand with Department staff to ensure their goals of the program are achieved each year. TMS is well-versed with notifying funding agents of certain changes in their program and ensures not only the agency is well-aware of changes, but also the transportation providers and the Members are properly notified.



Department can rest assured that TMS will continue to keep the lines of communication open and work in partnership fashion towards complete coordination among all partners.

TMS WILL DEVELOP CLEAR OPEN LINES OF COMMUNICATION WITH DEPARTMENT GOVERNMENTAL OFFICIALS AND HEALTH CARE PERSONNEL.

As TMS's standard transition protocol, TMS staff will coordinate frequent weekly or bi-weekly meetings with the funding agency to ensure a smooth implementation process. As part of this standard service provided by our company, TMS prepares minutes, including "Action Items" agreed upon by both parties, and distributes to all participating entities. TMS will be pleased to continue this process for the State of Iowa.

Another unique aspect to the standard transition process developed by TMS is that our team will contact all medical facilities and common destination points to educate the facility on the use of our service. We will collect and maintain a "Key Personnel" list from each of these locations and hold an informational meeting to properly educate these clinics on the transition process, any changes in standard transportation rules or

regulations, and other important aspects to the new service delivery method. By collaborating with all community resources, TMS will take input and suggestions that will ultimately improve the level of service provided to Medicaid Member.

Stakeholder Listening Session Meeting Summary (held in Iowa on April 7, 2010)

TMS has gone one step further than other brokers by holding a “Stakeholder Listening Session” with numerous individuals who represent the Iowa Coordinating Council, Nursing Home Associations, Hospitals, Case Workers, County Government, etc. TMS invited individuals who either represent Medicaid clients or work closely with them. TMS had a very good discussion with the individuals that attended and would like to address several items that were raised:

- One of the attendees was unaware that this major change in Medicaid was happening; she indicated others were not aware of the RFP, either.
 - TMS commits to thorough education of Medicaid Members, medical facilities and providers, and stakeholders that represent the Members.
 - TMS proposes a Member Stakeholder Council that will meet quarterly.
- One of the attendees had surveyed other states about their experience with brokerages. TMS was pleased to learn that none of these barriers were cited from any service area that TMS operates in. Some common problems that were cited include:
 - *Lack of a grievance process:* TMS will have a thorough complaint, grievance and appeals process and ensure proper escalation steps are taken.
 - *Individuals waiting a long period of time for a return trip home:* TMS will attempt to multi-load as much as possible, but we will also ensure riders are not left waiting excessive amounts of time for a return trip. TMS operates with a “sense of urgency”, something other brokers simply do not put an emphasis on. When a rider calls who has been waiting longer than expected for the return trip, TMS initiates our “Rapid Alert Procedures” to keep the rider on the phone while we immediately research the exact location of the provider. If the provider will not be able to pick up the rider in a reasonable amount of time, we will immediately dispatch another provider to ensure Members are not waiting at the doctor’s office for excessive periods of time.
 - *Persons with disabilities who use mobility devices being left at their doctor’s office without food or water:* TMS Mobility Manager has the capability to enter “notes” about each rider to ensure any special needs are accommodated.
- The Developmental Disability Council mentioned that they will be conducting a “Medicaid 101” Session for Members to educate them on all things Medicaid.

- TMS will be happy to participate in any local Medicaid sessions to better educate the public.

Internal Communication

Every Wednesday at 1 pm EST, TMS conducts an Operations Team Meeting with all Key Personnel identified in this Proposal including David McDonald, Darryl Minardi, Nick Cambas, Lionel Martinez, Lisa Bacot, Michael Audino, Todd Ashby, Jim Barr, Chad Barr, Sue Miller, Jason DiRenno, Mary Wilfalk, Missy Holyfield, Jim Sturtz, and Gini Miller. The Operations Team Meeting was created as a venue that all TMS staff Members can use to brief each other on the status of all projects nationwide. If TMS is chosen as the broker for Iowa, we will ensure all staff members are aware of the implementation schedule and the high importance the state is to the TMS organization. TMS welcomes any member of Department to participate in the Operations Team Meeting to air any concerns, offer any project guidance, or simply observe TMS internal update procedures.

TMS WILL MAXIMIZE COMMUNICATION AND COLLABORATION WITH MEMBER-FOCUSED STAKEHOLDERS.

OUR APPROACH WILL INCREASE THE NUMBER OF MEMBERS SERVED, IMPROVE THE DELIVERY OF NEMT SERVICE, AND EXPAND THE LEVEL OF SUPPORT FOR NEMT.

Key Personnel Leadership Retreat

On a regular basis, TMS conducts a leadership retreat to develop all of Key Personnel's management skills for our projects. TMS believes that it is essential that continuing education of Key Personnel to ensure optimal performance of TMS's human assets. TMS Leadership retreats are designed to be educational and to develop open lines of communication for all key personnel to discuss operational issues. A key function of the Leadership Retreat is the identification of opportunity to enhance each Medicaid transportation programs since those programs form a bulk core of our business. The TMS Leadership Retreat is designed to teach Key Personnel crucial leadership techniques that allows them to resolve conflict and improve the project performance.

Privacy and Security Requirements

Prior to hiring, TMS screens its employees working in our call center and the operations management side of our business for a past employment history containing red flags of confidentiality breaches or sensitive information disclosure. TMS makes every effort to avoid hiring such individuals or place them in positions without electronic or security access to the recipients' Protected Health Information ("PHI"). Once they have



passed our screening process, TMS employees undergo rigorous HIPAA, Protected Health Information, and Disclosure Prevention Training. This training includes:

- An explanation of HIPAA and why federal laws were enacted to control PHI
- A careful review of what does and does not constitute PHI
- What kinds of information needs to be disclosed to the transportation vendor to ensure that the provider can complete the trip safely
- Strict, frequently repeated notices to employee that unnecessary disclosure of PHI to any third party will result in swift dismissal from employment and a report to Federal and state authorities who may impose monetary fines and/or incarceration.

TMS Mobility Manager is also structured so that call center employees who have not completed Disclosure Prevention Training may not have access to Member electronic files with sensitive health information.

Quality Improvement Procedures

TMS will practice and initiate quality improvement procedures. The TMS Account Manager and Project Director will conduct monthly reviews of all grievances, complaints, and appeals and apply the principles of Continuous Process Improvement to identify systemic issues that are negatively impacting the NEMT program. TMS will collaborate with IME and our proposed Member Advisory Council to identify and implement solutions to identified problems.



3.2.1.5 Performance Standards

The following performance standards apply:

- a. *Reporting Deadline*
 1. *Provide the required reports within ten business days of the end of the reporting period.*
- b. *Documentation*
 1. *Develop operational procedure manuals in the state-prescribed format for Department review and approval at least 20 business days prior to the start of operations.*
 2. *Update operational procedure manuals in the state-prescribed format within ten business days of the implementation of a change.*
 3. *Develop and maintain a database for tracking NEMT. The database will be updated monthly.*
 4. *Identify deficiencies and provide the Department with a corrective action plan within ten business days of discovery of a problem found through the internal quality control reviews.*
- c. *Annual Performance Reporting: The Broker will provide annual performance reporting no later than October 15 of each contract year for the state fiscal year that ended in the prior month of June. (The first Annual Performance Report is due October 15, 2011, for*

the start of operations through June 30, 2011) The Broker will present the required data in Department-approved format and content for the annually reported performance standards. DHS may publish the annual measurements or make them available online through the IME website.

TMS Best Practice for 3.2.1.5 Performance Standards

Record-Keeping and Reporting

TMS has attached as Attachment K are the Sample Reports that we can regularly submit to Department. Additionally, selection of TMS for your project will result in timely, comprehensive, accurate and regulatory compliant record keeping, reporting, and additional ongoing communication throughout the contract. Reporting to the Department will include all required reports, and also reporting based on our own internal monitoring benchmarks. TMS establishes a professional relationship with Department's staff, funding sources, transportation providers, and other community resources, and seeks to work closely with them in an ongoing effort to improve procedures and reduce costs.

TMS understands that it is critical to keep Department constantly apprised of project developments and performance. TMS believes strongly in open and continuous communication of events, as well as progress against quality goals. TMS manages projects with an "open book" style. TMS's communication also extends to the client population and the general public as required..

TMS's communication plan begins with monitoring of all aspects of the project and comprehensive reporting to ensure Department is kept constantly informed of project developments. All routine reports will be submitted in a timely and professional fashion. The Account Manager will be responsible for the submission of completed reports. TMS goes beyond the formal reporting requirements, and provides additional statistical information on an as-needed basis. TMS management is experienced in service monitoring and reporting and utilizes this knowledge in the performance of this contract. TMS will hold meetings on a routine basis with Department staff. TMS proposes that these meetings occur at monthly or similar intervals, and of course additionally when needed. TMS will provide agenda topics from input from its reporting system and from driver, dispatcher, and customer input received. TMS also proposes that Department also provide agenda topics; TMS will provide responsiveness to all topics presented by the Department, including progress reports on any problems identified.

In addition to the regular monthly meetings, TMS proposes more extensive team-based meetings with selected representatives from both TMS and the Department for specific problem solving or communicating to the broader group. TMS will provide employees from any department that needs to be represented at these "team meetings." Moreover, the customer representatives are invited to attend selected internal TMS meetings, including driver and dispatcher meetings.

TMS is dedicated to effective record keeping, reporting and project communication throughout the term of this contract.

3.2.2 NEMT: Brokerage Process

The basic steps the Broker will follow in arranging advance notice transportation (i.e. advance notice is defined as three (3) or more business days or more than 72 hours. Urgent care is defined as any transportation less than 72 hours.), verifying eligibility, and, if applicable, reimbursing transportation providers for services, are as follows:

- a. *The Broker is contacted by the Member or the Member's representative, either through a telephone call or electronic mail, requesting NEMT transportation services. The Broker obtains and tracks the request and trip information including the date and time of the request, the date, time and place of the appointment, and whether it is a recurring or one-time trip.*
- b. *The Broker reviews the trip request and verifies the Member's Medicaid eligibility for the requested date(s) of service.*
- c. *The Broker assesses the Member's eligibility for transportation services in accordance with current NEMT transportation policy. This includes a determination that the Member has also met program requirements as defined in 441 IAC 78.13.*
- d. *Any special needs of the Member are noted that may affect the mode of transportation, and the Broker selects the appropriate mode of transportation.*
- e. *Upon completion of the screening of a Member and determination of trip eligibility, the Broker authorizes the transportation service and informs the Member or his or her representative of the scheduled pick-up time.*
- f. *The Broker assigns the trip to the most appropriate cost-effective transportation provider available, consistent with the transportation needs of the Member. The transportation provider is notified of the assignment in sufficient time to accept the trip or reject it, in which case there must be sufficient time to assign the trip to another provider.*
- g. *The Broker will have an established method of effectively identifying, scheduling, and coordinating standing orders or recurring trips, especially as it applies to those Member who are disabled or have special needs.*
- h. *The Broker informs the Member or his or her representative of the transportation arrangements.*
- i. *After the trip occurs, the Broker makes payment to the transportation provider. The Broker may contact the service provider to verify that the Member received the authorized transportation service.*

These procedures are generally applicable when network transportation providers are used. The procedures may vary when fixed-route public transportation (bus passes and tickets), mileage reimbursement or other appropriate transportation services are used.

TMS Best Practice for 3.2.2 NEMT: Brokerage Process

Receiving Requests, Verifying Eligibility, and Member Screening

The TMS Call Center Technicians will receive and process requests either through a telephone call or electronic mail. If the request is received via email, the Call Center Technician will immediately contact the Member via phone. Once the Member is contacted, the Call Center Technician follows a thorough process using TMS Mobility

Manager Software to ensure the client is eligible for transportation, receives authorization for transportation and is transported by the most cost effective means possible.

When the client calls TMS, the call center technician will obtain the following information from the client and input it in the TMS Mobility Manager Software:

- Confirm the client's eligibility using the approved Department process
- Explain the rules and regulations of the Medicaid transportation program
- Confirm the client's name, address, and phone number, name, address and phone number of the destination and normal means of transportation
- Determine if the client has their own vehicle or a friend who is able to provide transportation or if they can utilize public transportation
- If none of the means of transportation is available to the client the Call Center Technician arranges the appropriate transportation for the client

At this point, the trip is forwarded electronically for scheduling/routing. The transportation provider is selected using these factors:

- Distance from provider's fleet depot to pick up destination
- Provider performance on timeliness efficiency and dependability
- Cost

For each Member requesting non-emergency medical transportation services, TMS will check their eligibility by using the Secure File Transfer Protocol (SFTP) data transfer file provided by the Department on a daily basis. Should there be an interruption in TMS's ability to obtain SFTP data transfer file information, TMS may utilize alternative back-up processes for obtaining the required Member information.

Once a Member has been determined as an eligible Medicaid Member, the individual's eligibility is also re-checked on a monthly basis to ensure service is only provided to eligible Medicaid Members.

By using a thorough assessment process, TMS ensures all Medicaid Members are eligible for the services that we provide. Once the eligibility has been checked and verified, then our Call Center Technicians assists the caller by having them complete a detailed call intake form. Please see Attachment F for a copy of the intake form and our sample informational packets and brochures.

As defined in the draft Iowa Code Section 78.13 Nonemergency Medical Transportation, Medicaid transportation services are only available to the following eligible Medicaid recipients under these circumstances:

- Transportation will be provided only if needed to receive necessary services covered by the program from an enrolled provider, including transportation needed to obtain prescribed drugs.

- Transportation will be provided only if the member does not have access to transportation that is available at no cost to the member, such as transportation provided by volunteers, relatives, friends, social service agencies, nursing facilities, residential care centers, or any other source. **EXCEPTION:** Transportation will be provided to obtain prescribed drugs even if free delivery is available, if the drug is needed immediately.
- Transportation beyond 20 miles (one way) will be provided only to the closest qualified provider unless:
 - The difference between the closest qualified provider and the provider requested by the member is less than 10 miles (one way).
 - The additional cost of transportation to the provider requested by the member is medically justified based on a previous relationship between the member and the requested provider, prior experience of the member with closer providers, or special expertise or experience of the requested provider.
- The broker shall provide the most economical form of transportation appropriate to the needs of the member. The broker may require that public transportation be used when reasonably available and the member's condition does not preclude its use.

TMS understands that gatekeeping can be a difficult, but necessary, part of being a Medicaid NEMT Provider. However, TMS Call Center Technicians are fully trained on the intricacies of Medicaid eligibility and will ensure that we comply with all gatekeeper responsibilities, while maintaining dignified and respectful attitude towards the caller.



Assignment of the Trip to the Most Cost-Effective Provider

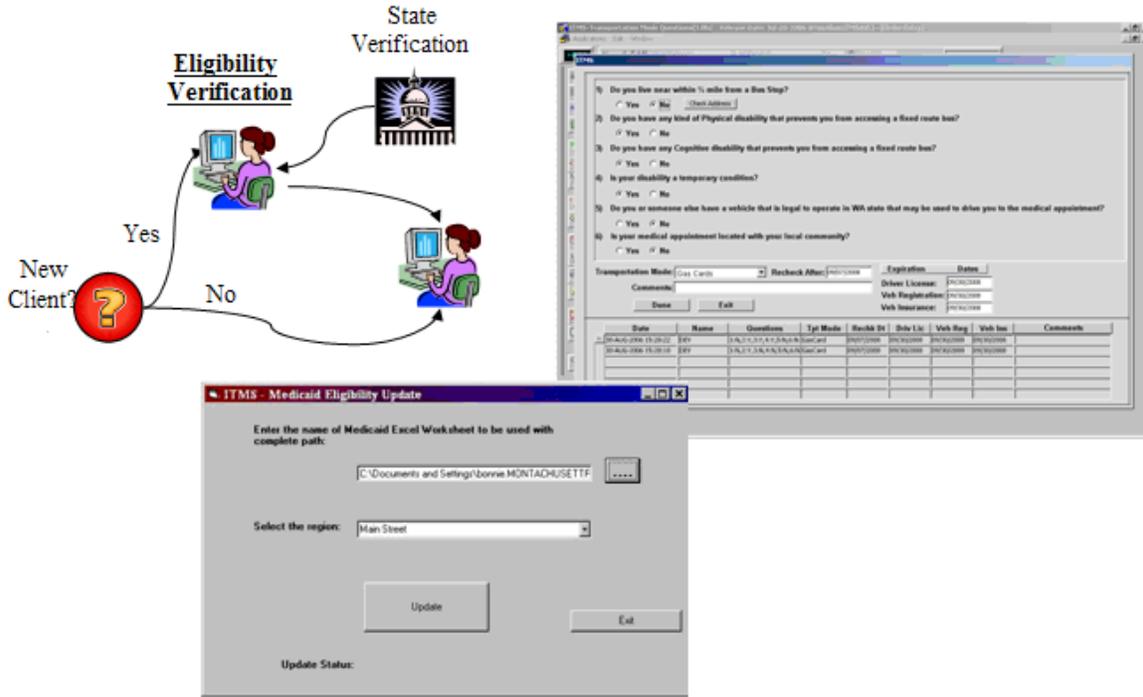
The trips are reviewed daily to ensure that it is scheduled in the most efficient manner. Trips are then sent to the transportation providers to be scheduled. TMS and transportation provider staff remain in constant communication to field and resolve any disruption in service.



TMS's Automated Decision Tree has been constructed and honed over years of use to route Medicaid Members to the most cost-effective, reliable form of transportation available. The TMS Automated Decision Tree prompts our Call Center Technicians with scripted questions designed to assess the Medicaid Member's transportation needs. TMS's Automated Decision Tree has been expertly synchronized with TMS Mobility Manager to interview callers effectively for trip routing.

The screenshot displays the ITMS(5.2b14b) software interface. The window title is "ITMS(5.2b14b - Release Date: 16-NOV-2009 @TnsAlias:ITMS) - [Order Entry]". The interface includes a top navigation bar with "Applications", "Edit", and "Window" menus. Below this is a "HBSS" header and a "TMS" logo. The main form area is divided into several sections: "Client" (with tabs for Trips, Repeat, Frequent, Authorized, ArchTrips), "Personal" (Name, Address, City, State, Zip, DOB, SSNO, Disab. options), "Medical" (Med 1-4, Eligibility, Add To List, Remove From List), "Custom" (Audit #, Verification Date, Assign, Program Start/End), "Emergency Contact" (Name, Rel, Ph, Extn), "PU Comments", and "Client Notes". A "Search" button is located in the top right corner of the form area. The bottom of the form has a table with columns for "Who Bkd", "D:", "T:", "Who Chg", "D:", and "T:".

The Call Center Technicians and the caller rapidly move from the client intake screen to the Eligibility Verification screen.



The Call Center Technicians obtain the Member’s name, unique Medicaid ID number, and pick-up location. Second, the script requires the Call Center Staff to ask if the Member is seeking transportation for a medical appointment or medical services. If the Member is seeking transportation for some purpose other than non-emergency medical transportation, the TMS Automated Decision Tree prompts the Call Center Technician to a screen explaining the parameters of the NEMT program and that requests for transportation for non-medical purposes cannot be accommodated.

Once the Member has disclosed a medical appointment requiring transportation, the TMS Automated Decision Tree immediately compares the Member’s information to the electronic database containing the most recent Medicaid Eligibility information supplied by Department. While the Call Center Technician is screening the caller for his or her transportation needs, TMS Mobility Manager is electronically verifying the caller’s eligibility for Medicaid transportation. If TMS Mobility Manager confirms the eligibility information, the trip is forwarded for trip routing and scheduling. If eligibility is not electronically confirmed the trip request is automatically forwarded to a TMS Floor Supervisor for manual verification. At this point, the TMS Floor Supervisor will manually check the caller’s name and identification against the approved Eligibility List. If Medicaid Eligibility cannot be confirmed after both an electronic and manual check, the TMS Floor Supervisor will contact the Member to inform him/her of ineligibility and refer them to the local Department of Human Services Office.

While this process is occurring, the Call Center Technician continues to interview the caller to assess the Member’s transportation needs. The TMS Automated Decision Tree requires the Call Center Technician to inquire as to the available transportation options

on the part of the Member. If not, the TMS Call Center Technician inquires if the Member has access to the vehicle of a family Member or relative. In the event that the answer to that question is a “yes,” the Call Center Technician will attempt to assess whether that vehicle can safely transport the Member. If so, the Automated Decision Tree directs the Call Center Technician to a script that attempts to begin the credentialing process with the individual as a transportation provider. At TMS, we have enjoyed some success in transforming home-based individuals with vehicles into credentialed “individual” transportation providers in order to give the Member the comfort of riding with a trusted family Member or friend. Please see Attachment H for the already drafted Individual/Volunteer Agreement that TMS will use with those who use their own personal vehicles.

The caller is interviewed to determine if the purpose of the trip is a medical appointment. If the trip has any purpose other than medical transport, the Call Center Technician explains that only non-emergency medical transport is covered under Medicaid at this time. If the caller passes these two threshold requirements, TMS Mobility begins the trip scheduling process. TMS Mobility Manager automatically compares the caller’s address against public transit routes. The Call Center Technicians then asks, “We see that you are near a public bus route, can you use a public bus pass to reach your medical appointment?” Our Automated Decision Tree attempts to route the Member towards public transportation.

If all these options are not available, the caller is interviewed to assess their mobility for transportation. Specifically, the TMS staffer inquires whether or not the caller is fully ambulatory, partially ambulatory with the use of a mobility aid, mobile with the use of a wheelchair, or requires stretcher transportation. Again, TMS is very sensitive to the price differentials that typically come with routing a van with a wheelchair lift versus routing a sedan. We realize that the current rate system in Iowa does not distinguish between these modes, but it is likely that we will have to do so in implementing our service plan in Iowa.

Once all of this information has been obtained by the Call Center Technician using the prompts in the TMS Automated Decision Tree, the trip is forwarded electronically to the TMS Mobility Manager for trip scheduling/routing. TMS Mobility Manager Software is automatically alerted to the closest transportation providers to the pick-up location. TMS Mobility Manager has been programmed to select a transportation provider based upon a synthesis of three factors:

- 1) Distance from the provider’s fleet depot to the Pick-Up Point – TMS has a standing policy to try to reduce “deadhead” or unloaded miles as much as possible for both cost and environmental reasons.
- 2) Performance – each provider’s timeliness, efficiency, and dependability are monitored on a continuing basis, and the Re-Check Operator attempts to route trips to transportation providers who have demonstrated a solid track record of performance

- 3) Cost – The Re-Check Operator compares the various reimbursement rates that each provider is seeking and factors relative cost into his trip assignment decisions. The screenshot below shows what the Re-Check operator would use to compare vendor rates.

The screenshot displays the 'TMS -- Vendor Billing' application window. The main data table has the following columns: C, Bill ID, DoW, DoM, Name, Reg, Veh, Sta, Vendor, VB Fee, VMiles, VM Fee, VT Fee, F, S, Group, BF Fee, Miles, PM Fee, MF Fee, TF Fee, Diff, P, and Mart. The table lists multiple trips with varying vendors and dates, including entries for MEYERS DONNA, ROBERSON NELLIE, JOSEPH MINNIE, LUONGO DOLORES, and DELEON ANA LUISA. Below the table, there are sections for 'Vendor Comments', 'History', and 'Mart Comments'.

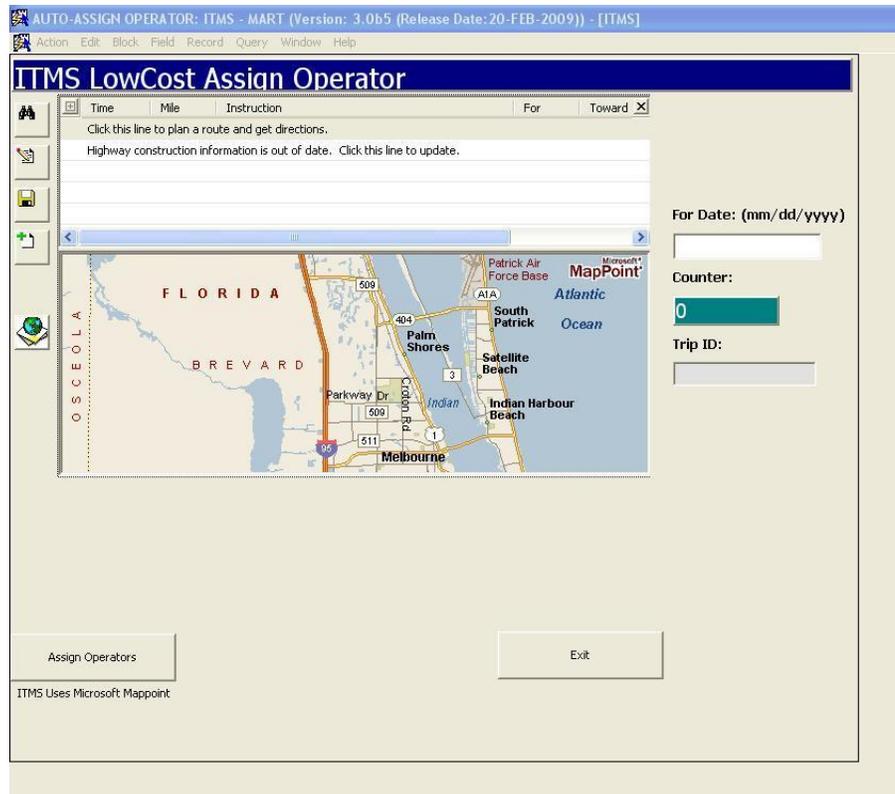
All of the data collected with the methods identified are entered into TMS Mobility Manager for analysis. All of the data points outlined above are included in the data set that TMS Mobility Manager analyzes along three major trendlines:

- Abuse deterrence
- Cost containment
- Utilization improvement

TMS Mobility Manager is programmed to prioritize cost containment and improve utilization factors. It has also been programmed with red-flagged indicators of consumer or vendor abuse. All data is therefore analyzed by TMS Mobility Manager to make automated suggestions for improvements in trip utilization and cost containment. These suggestions typically include suggested multiloading scenarios and closer transportation providers to reduce costs.

TMS tracks data in a variety of major categories as demonstrated by our Transportation Summary Report including no-shows, cancellations, Trip Authorizations, Trip Denials, All Trips Sorted by Mode, Number of Providers Used, and Trip Utilization.

TMS Mobility Manager analyzes thousands of trips daily to locate the lowest cost provider based upon the Member's location. The system also contains data fields for tracking the provider's safety record, which also impacts trip assignments.



This method of data sorting is known as classic regression analysis of trip variables. TMS Mobility Manager Software is automatically set up to perform this regression analysis to locate incorrect billings at the expense of Iowa's Medicaid budget. Thus, TMS is well prepared for data collection and analysis to monitor transportation providers and root out consumer or vendor abuse.

TMS Mobility Manager schedules trip assignments in TMS Mobility Manager in either single ride or shared ride scenarios. TMS Mobility Manager re-checks all trip information on each trip including pick-up time and location, destination location, time of medical appointment, and mode of transportation required. TMS Mobility Manager then routes the trip assignment to the appropriate transportation provider electronically through the vendor portal using the criteria described above. Once routed, TMS Mobility Manager receives electronic notice of the acceptance or rejection of each trip by each provider. If rejected, the trip is automatically re-entered into the trip assignment pool and re-routed to the next most appropriate provider. Because TMS Mobility Manager operates on a web-based platform in real-time, the Senior Re-Check Operator can track the status of trip assignments at all times. TMS has enjoyed outstanding results with this electronic trip assignment process. It has greatly helped us improve our system-wide performance resulting in fewer late trips as a result of providers not obtaining faxes.

In converting from paper manifests distributed by facsimile to electronic distribution of trip information over the internet, TMS has observed marked improvements in our systems outcomes. In sending literally hundreds of pages of faxes each day, trip assignments would routinely be missed because the provider did not receive or claimed not to receive a paper fax with trip information. Electronic distribution of trip assignments has enabled us to cut the number of late or unexecuted trip assignments by fifteen (15%) percent across all our projects nationwide. Fifteen percent may sound like a marginal gain, but across all of our trips over the course of a year, it results in a substantial savings of time and complaints for TMS clients and their beneficiaries.

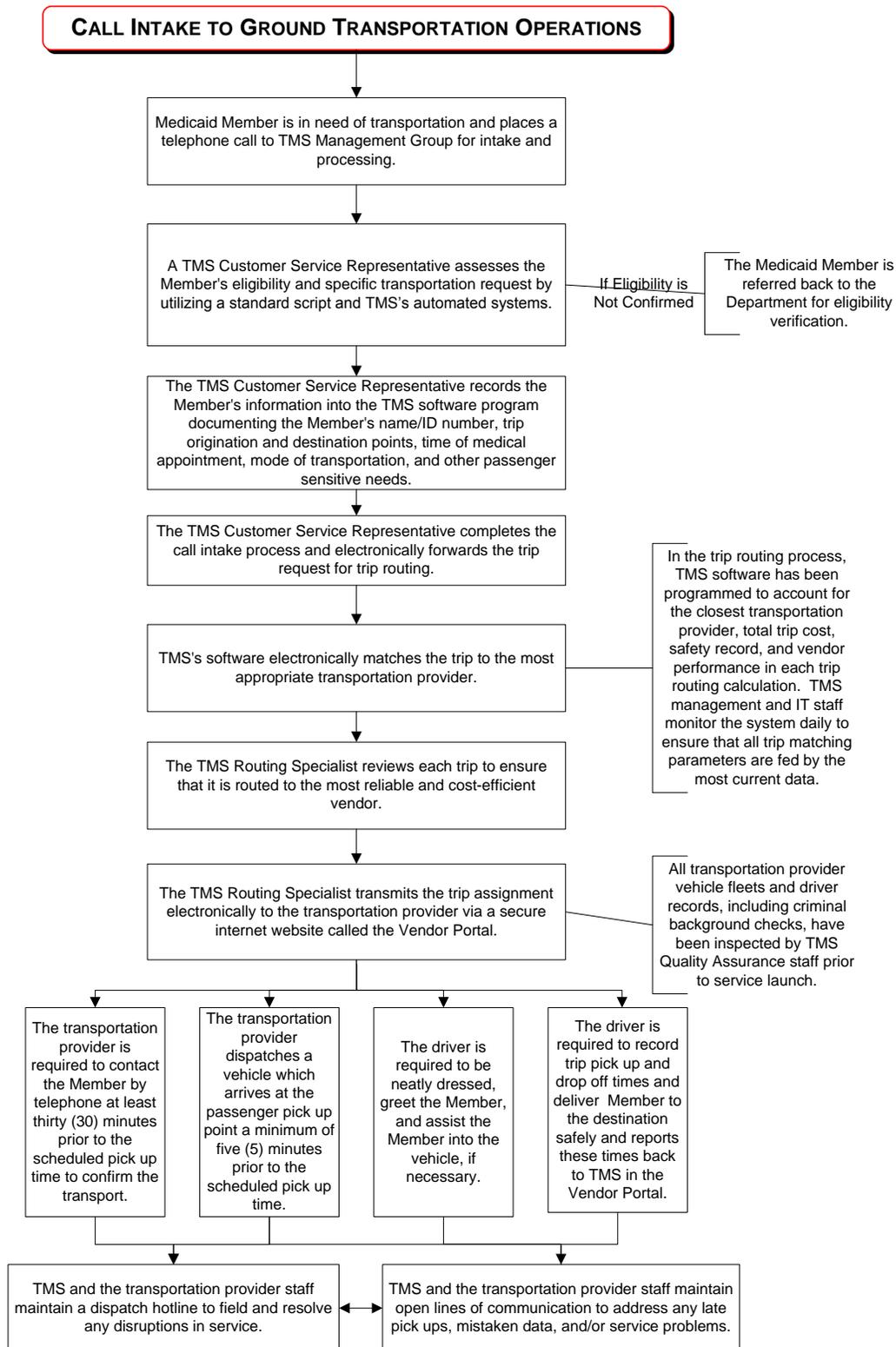


TMS understands that the majority of the transit systems in Iowa use RouteMatch as their call intake and scheduling software. TMS has already contacted RouteMatch to pursue an electronic data transmission process that would greatly speed up the scheduling process at the local provider’s offices. RouteMatch has informed us that our two software systems should be able to send and receive trip information via a “.csv” file to facilitate an automated trip scheduling system and verify billing services. TMS will work hard to ensure that our software system is fully compatible with the RouteMatch program, and all other programs, to make transition to TMS as smooth and seamless as possible.

TMS HAS ALREADY CONTACTED ROUTEMATCH TO PURSUE AN ELECTRONIC DATA TRANSMISSION PROCESS THAT WOULD GREATLY SPEED UP THE SCHEDULING AND BILLING PROCESS AT THE LOCAL PROVIDER’S OFFICES WHO USE THIS SOFTWARE.

To summarize the entire reservation, scheduling and actual on-the-street process, TMS has created the chart on the next page titled “Call Intake to Ground Operations”.

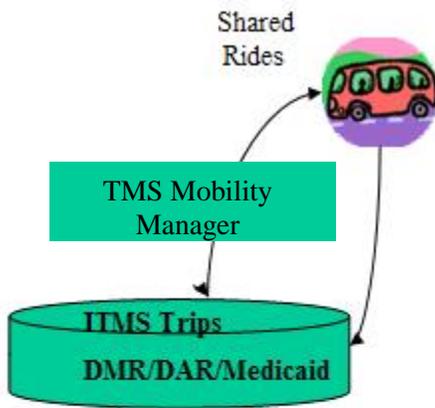




Routing and Scheduling and Productivity Approaches

We heavily emphasize shared rides wherever appropriate and within ride rules for the contract. For example, TMS as been instrumental in coordinating with local dialysis centers to provide transportation for their clients that ensures the shortest transport time by identifying the closest dialysis center to the patient’s home. TMS recognizes that the patient’s comfort during transport is of the utmost importance and therefore has designed a system to match patients with the center closest to them to minimize transport time. This system also results in a more efficient and cost effective service overall.

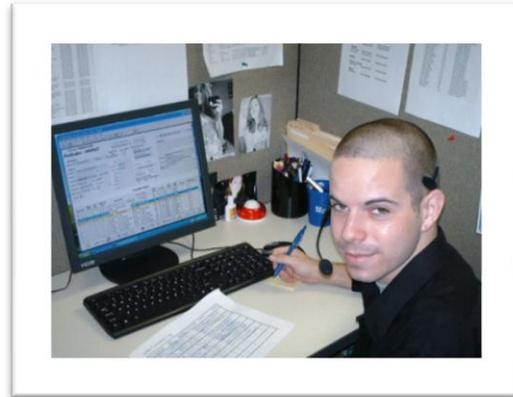
TMS Management Group, Inc.
 Client Sensitive • Agency Efficient • Provider Friendly



Trip No.	Date	Time	Location	Driver
1001	2023-01-15	08:00	1234 Main St	John Doe
1002	2023-01-15	09:00	5678 Elm St	Jane Smith
1003	2023-01-15	10:00	9101 Oak St	Mike Johnson
1004	2023-01-15	11:00	2345 Pine St	Sarah Brown
1005	2023-01-15	12:00	6789 Cedar St	David White

TRIP NO.	DATE	TIME	LOCATION
1001	2023-01-15	08:00	1234 Main St
1002	2023-01-15	09:00	5678 Elm St
1003	2023-01-15	10:00	9101 Oak St
1004	2023-01-15	11:00	2345 Pine St
1005	2023-01-15	12:00	6789 Cedar St

We focus on this type of detailed operational planning and will do so if awarded this contract also. Our knowledge of shared-ride routing and scheduling approaches, both manual and automated, will be invaluable in maximizing this productivity. We also provide pricing structures that are fair to providers and provide incentives for productivity improvements.



All trips are manifested daily to each provider in a routed format by the TMS Mobility Manager Software. The parameters of no more than double the commute time per Department will be programmed into all shared ride trips. The TMS Mobility Manager Software establishes share ride routes by programming in vicinity and time margins for each route. The TMS Mobility Manager Software is designed to also consider all local weather and traffic conditions.

Identifying, Scheduling, and Coordinating Standing Orders or Recurring Trips

TMS has long experience with and detailed procedures for working with “Standing Orders” or continuous or repeated rides. TMS electronically logs and tracks all of these trips regardless of the fact that almost identical information is being stored and tracked each day. For Standing Orders, TMS’s Re-Check Operator has specially programmed files in the TMS Mobility Manager Software with shortcuts for the trip destination and trip name, but then, the Re-Check Operator inputs all information about each Standing Order trip each day that it occurs including client information, mileage, time, date, and location. Because these trips are being logged and tracked on a daily basis, TMS is instantly alerted to any changes, additions, renewals, or discontinuances of these orders. TMS has the capacity to schedule these trips months in advance; however, TMS standing policy is that TMS routing staff must re-verify them every thirty days at a minimum. Moreover, TMS Mobility Manager Software electronically cross-references all Standing Orders against all daily ride records to ensure that trip records are not being duplicated or that identical trip are not being run.

Re-Confirming the Pick-Up with the Member 24 Hours in Advance

Through our Provider Listening Session, it was discovered that many transit providers require their drivers to call the Medicaid Member in advance to ensure the individual will be prepared to take the trip. TMS will work closely with the transportation providers to continue this practice in an attempt to minimize no-shows and ensure the limited funding in Iowa is spent in the most efficient manner.



3.3 Contract Phases

3.3.1 Implementation

The transition to a Brokerage system will begin the first business day following contract execution and extend until midnight of the day identified as the first business day of operations. This will be known as implementation.

3.3.1.2 Broker Responsibilities

The Broker will:

- a. *Identify and hire an Account Manager to supervise and manage the day-to-day operations of the brokerage and the contract. The Account Manager will be the Department's point of contact through whom the parties will communicate, resolve issues, and negotiate with regarding the contract responsibilities.*
- b. *Establish a central business office within five miles of the Iowa Medicaid Enterprise facility, which is located at 100 Army Post Road, Des Moines, Iowa. The location must meet the wiring specs for connectivity with DHS systems. The Broker will bear the expenses of connecting to DHS systems and will provide first-level computer/technical support for those systems.*
- c. *Develop a Network plan for the Department's review and approval. The plan must include an alternative access plan for rural areas or where services may not be readily available.*
- d. *Establish a call center.*
- e. *Develop an electronic claim form.*
- f. *Develop and provide information to the Department to assist in educating Member regarding:*
 1. *The availability of non-emergency medical transportation,*
 2. *The process for single trips and standing orders,*
 3. *How to access and use these services properly, and*
 4. *Billing procedures in order to receive reimbursement for NEMT.*

These materials should be developed prior to the initiation of the brokerage system and ongoing, as updates are needed. The materials must be available in English and Spanish.

TMS Best Practice for 3.3.1.2 Broker Responsibilities

Account Manager

TMS Principals and senior staff have a proper mix of former public transit employees, government agency staff, and for profit transportation professionals to guide Iowa's NEMT brokerage program. We extend our philosophy of hiring the best in the business by announcing Todd Ashby as our Iowa Account Manager. He will have the authority to manage the contract on a day-to-day basis. He will serve as the primary contact for the Department and will fully cooperate with respect to the direction and performance on the contract. Todd will participate in all meetings, whether they be telephonic or face-to-face, and will be prepared to discuss all operational aspects or issues. He will be

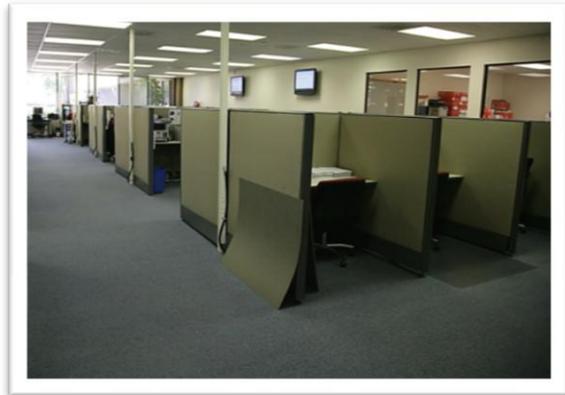
available during designated business hours and by cell phone 24 hours a day, and he will always designate an individual to respond on his behalf when he is not available. For more information on Todd and his lengthy and varied Iowa experience, please refer to his resume located in Attachment D.

TMS is also pleased to offer the services of Michael Audino, our overall Project Director. Michael has over 30 years of transportation and public policy experience, most of which was directly in the State of Iowa. Michael is a former rural transit manager in Southwest Iowa and served as director of public transit programs for the Iowa Department of Transportation. Michael's experiences in human service transportation, public policy development, and marketing, combined with his intimate knowledge of Iowa and Iowa government will:

- Improve member awareness of the brokerage
- Help IME identify and implement process improvements
- Maximize the quantity and quality of relationships with Iowa's transportation providers
- Expand relationships with member stakeholders
- Help with overall program "vision" and expectations

Establish a Central Business Office and a Call Center

The management of TMS has made a strategic decision to open a full service call center in Des Moines to serve as the seat of Midwest operations for TMS, if we are awarded the Iowa Medicaid Non-Emergency Medical Transportation Brokerage contract.



The call center will house all administrative offices and the call center for this project in Iowa. In addition, this facility will house additional call center personnel and support staff for current TMS projects in several other states. This decision will provide a huge financial impact to Des Moines and the surrounding community in terms of job opportunities for its citizens and an influx of millions of dollars to this area.



TMS currently has contracts in several Midwestern states Illinois, Indiana and Ohio and has targeted this region for a substantial portion of its future growth. Through its call center in Des Moines, TMS projects hiring 80 to 120 people to service the anticipated volume over the next 3 years which equates to approximately \$3 to \$4 Million in wages and benefits annually. TMS will also infuse approximately \$2 Million to \$4 Million per year in the form of leased real estate, telephone and internet service, furniture and equipment purchases, and office and computer supplies. The direct and secondary impact of this reinvestment would support Iowa businesses and bolster the local tax base. As an upstanding corporate citizen, TMS

routinely makes contributions to local charities and contributes to the local community. Therefore, not only would TMS reinvest the Iowa dollars of this contract into jobs and resources inside the State of Iowa, but the Des Moines area itself would enjoy a substantial windfall in the form of additional jobs as the seat of the TMS Midwest operations.

TMS will maintain our state-of-the-art call center in Clearwater, Florida as our national headquarters. However, our Des Moines area office will be staffed by the Iowa Account Manager and all staff that will report directly to the Account Manager. Other senior management will be available at the location as needed throughout the project.



TMS has begun the search for call center space in Des Moines, Iowa to ensure suitable office space for TMS's outpost for the Midwestern United States. TMS has located ample office space for all TMS Call Center Technicians and all Iowa administrative and management personnel, including TMS projects in Indiana, Illinois and Ohio. The most promising location that we have located so far is an office facility ideally located at the Des Moines airport. This location appeals to TMS because it is less than five (5) miles to the IME office and is on

a regular bus route for the DART fixed route system to ensure easy access for any Medicaid Members that may want to visit our facility.

TMS's Iowa offices will be built and renovated according to the same procedures and principles that have guided the development of TMS Headquarters in Clearwater, Florida. In particular, TMS will supply all work stations at TMS's office in Iowa with the Avaya Phone systems discussed elsewhere in this Proposal, which exceed the requirements of this RFP. Like our Clearwater Headquarters, TMS will also install a backup generator to protect against temporary power failures. So, if any power outage or service outage occurs, TMS's Iowa office will be fully capable of maintaining Iowa NEMT systems operations. Please see Attachment I, which includes specifications for the backup generator.

In addition to our Des Moines office, TMS Headquarters will provide administrative support functions such as human resources as well as back up capabilities for our operational systems. In the event of any loss of service in Des Moines, TMS Headquarters will be fully trained and staffed to handle all Iowa calls and service needs. As such, TMS has included information regarding our headquarters facility below.

Facility Capabilities

TMS understands the importance of quality call/dispatch centers and administration facilities to support transportation services. Information on facility capabilities and other related facility and equipment information will be provided in the facility discussion below.

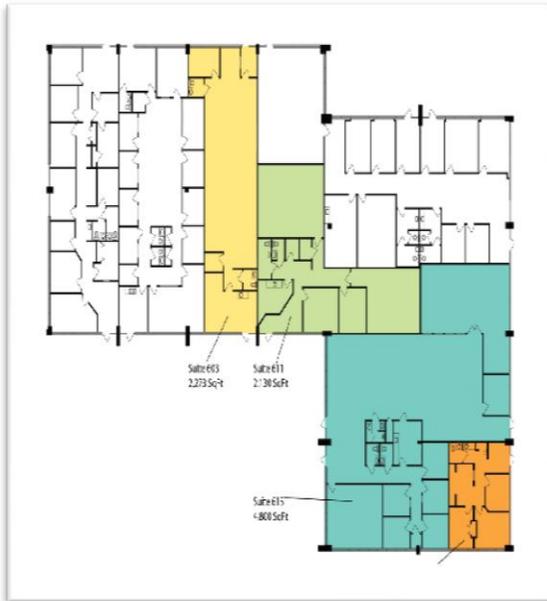
TMS Headquarters Call Center & Back Up for Des Moines Call Center

The call center facility contains 8,800 square feet of administrative space and provides for all needed functional areas of operations.

TMS Headquarters contains

Administrative space for over 80 Call Center Technician including:

- Conference Room with TV for interactive training
- Information Technology development area with storage for redundant TMS servers with fiber optic backbone
- Executive offices
- Visitor Lobby
- Employee Kitchen



All TMS workstations are outfitted with the Avaya ACD Phone System allowing Call Center Technician to be assigned specific call taking roles based upon their experience and skill. All call lines for all TMS projects are fully integrated, and TMS trains a skilled group of Call Center Technicians to take calls on all projects. Therefore, TMS Headquarters personnel will be fully cross-trained on all Iowa NEMT service procedures in order to ensure that TMS Headquarters can support the Iowa Call Center, if necessary.

TMS Headquarters also possesses advanced security systems to protect vital Protected Health Information of all clients as well as confidential proprietary information. All of these procedures and amenities will be duplicated in TMS's Iowa facility which will be modeled after TMS Headquarters.

TMS is pleased to announce that we will not only create and maintain a local office and call center within the State of Iowa; but are going to expand this office to be the TMS Midwest Headquarters. This effort will support the State of Iowa's economy by creating jobs and generate an economic stimulus to the local community.

BY HAVING DES MOINES SERVE AS THE SEAT OF THE TMS MIDWEST OPERATIONS, THIS WILL PROVIDE A SIGNIFICANT POSITIVE FINANCIAL IMPACT TO DES MOINES AND THE SURROUNDING COMMUNITY IN TERMS OF JOB OPPORTUNITIES FOR ITS CITIZENS AND A POTENTIAL INFLUX OF MILLIONS OF DOLLARS TO THIS AREA.

Network Plan

We have already begun assembling our network of transportation providers in Iowa to ensure that the proper mix and distribution of vehicles is available in all regions of the state. We have contacted numerous transportation companies inside the state to locate sedans, minivans, full-size vans, minibuses, and vans with wheelchair lifts.

To ensure that the local provider network is fully aware of future opportunities in their own community, on April 7, 2010, TMS Principals and Senior Management held an “Iowa Provider Listening Session” in Johnston, IA to discuss the upcoming changes to the Statewide Medicaid NEMT Program. At this meeting, important items were discussed, such as the status of the Iowa Medicaid NEMT RFP, the brokerage concept, new rules and regulations, TMS Driver and Vehicle Standards, Quality Management Plan and other items of interest to the program. Please see the attached State of Iowa Provider Listening Session Flyer and Agenda included in Attachment E.

In addition, as an effort to be as accommodating as possible with provider schedules, TMS held a Listening Session via Webinar on April 13, 2010. Several providers and other interested individuals were able to call in and participate. TMS will extend these types of “going the extra mile” to all aspects of our operation in Iowa.

“The TMS team seemed to be on the ball and we are considering only doing business with TMS due to their internet-based software system.”

Local Iowa Provider

Summary of the Provider Listening Session (held in Iowa on April 7, 2010):

TMS invited 50 providers across Iowa to the meeting and we were pleased with the turnout as several different types of providers were present (for profit providers, multi-county rural systems, transit systems, etc). A County Supervisor was even in attendance. Several challenges were discussed that TMS will specifically address in this RFP. Some of the current issues that were presented were:

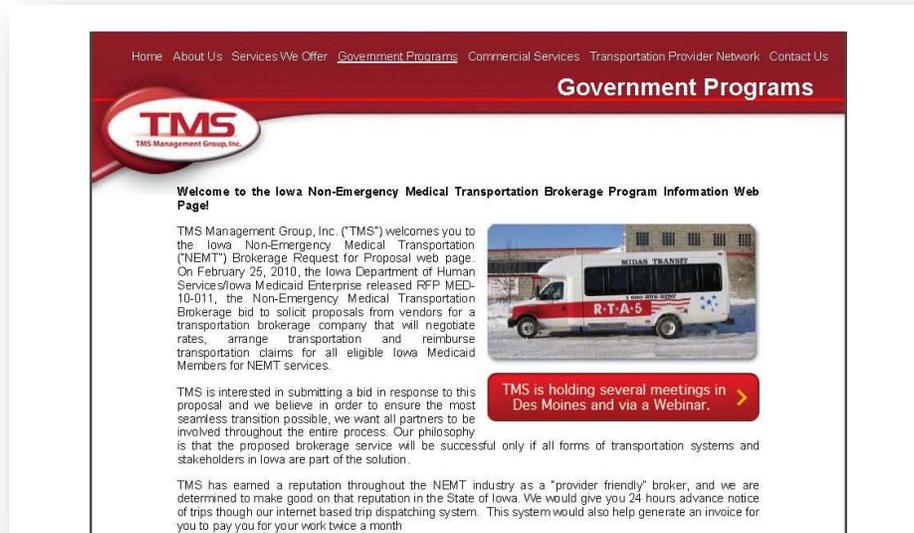
- Providers noted that they work hard to ensure multi-loading of transportation to out of service area appointments and try to schedule these trips a week in advance.

- TMS understands that it's not just Medicaid riders who receive a benefit of this advance notification and grouping of passengers, but all of Iowa's coordinated transportation programs receive this advantage.
- TMS will work with the transit providers to notify the provider at least a week in advance to ensure enough time to schedule a driver and group the trips.
- TMS Mobility Manager allows the provider to pull down their trips a week in advance to assist the agency with scheduling.
- Providers report receiving calls each day for in-city Medicaid transport.
 - All providers are following the current Medicaid guidelines closely.
 - TMS will be prepared to provide in-city transport in the most economical method as possible.
 - TMS will partner with the 35 transit agencies across Iowa to arrange in-city transport in an efficient manner and intends to sign contracts with all transit agencies.
- Some transit agencies were concerned about new providers being brought into the area and competing with the current coordinated transportation program within their region.
 - TMS does not own vehicles and will not provide any direct on-the-street transportation. We feel this is a conflict of interest and our provider management philosophy allows us to sign providers in all areas where we serve, including underserved, rural areas.
 - TMS works with the lead coordinating agency in each area where we operate. We have a long history of supporting coordinating agencies. Our Principals served on the Florida Commission for the Transportation Disadvantaged (similar to the Iowa Coordinating Council), and our Director of Business Development was the Executive Director of this agency for 5 years. She continues to serve as the CTAA State of Florida Delegate and all members of TMS staff are supportive of coordinating transportation.
- Some providers were concerned with excessive documentation that will be required by the broker.
 - Because the TMS Principals have ground transportation experience, they understand that lengthy documents are often a waste of paper and are used to "deny" the provider their payment that is rightfully due to them.
 - TMS has a unique web-based payment system that allows the provider to be paid quickly and not have to wait an unnecessary amount of time for reimbursement.

- TMS will also work with those transit agencies who have MDT's and work off a completely paperless system to ensure their data is batched electronically.
- Providers will also be paid based on their lump sum invoice, not on an individual claim basis as is occurring today.

TMS also has gone a step further by already updating our web page to ensure information about the Iowa brokerage program, and TMS's recruiting efforts, are clearly available to the public. Please see the TMS/Iowa Web pages that have been created in Attachment I.

TMS HAS ALREADY CREATED A TMS/IOWA WEB PAGE FOR INFORMATION ON OUR PROVIDER RECRUITING EFFORTS.



We project that a brokered network of transportation companies specializing in a variety of vehicle modes and using local transit where appropriate can provide sufficient breadth and depth of coverage to allow us to deliver quality services to all areas of the state. TMS also strives to add faith based and non-profit agency providers to our transportation network to increase the backup capacity in all coverage areas. In building our provider network for 2010, we are assuming that potentially 400,000 eligibles require some form of transportation service.

We are, therefore, actively recruiting a transportation network that has enough sedans, full-size vans, buses, stretcher vans, and wheelchair accessible vehicles to handle a client population distributed widely across the state. In servicing our contracts with agencies across the nation, TMS has subcontracted with literally hundreds of private sector transportation companies to effectuate the transportation. TMS Principals have almost two decades of managing a transportation provider network of companies and agencies of

all shapes and sizes. TMS has contracted with both large companies that operate hundreds of vehicles, and home-based, single-Member businesses with one or two wheelchair vans in both rural and urban environments.

TMS HAS RAPIDLY ENGINEERED FIRST-CLASS TRANSPORTATION NETWORKS FOR A NUMBER OF CLIENTS WITH A SIMILAR POPULATION OF ELIGIBLES AS IOWA. TMS CONDUCTED EXHAUSTIVE RESEARCH OF THE VARIOUS ROAD SYSTEMS AND PROVIDER RESOURCES AVAILABLE IN THOSE AREAS. TMS HAS TAILORED EACH TRANSPORTATION PROVIDER NETWORK TO MEET THE NEEDS OF OUR CLIENTS REFLECTING THE MOST EFFICIENT MIX OF AMBULATORY AND WHEELCHAIR-ACCESSIBLE VEHICLES POSSIBLE.

IN IOWA, TMS WILL DUPLICATE OUR SUCCESSFUL START-UP ACTIVITIES AND WILL APPLY MANY OF THE SAME METHODS TO THE STATE.

The State of Iowa faces a unique challenge as it enters a brokered transportation system for two reasons. The first reason is that the incoming brokerage company will be expected to provide intra-city, private vehicle transportation, a service which is not presently offered. The number of trips that will be provided under this system is unknown, but it will require additional vehicles than the current number of vehicles in service in the present NEMT system. The second reason is that a large portion of Iowa's NEMT is being devoted to mileage reimbursement to volunteers. The total mileage that is being produced by these trips (20,000,000 Billed passenger miles per year) is proportionately extremely high compared to any other NEMT project that we have seen. Therefore, it is likely that many of these trips are going much further than the closest available medical provider.



Due to the above factors, we anticipate that the number and distribution of the trips will change greatly as time passes. There will likely be more private vehicle transports as the beneficiaries learn that this service is available and fewer mileage reimbursement trips as this program is brought under tighter control. Please see the estimates for the State of Iowa that TMS anticipates operating for the Statewide system:

State of Iowa	Ambulatory	Non-Ambulatory	Mileage Reimbursement	Bus Passes Distributed
Start 2010 Projected Monthly Trips	10,000	2,600	36,200	1,000
December 2010 Projected Monthly Trips	13,500	2,600	24,000	1,000
Number of Vehicles in Projected TMS Provider Network	245	58	N/A	N/A
Estimated Number of Baseline Vehicles Needed	195	32	N/A	N/A
Estimated Number of Overflow/Peak Period Vehicles Needed	40	10	N/A	N/A
Total Number of Vehicles Needed	235	42	N/A	N/A

In each service area that we enter, TMS maintains a fleet of vehicles, through its subcontracted providers, well in excess of current capacity. As trip requests increase, existing providers have the capability of expanding fleets and TMS maintains a database of other providers in the area available to handle the volume.

As a result of TMS’s broad breadth of experience in providing non-emergency medical transportation across rural and urban markets, we are very familiar with identifying and serving a Medicaid target population. TMS has learned in the course of transporting millions of Medicaid Members that great care must be taken to remain sensitive to this population’s needs. As a result, TMS has structured our transportation provider recruitment procedures to account for special needs children, developmentally disabled individuals, and the vulnerable nature of the Medicaid population.

Access Plan for Rural Areas

TMS strives to give all Medicaid Members equal access and the same quality of service. We are well prepared for the fact that non-emergency medical transportation service in Iowa will involve a substantial number of long mileage, rural trips. We have already begun building a well-developed network of transportation providers that can accommodate Members in remote and rural areas. Our experience in many other states with geographic challenges similar to Iowa make us well-suited to deliver outstanding transportation brokerage services. To this end, we have already started defining each transportation provider’s service area to ensure that all areas of the state are covered for Medicaid service.



TMS BRINGS UNIQUE VALUE TO THE STATE OF IOWA, PARTICULARLY IN RURAL IOWA. MICHAEL AUDINO MICHAEL SERVED AS THE CHIEF EXECUTIVE OFFICER FOR AN 8-COUNTY RURAL TRANSIT SYSTEM IN SOUTHWEST IOWA. MICHAEL ALSO CO-AUTHORED THE NATION'S FIRST RURAL TRANSIT MANAGER'S HANDBOOK AND DESIGNED COMPLEMENTARY TRAINING CURRICULUM.

MICHAEL WILL BRING HIS EXTENSIVE RURAL EXPERIENCE IN IOWA TO THE TMS BROKERAGE PROGRAM TO ENSURE FULL AND ADEQUATE COVERAGE FOR THE ENTIRE STATE.

We also ensure that we have overlapping or duplicate coverage in all areas in the event that a provider is not able to deliver quality work or pass our credentialing process. A central policy of our planning process is assuring duplicate service area coverage. In a state like Iowa, with large stretches of rural territory, TMS locates, evaluates, and credentials providers that can ensure that all areas of the state receive transportation service with all types of vehicles.

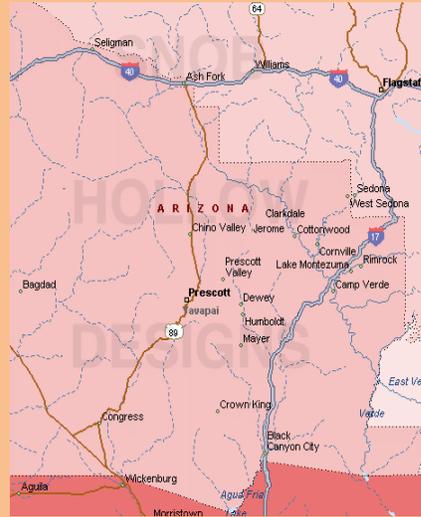
TMS operates in numerous rural areas of the nation and we have found that by offering a mileage reimbursement program through the use of a family Member or friend, this helps to alleviate some of the trips in rural areas. The result is a better quality of service for the Medicaid Member, as they have more flexibility in scheduling their trips and can ride with an individual of their choosing. Please see the Draft TMS Iowa Procedure Manual in Attachment M for a copy of the Mileage Reimbursement Policy.

TMS has selected a rural case study for the Department to show how TMS has operated in a rural area (Yavapai County, Arizona) and had success. A description of the geography, topography, road systems, population distribution, locations of medical providers, and utilization habits of this Arizona Medicaid eligible population is described below.

TMS Case Study: Yavapai County, Arizona	
<i>Geography</i>	Yavapai County is 93% of the size of the entire state of New Jersey. In square mileage terms, it is one of the larger counties in the United States. Yavapai County borders the Phoenix area on the south and the Flagstaff area to the north.
<i>Topography</i>	Yavapai County changes sharply from wide flat stretches of the Sonoran Desert to the south and west to mountainous ridges of the Coconino plateau to the east and north.

TMS Case Study: Yavapai County, Arizona

Service Area Maps



<p><i>Population Distribution and Road Systems</i></p>	<p>Yavapai County’s sparse population is distributed in an intensely rural fashion, and the county’s road systems reflect that distribution. Other than small population corridors flanking Interstates 17 and 43, most roads are paved two lane roads over which are scattered the residences of most of the Medicaid Member</p>
<p><i>Total Medicaid Eligibles</i></p>	<p>20,254</p>
<p><i>Location of Medical Providers</i></p>	<p>Basic medical services are available in small rural towns, and Prescott, the county seat, does have a medical center where most contemporary medical services are available. However, sophisticated or specialized medical services often require transport into the Phoenix or Flagstaff areas.</p>
<p><i>Utilization Habits of Medicaid Population</i></p>	<p>Unsurprisingly, the region features many long mileage transports both within the county, and outside the county. While there are a number of local trips, particularly in the Prescott area, transports outside the county are common.</p>
<p><i>Program Abuses Prior to TMS</i></p>	<p>As a result of many long mileage transports and a reimbursement rate that is mileage based, the incentive for transportation providers and Member to abuse the system was strong. Large financial windfalls could result from an attempt to bill for a large number of long mileage transports. Again, the transportation providers and the Member were repeat players in a defined market, and they often had friendships and personal relationships as a result of the</p>

TMS Case Study: Yavapai County, Arizona	
	small population further contributing to the risk of collusion.
<i>TMS Reforms to NEMT System</i>	Upon entry into the service area, TMS immediately began requiring Trip Verification Sheets to be completed for each transport, signed by the Member. TMS also began contacting medical providers by phone to verify medical appointments. TMS also added several new transportation providers to the NEMT system to increase service flexibility and options. Within three months of entry, TMS had decreased the utilization rate of NEMT services by Medicaid Member from 14.9 percent to 9.2 percent. This decrease may sound small, but it generated over \$250,000.00 in cost savings. This was achieved by uncovering scheduled and billed transports for which no medical appointment existed and by negotiating more competitive reimbursement rates with multiple businesses in a free market context.
<i>Increased Menu of Services</i>	TMS also deployed our mileage reimbursement option which allows friends and family Members of Member to transport the Member in exchange for financial reimbursement. While this program is also susceptible to abuses, the total reimbursement rate is 30% of the cost of using a commercial provider. This program resulted in much positive feedback from the Member that preferred riding with a friend, and it lowered costs by converting a sizable number of commercial trips to lower cost, mileage reimbursement trips. TMS also distributed public transit passes to Member. These passes also converted commercial transports into public transit trips, lowering costs. The public transit system is limited, but it did give Member another option.
<i>Complaint Ratio</i>	TMS achieved these results in a very short space of time while maintaining a complaint ratio beneath one percent, an extremely high standard.

The Yavapai County Rural Case Study is an experience that we would seek to duplicate on a statewide basis in Iowa. With a large of number of long mileage transports and a reimbursement rate that is mileage based, it is likely that there are number of NEMT program abuses occurring now in Iowa that Department does not have the staff, time or resources to expose and eliminate. As the Yavapai County experience illustrates, TMS can deliver excellent service and control complaints while eliminating NEMT Program abuses that are driving up costs.

Electronic Claim Form

TMS Mobility Manager facilitates the swift reconciliation of all trip invoices because it reviews and itemizes the exact same information that the provider received at the trip routing stage. On the billing front, the software allows for specialized billing functions for each provider in each local area, which is essential for a state like Iowa with such diverse environments. TMS Mobility Manager records mileage and time information for all the trips – from driver logs and electronic scheduling information. This information is used to determine the mileage of the trips. In addition, the software maintains a reimbursement rate table for each provider, allowing reimbursement rates to be negotiated to best fit each region of Iowa. The software allows specification of rates for each type: 1) flat rate, 2) vehicle mile and hours (service and revenue), 3) passenger mile, 4) revenue mile, and 5) zone. In the event that combination rates are used, multiple columns are selected. This reimbursement rate table is then used in conjunction with Trip Scheduling and Mapped Mileage information to calculate the charges for each trip.



The next diagram illustrates how TMS Mobility Manager expedites TMS’s payment administration process. Each trip is reconciled against submitted driver logs, mapped mileage information, and TMS quality assurance procedures. TMS Mobility Manager automatically searches these electronic files and compares them against the electronic invoice received by the provider. All provider charges are matched against the reimbursement rate sheet negotiated by each provider, and TMS Mobility Manager re-checks all computations by each vendor. By using electronic applications at all stages of this process TMS shortens the window of time which each provider must wait to be reimbursed for their work.

Due Back at TMS :07/07/2009 Invoice Trips Count: 1242
 Billing Period From : 06/01/2009 To : 06/15/2009
 Page 1 of 50

Day	Date	Last_Name	First_Name	Middle Initial	Shared Ride	Shared Group	Veh Type	PU Num	PU Street	City	Dest Num	Dest Street	City	Trip Number	Agency	TMS Comm
MON	06/01/2009	AIME	CAIESHA	C	N	01_WAIT	Ambulatory	1091	RILEY CHASE DR	NORTH PORT	6950	OUTREACH WAY	NORTH PORT	T104	SARMED	
MON	06/01/2009	AIME	CAIESHA	C	N		Ambulatory	6950	OUTREACH WAY	NORTH PORT	1091	RILEY CHASE DR	NORTH PORT	T105	SARMED	
MON	06/01/2009	ANGELES-CERRO	JESUS		N		Ambulatory	2619	33RD AVE DRE	BRADENTON	5881	RAND BLVD	SARASOTA	T110	FLMANMED	
MON	06/01/2009	ANGELES-CERRO	JESUS		N		Ambulatory	5881	RAND BLVD	SARASOTA	2619	33RD AVE DRE	BRADENTON	T111	FLMANMED	
MON	06/01/2009	BACON	BRIDGETTE		N		Ambulatory	5617	6TH ST CT E	BRADENTON	5600	BAYSHORE RD	PALMETTO	T121	FLMANMED	
MON	06/01/2009	BACON	BRIDGETTE		N		Ambulatory	5600	BAYSHORE	PAI MFTTO	5617	6TH ST CT E	BRADENTON	T122	FLMANMED	

TMS Mobility Manager also has a unique electronic safeguard that protects TMS and Department from incorrect billing. Because all trip information is routed to each transportation provider in a secure web portal generated by TMS, the transportation provider merely clicks on which trip it has completed, cancelled, etc. TMS Mobility Manager records these trip outcomes and electronically weeds out cancellations and clerical errors. Then, based on each trip outcome, TMS submits to the transportation provider, through the same portal, a list of authorized trips for which they may invoice TMS. In effect, TMS Mobility Manager generates the provider's invoice for them ensuring that unauthorized trips do not even make it on to an invoice.

TMS also attempts to surface and resolve client eligibility through aggressive reconciliation of transportation provider invoices. TMS has built an additional electronic safeguard into our TMS Mobility Manager Software. In reconciling transportation provider invoices to TMS's electronic records, TMS checks client eligibility for each billed trip prior to paying for it. This safeguard has two purposes. First, it prevents TMS from paying for a trip where the client was never eligible according to the database. TMS endeavors to sniff out abuse in this manner as well as transportation providers who are running trips directly with the eligible clients and not informing or receiving their routing from TMS. Second, TMS's Financial Department can alert the call center to clients who were eligible at the time of their last trip booking, but were subsequently dropped from eligibility. The TMS call center and its Floor Supervisors are then prepared to handle a formerly eligible client before they contact the call center to book an ineligible trip. Using this procedure, TMS ensures that no unauthorized trips are routed because the call center has been prepared for the ineligible trip request.

TMS will ensure an electronic claims process for Individuals/Volunteers. A form has already been created for use in Iowa and we will allow Individuals/Volunteers the ability to electronically submit their invoices. This process will speed up the ability to verify the invoices and then pay the claim to the individual.

Educating Members

TMS understands that from the Member's perspective, the change to a brokered transportation network will be a large one. Medicaid eligibles will need to become accustomed to telephoning a new phone number and communicating their trip information in a new way. More importantly, some Members may not be matched with the transportation provider with whom the Member is accustomed to receiving transportation service. As such, TMS believes that Medicaid Member education will play a key role in determining how smoothly this transition will go.

TMS will ensure members receive thorough education on the transition process and the newly developed Iowa NEMT Brokerage Program. TMS plans to notify the Members in multiple fashions, including direct mail, flyers on vehicles, website information, and information at medical offices.

TMS is also going one step further and will develop a Member Advisory Council made up of both stakeholder groups and Members. The Council will meet quarterly and will provide valuable insight into the TMS operations in Iowa.



TMS IS ALSO GOING ONE STEP FURTHER AND WILL DEVELOP A MEMBER ADVISORY COUNCIL MADE UP OF BOTH STAKEHOLDER GROUPS AND MEMBERS. THE COUNCIL WILL MEET QUARTERLY AND WILL PROVIDE VALUABLE INSIGHT INTO THE TMS OPERATIONS IN IOWA.

3.3.1.3 Performance Standards

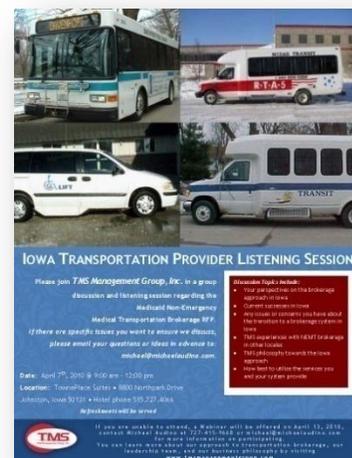
- a. *The Broker will develop a Network Plan, including alternative access information, and present it to the IME for approval 20 business days prior to the start of operations.*
- b. *The Broker will provide information that will assist in the education of Member regarding NEMT changes resulting from the brokerage system to the IME for approval 45 business days prior to the start of operations.*

TMS Best Practice for 3.3.1.3 Performance Standards

Network Plan

TMS will develop an extensive Network Plan and we have already begun significant recruitment efforts within the State of Iowa. TMS held two (2) Listening Sessions on April 7, 2010 in Des Moines, Iowa to hear input on the how the brokerage program in Iowa can and should operate in order to be the most inclusive program in the country. Some of the items discussed at our Listening Session included:

- Status of the Iowa Medicaid Enterprise Non-Emergency Medical Transportation Brokerage RFP
- Perspectives on the brokerage approach in Iowa
- Current successes in Iowa
- Issues or concerns you have about the transition to a brokerage system in Iowa
- TMS experiences with NEMT brokerage in other locales
- TMS philosophy towards the Iowa approach
- How best to utilize the services the current system provides
- Discussion of TMS Management Group, Inc.'s Minimum Standards for Transportation Providers



In developing our Network Plan TMS will go further than other vendors and will meet with representatives of the Iowa Public Transit Association and the Iowa Coordination Council to obtain ideas and suggestions for the Network Plan. In fact, TMS Senior Management has already taken a step towards building relationships and has met with the Chair of The Iowa Coordination Council and the Executive Director of the Iowa Public Transit Association.

TMS BELIEVES IN STRONG RELATIONSHIP BUILDING THAT INCLUDES ALL PROVIDERS WITHIN IOWA. WE UNDERSTAND A “BUY-IN” FROM ALL STAKEHOLDERS IS PARAMOUNT TO THE SUCCESS OF THE NEMT BROKERAGE PROGRAM.

Member Education

TMS will develop an initial Member Education Plan. The plan will build on the research data gathered by the Iowa Public Policy Center and will:

- Promote the member education goals of IME
- Identify key messages for Members; and
- Recommend a variety of message distribution channels to maximize message impact;

TMS will update the Member Education Plan annually; future plans will include input from members and member stakeholders.

3.3.2 Operations

Operations begin when the State has authorized the contractor (Broker) to begin operation. The operational responsibilities will involve meeting performance standards set by the Department for the functions performed by the Broker. All NEMT claims with dates of service on or after the first day of operations will be the responsibility of the Broker for reimbursement.

3.3.2.1 NEMT: Network Providers and Individuals

3.3.2.1.2 Broker Responsibilities: General

- a. The Broker will make the transportation arrangements for all Medicaid Member who qualify for NEMT services. All NEMT transportation for eligible Member will be coordinated through the successful Broker. The Broker may deny requests for transportation if:*

1. *The Member doesn't qualify for transportation services, based on his/her Medicaid eligibility category (see Section 3.3.2.2.2 for eligibility guidelines).*
 2. *If the conditions for allowing transportation, as defined in 441 Iowa Admin. Code § 78.13 are not met.*
- b. *The Broker will send a Notice of Decision (NOD) letter to all Member who have been denied NEMT services. When the Broker has denied any Member's request, the NOD letter must be post marked within 72 hours of the request.*
1. *The Broker will develop a NOD letter template denying NEMT services. In a letter of denial, the Broker must cite the applicable administrative code section. The letter will also identify the Member's appeal rights as provided in 441 Iowa Admin. Code chapter 7. Please see 3.3.2.1.2.1 Notice of Adverse Action for Service Authorizations.*
 2. *The Broker will provide information for and represent the Department in appeal hearings.*

3.3.2.1.2.1 Notice of Adverse Action for Service Authorizations

The Broker will provide appropriate and timely written notice to the Member/Provider of any decision to deny a service authorization request, or to authorize a service in an amount, duration, or scope that is less than requested or agreed upon, or any action, as "action" is defined in section 3.3.2.6.2.1 Notice is not required to the Member when an action is due to the Network provider's failure to adhere to contractual requirements and there is no adverse action against the Member.

3.3.2.1.2.1.1 The NOD must explain:

- a. *the action the Broker has taken or intends to take and the reason(s) for the action;*
- b. *the Member's or Provider's right to grieve, complain, or request a State Fair Hearing as specified in section 3.3.2.6;*
- c. *circumstances under which expedited resolution is available and how to request it;*
- d. *that during the state fair hearing, the Member/Provider may represent him(her)self or use legal counsel, a relative, a friend, or a spokesperson;*
- e. *the specific regulations that support, or the change in federal or state law that requires the action.*

3.3.2.1.2.1.2. The notice must be in writing and must meet the language requirements:

- a. *the Broker in conjunction with DHS shall identify the non-English languages prevalent (i.e., spoken by a significant number or percentage of the Member's and potential population);*
- b. *the Broker must make available written information in each prevalent non-English language;*
- c. *the Broker must make oral interpretation services available for all languages free of charge, and*
- d. *the Broker must notify Member that oral interpretation is available for any language and written information is available in prevalent languages, and how to access those services.*

3.3.2.1.2.1.3 *The notice must meet format requirements.*

- a. *Written material must use an easily understood format, and be available in alternative formats that take into consideration those with special needs.*
- b. *Members must be informed of the availability of alternative formats and how to access those formats.*

TMS Best Practice for 3.3.2.1.2 Broker Responsibilities: General & 3.3.2.1.2.1 Notice of Adverse Action for Service Authorizations

The TMS Project Director, Michael Audino, was recognized by the Iowa Ombudsman for his work in resolving customer complaints in a timely and customer-focused manner. TMS will coordinate with the Iowa State Ombudsman and under Michael's direction, working closely with Todd Ashby, our Account Manager, TMS will establish a process to ensure Members are treated fairly.

THE IOWA OMBUDSMAN RECOGNIZED THE TMS PROJECT DIRECTOR (MICHAEL AUDINO) FOR HIS WORK IN RESOLVING CUSTOMER COMPLAINTS IN A TIMELY AND CUSTOMER-FOCUSED MANNER. OUR PROJECT DIRECTOR WILL APPLY THE SKILLS RECOGNIZED BY THE IOWA OMBUDSMAN TO ENSURE MEDICAID MEMBERS RECEIVE PROMPT AND COURTEOUS RESOLUTION TO THEIR COMPLAINTS.

TMS's senior management have spent years crafting and honing our gatekeeping and client eligibility screening systems, occasionally, it becomes necessary to deny a service authorization, or authorize a service in an amount, duration or scope that is less than requested, in accordance to program guidelines.

TMS does not deny or limit the services that may be provided to eligible Medicaid Member. The main services that would be denied would be a lack of eligibility on the part of the Medicaid Member. Additionally, Iowa Medicaid Member contacting TMS less than 72 hours before their trip to schedule and execute routine transports would be denied service. TMS only refuses or denies service when the requested service falls outside the scope of the existing contract with the client. For this reason, TMS takes the screening of each Member's eligibility very seriously so that service is not improperly denied. Likewise, TMS remains vigilant in terms of informing Member of the scheduling procedures so that transportation services are not denied.

TMS will obtain the daily eligibility list transmitted by secure FTP from the Department of Human Services/Iowa Medicaid Enterprise. Each Day, the eligibility list will be uploaded into TMS's secure database for immediate use. The eligibility screening for the Medicaid program is performed by designated TMS staff that have over 15 years of experience in Medicaid eligibility screening. Each trip request will be reviewed against the Eligibility List in the TMS database system. All clients are notified by mail of their eligibility status, after the initial application is reviewed. At the time of each call intake, the call center technician will input each client's name, address, and trip information into the TMS Mobility Manager Software for trip routing. TMS has built screening and

gatekeeping controls into its TMS Mobility Manager Software to prevent unauthorized trips from even reaching our trip router’s desk. TMS’s software automatically compares the client’s name, address, and trip ID number against the Eligibility List uploaded daily by Department.

In the event that a life sustaining service is required and eligibility cannot be confirmed, TMS will not deny transportation services. We will work with the client to address their transportation needs and attempt to resolve eligibility. We have found that sometimes mistakes happen in eligibility screening, and TMS believes that every effort should be taken to err in favor of the Medicaid Member. Trip coverage for life sustaining trips will be assured for all Medicaid Members in the state of Iowa.



IN THE EVENT THAT A LIFE SUSTAINING SERVICE IS REQUIRED AND ELIGIBILITY CANNOT BE CONFIRMED, TMS WILL NOT DENY TRANSPORTATION SERVICES. WE WILL WORK WITH THE CLIENT TO ADDRESS THEIR TRANSPORTATION NEEDS AND ATTEMPT TO RESOLVE ELIGIBILITY.

Trips for clients whose eligibility has been confirmed by the latest list are electronically sent to TMS’s Routing Specialist. TMS Mobility Manager Software electronically flags all trips logged for clients whose names do not appear on the current eligibility list. These trips are not electronically sent to TMS’s Routing Specialist for vehicle routing. Instead, they are electronically sent to one of TMS’s Floor Supervisors for immediate investigation and resolution.

The TMS Floor Supervisor then manually checks the client name, address, and trip ID number against the eligibility list to confirm the client’s eligibility status or lack thereof. If it is a Medicaid client, the TMS Floor Supervisor then contacts Department directly over the telephone to confirm that the eligibility list is correct and that the client has been deleted from or does not appear on the list. For all the trip requests, the Floor Supervisor will check to see if the client has an application on file, if they do not have an application on file, one will be sent to them. Once the TMS Floor Supervisor has confirmed the client’s ineligibility, the TMS Floor Supervisor will either contact the ineligible client personally to notify him/her, or the Floor Supervisor will return the trip information to the call center technician who originally spoke with the client to notify him/her of the ineligibility decision.

TMS understands that gatekeeping can be a difficult, but necessary, part of being a Medicaid NEMT Provider. However, TMS Call Center Technicians are fully trained on the intricacies of Medicaid eligibility and will ensure that we comply with the following gatekeeper responsibilities, while maintaining dignified and respectful attitude towards the caller:

1. Accept requests for transportation services directly from Medicaid Members, adult family Members on behalf of minor Medicaid Members, guardians

- responsible for Medicaid Members, and providers/Licensed Health Care Professionals on behalf of Medicaid Members.
2. Assure that the Medicaid Member is a resident of Iowa and is currently Medicaid eligible.
 3. Determine if transportation resources exist within the Medicaid Member's household regularly and/or specifically for the trip requested, and may deny a Trip request if the Medicaid Member has appropriate transportation resources in his/her household.
 4. Determine if there is a reason why the Medicaid Member cannot utilize his/her own transportation (such as the vehicle is broken, out of gas, etc.). If the Member is unable to utilize his/her transportation, TMS may assist the Medicaid Member in utilizing his/her own means of transport (fix vehicle, supply gas, etc.).
 5. Determine whether any person who does not reside in the Medicaid Member's household can reasonably provide transportation. "Reasonably" is defined to mean both willing and able. TMS will not demand the use of transportation resources available through any party residing outside the Medicaid Member's household.
 6. Require the use of public transportation, where available and appropriate, for Medicaid Members who are able to understand common signs and directions.
 7. Determine if the Medicaid Member is ambulatory, requires a mobility device, or requires a stretcher for transport. TMS will transport Medicaid Members who must use a mobility device for ambulation or must remain in a lying position in vehicles appropriate to their level of need.
 8. Provide transportation services only to a Medicaid compensable service.
 9. Some nursing facilities, group homes, and personal care homes have one or more vehicles, which are intended to facilitate the general administration of the facility and not necessarily to provide for resident transportation. TMS does not deny transportation services based on the mere existence of a vehicle. The availability of a vehicle for resident transportation must be determined on a case-by-case basis. If the vehicle is not available for resident transportation at the time required, as represented by the nursing facility manager or director of nursing, as applicable, TMS will exclude such vehicle as an alternate form of available transportation.
 10. Consider information presented by or on behalf of a Medicaid Member relative to the need for transportation services upon each such request for transportation, notwithstanding previous denials of service.
 11. Require that a Medicaid Member and associated attendant/escort be picked up from, and returned to, a common address.
 12. Ensure that Medicaid is the payer of last resort and that the Medicaid Member does not have access to any other form of transportation service to a Medicaid compensable service.

**TMS WILL MAXIMIZE COLLABORATION WITH NETWORK PROVIDERS.
SOLICITING INPUT FROM NETWORK PROVIDERS WILL PRODUCE COST-SAVING
IDEAS, SERVICE IMPROVEMENT CONCEPTS, AND FEWER CUSTOMER COMPLAINTS.**

FEWER CUSTOMER COMPLAINTS MEANS A SMOOTH RUNNING PROGRAM FOR IME.



3.3.2.1.3 Broker Responsibilities: Network Transportation Providers

The Broker will assume responsibility for all applicable transportation of each eligible Member as of the start date of operations. The Broker will ensure the provision of necessary NEMT services by establishing a provider panel. This provider panel will be referred to in this RFP as “Network providers”.

The Broker will develop a provider panel with Public Transit agencies, private transportation agencies and individuals to develop a statewide network of providers that will meet the needs of Iowa’s Medicaid Members.

The Broker will make use of public transportation when appropriate. The Broker will use fixed route public transit service whenever possible and appropriate to the need and ability of the Member. The Broker will develop and implement procedures to determine whether fixed-route public transportation is accessible to and appropriate for the Member requesting transportation services. Such procedures will take into account the distance from scheduled stops at facilities or service providers, the age and disability of the Member, any physical or cognitive impairment, inclement weather conditions and other pertinent factors. If public transit is appropriate, the Broker will allow the public

transit provider first choice in compliance with Iowa Code chapter 324A, as to whether they will accept the trip or deny it, as long as the referral otherwise complies with obligations of 42 C.F.R. § 440.170(a).

This network of providers may also include, but is not limited to, the services of volunteers, taxis, wheelchair vans, stretcher vans, ambulances, and air ambulances (fixed wing and rotary). All transportation is to be provided with an occupant protection system that addresses the safety needs of the disabled or special needs individuals. (Note: The Department will review and reimburse for air ambulance service.)

The Broker's network will be such that the services are sufficient in amount, duration, or scope to reasonably be expected to achieve the purpose for which the services are furnished. NEMT is available to Member only when 441 IAC 78.13 rules are met. See http://www.dhs.state.ia.us/policyanalysis/PolicyManualPages/Manual_Documents/Rules/441-78.pdf

The Broker will not arbitrarily deny or reduce the amount, duration, or scope of a required service solely because of cost savings, bias, or self-motivated reasons. The Broker may place appropriate limits on a service on the basis of criteria such as need related to the ability to ambulate or utilization control, provided the services furnished can reasonably be expected to achieve their purpose.

The Broker will negotiate fair and reasonable rates with the network providers and will be responsible for reimbursing the NEMT transportation claims. The Broker will be prohibited from providing transportation services directly or making referrals to transportation providers if the relationship would constitute a conflict of interest. See 42 C.F.R. § 440.170(a)(4)(ii)(B) for narrow exceptions to this prohibition.

TMS Best Practice for 3.3.2.1.3 Broker Responsibilities: Network Transportation Providers

TMS has already started to develop a statewide network of transportation providers for the provision of non-emergency medical transportation services for Iowa's Medicaid eligible Members. Prior to pursuing an NEMT project such as this one, TMS investigates the target population, geographic service area, road systems, and population distribution prior to bid submission.

TMS has already contacted available transportation subcontractors in the State of Iowa and held a provider listening session on April 7, 2010. Our extensive provider network in Iowa is ready to activate upon notification. Our Provider Network Construction Task List illustrates the sequence of events that we undertake in building each of our transportation networks.

Provider Network Construction Task List

Task	Responsibility	Task Completed
<i>Research Medicaid NEMT Target Population, Service Area, Road Systems, and Population Distribution</i>	Quality Assurance Specialist	✓
<i>Make Contact with Current Transportation Providers in Service Area</i>	Quality Assurance Specialist and Director of Operations	✓
<i>Locate and Evaluate Transportation Capabilities of Medicaid NEMT Non-Profit Community</i>	Quality Assurance Specialist and Director of Operations	✓
<i>Contact Local Transit Authorities to Assess Public Transportation Options</i>	Quality Assurance Specialist and Director of Operations	✓
<i>Distribute and Explain the Provider Agreement to All Interested Transportation Vendors</i>	Quality Assurance Specialist and Director of Operations	✓
<i>Explain Requirements to Serve as a Transportation Provider for the Iowa Medicaid NEMT Program</i>	Quality Assurance Specialist and Director of Operations	✓
<i>Review All Documents Produced by Transportation Providers for Network Admission Including Insurance Certificates, Driver Background Checks, Substance Abuse Policies, and Vehicle Records</i>	Director of Operations and Account Manager	✓
<i>Approve or Deny Each Transportation Provider for Activation in Medicaid NEMT Network</i>	Director of Operations and Account Manager	✓
<i>Hold an Initial Meeting with Select Transportation Providers</i>	President and Vice President	✓
<i>Hold a Mandatory Orientation Presentation for Providers Prior to their Provision of Transportation Services</i>	Director of Operations and Account Manager	After notification of award
<i>Monitor Each Transportation Provider for On-going Compliance with all TMS and Department Requirements</i>	Director of Operations and Account Manager	After notification of award
<i>Perform Site Inspections, Vehicle Inspections, and Implement External Monitoring Campaign</i>	Director of Operations and Account Manager	After notification of award
<i>Issue Prompt Payment to Transportation Providers of Their Invoices</i>	Finance Department	After notification of award

Potential and existing subcontractors are reviewed to ensure they meet all regulatory requirements and that they can and are willing to meet all requirements of our contract with Department. In addition to the contract documents and regulations, TMS's Policies and Procedures stipulate stringent compliance with insurance, safety, vehicle, and maintenance requirements, which is mandatory for activation in TMS's provider network.

In order to service the target Medicaid population as efficiently as possible, TMS has adopted a superb software system called TMS Mobility Manager to interact with both Iowa Medicaid Members and Iowa transportation providers. Our TMS Mobility Manager Software seamlessly integrates all phases of transportation brokerage operations.

The below diagram illustrates how TMS Mobility Manager matches each trip assignment to the correct transportation provider, accounting for the provider's number and mix of vehicles, as well as safety record. TMS emphasizes electronic methods because a statewide brokerage operation in Iowa demands that an enormous amount of information be routed among dozens of different parties daily. TMS Mobility Manager can track this information error-free at the volume that the program in Iowa will be operating. Details on various aspects of this system will be provided in appropriate proposal sections later in the proposal.

ITMS - Vendor Management (Version 5.0b6 Release Date: 22-OCT-2009) - HBSS - @TnsAlias:ITMS - [ITMS]

Window

Vendor Management

Start Date	End Date	Vendor	Max 1Way Trips			
11/30/2009	11/30/2009				Search	Edit Save Cancel Add Vendor Inclusion/Exclusion List Manage Weekly Task & LC System LC-ErrReport Report Exit

Travel Date	Vendor	Trips Asgnd	Max 1Way Trips	Assigned Oper Log	Search Mode
30-NOV-2009	1STALERT	0	100	1ST RUN @16:10: GOT - 0 ~ @16:41: HAD - 0 ~ & ASGND:0	
30-NOV-2009	ABETRTAXI	0	40	1ST RUN @16:10: GOT - 0 ~ @16:41: HAD - 0 ~ & ASGND:0	
30-NOV-2009	ACCURATE	6	30	1ST RUN @16:10: GOT - 6 ~ @16:41: HAD - 6 ~ & ASGND:0	
30-NOV-2009	ACE	201	170	1ST RUN @16:10: GOT - 171 ~ @16:41: HAD - 173 ~ & ASGND:0	
30-NOV-2009	ACRTA	0	-3	1ST RUN @16:10: GOT - 0 ~ @16:41: HAD - 0 ~ & ASGND:0	
30-NOV-2009	AKRONYELLO	72	500	1ST RUN @16:10: GOT - 54 ~ @16:41: HAD - 59 ~ & ASGND:0	
30-NOV-2009	ALLIED	370	1000	1ST RUN @16:10: GOT - 27 ~ @16:41: HAD - 339 ~ & ASGND:0	
30-NOV-2009	AMBTRANS	2	100	1ST RUN @16:10: GOT - 0 ~ @16:41: HAD - 0 ~ & ASGND:0	
30-NOV-2009	AMC	9	100	1ST RUN @16:10: GOT - 2 ~ @16:41: HAD - 7 ~ & ASGND:0	
30-NOV-2009	AMERICANCB	129	120	1ST RUN @16:10: GOT - 121 ~ @16:41: HAD - 121 ~ & ASGND:0	
30-NOV-2009	ANTON	8	25	1ST RUN @16:10: GOT - 2 ~ @16:41: HAD - 2 ~ & ASGND:0	
30-NOV-2009	APPLADAY	35	30	1ST RUN @16:10: GOT - 31 ~ @16:41: HAD - 29 ~ & ASGND:2	
30-NOV-2009	APPLELANE	4	100	1ST RUN @16:10: GOT - 4 ~ @16:41: HAD - 4 ~ & ASGND:0	
30-NOV-2009	ASAPTAXI	6	30	1ST RUN @16:10: GOT - 6 ~ @16:41: HAD - 6 ~ & ASGND:0	
30-NOV-2009	ASI	4	100	1ST RUN @16:10: GOT - 2 ~ @16:41: HAD - 4 ~ & ASGND:0	
30-NOV-2009	ATAXI	0	-3	1ST RUN @16:10: GOT - 0 ~ @16:41: HAD - 0 ~ & ASGND:0	
30-NOV-2009	AVALON	4	50	1ST RUN @16:10: GOT - 4 ~ @16:41: HAD - 4 ~ & ASGND:0	
30-NOV-2009	BAKERCCOA	6	50	1ST RUN @16:10: GOT - 4 ~ @16:41: HAD - 4 ~ & ASGND:0	
30-NOV-2009	BCC	0	0	1ST RUN @16:10: GOT - 0 ~ @16:41: HAD - 0 ~ & ASGND:0	
30-NOV-2009	BIGBEND	0	20	1ST RUN @16:10: GOT - 0 ~ @16:41: HAD - 0 ~ & ASGND:0	
30-NOV-2009	BLUBIRD	2	20	1ST RUN @16:10: GOT - 2 ~ @16:41: HAD - 2 ~ & ASGND:0	
30-NOV-2009	BOOMERANG	5	30	1ST RUN @16:10: GOT - 2 ~ @16:41: HAD - 2 ~ & ASGND:0	
30-NOV-2009	BREVBUS	3	0	1ST RUN @16:10: GOT - 3 ~ @16:41: HAD - 3 ~ & ASGND:0	
30-NOV-2009	BREYELLOW	131	30	1ST RUN @16:10: GOT - 25 ~ @16:41: HAD - 130 ~ & ASGND:0	

Understanding of Iowa Code Chapter 324A

Iowa has a long and rich history of encouraging, facilitating, funding, and mandating coordination of publicly funded passenger transportation services. TMS will encourage the continued development of these coordinated programs. Iowa’s coordination journey began in 1976, when the Iowa General Assembly added Chapter 601J to the Iowa Code, provisions of which required all public funds spent on transit to be expended in conformance with the state transit plan.



Revisions to 601J have been made during the ensuing 34 years and Iowa’s “pledge” to coordination is even stronger today. A State Level Transportation Coordination Council was established 20 years ago and now plays a critical leadership role in ensuring the on-going communication and collaboration of a variety of transportation funders and users, including the Iowa Department of Transportation, the Iowa Department of Aging, and the Iowa Department of Human Services.

Today, Chapter 324A of the Code of Iowa requires “an organization, state agency, political subdivision, or public transit system, except public school transportation, receiving federal, state, or local aid to provide or contract for public transit services or transportation to the general public and specific client groups, must coordinate and consolidate funding and resulting service, to the maximum extent possible, with the urban or regional transit system.” Failure to comply with the provisions of 324A may result in financial penalties to the violating organization.

The desired outcomes of Chapter 324A are to:

- Eliminate duplicative and inefficient administrative costs, policies, and management.
- Utilize resources for transportation services effectively and efficiently.
- Eliminate duplicative and inefficient transportation services.
- Develop transportation services which meet the needs of the general public and insure services adequate to the needs of transportation disadvantaged persons.
- Protect the rights of private enterprise public transit providers.
- Coordinate planning for transportation services at the urban and regional level by all agencies or organizations receiving public funds that are purchasing or providing transportation services.
- Manage equipment and facilities purchased with public funds so that efficient and routine maintenance and replacement is accomplished.
- Train transit management, drivers, and maintenance personnel to provide safe, efficient, and economical transportation services.

The Iowa Medicaid Enterprise has stated its intent that Iowa’s brokerage service be designed to complement or even strengthen the existing system, rather than operate as a stand-alone service. Additionally, the Public Policy Center’s “working group” proposed that the selected broker establish working relationships with Iowa’s public transit systems

in building the capacity of the transportation provider network in order to respond to the needs of Medicaid members.

TMS has already started building these relationships by holding several in-state meetings and a Webinar to discuss the upcoming changes in the Medicaid NEMT Program. We will commit to working hand-in-hand with the Iowa Coordinating Council to assist with their implementation of the numerous innovative projects they are currently implementing.

TMS WILL WORK CLOSELY WITH THE IOWA COORDINATING COUNCIL TO ASSIST WITH IMPLEMENTATION OF SEVERAL OF THEIR INNOVATIVE PROJECTS, SUCH AS: DEVELOPMENT/UPDATING OF THE COORDINATED PLANS, MOBILITY MANAGER COORDINATION (IN REGION 8 AND REGION 10), RURAL ITS PROJECT, AND THE STATEWIDE WEB-BASED SYSTEM TO CONNECT RIDERS WITH POTENTIAL TRANSPORTATION SERVICES.

Philosophy and Management Style with Transportation Providers

TMS Principals have a long personal history dating back three family generations as Medicaid transportation providers. As such, our “style” fosters wonderful working relationships with providers. They understand that we have stood in their shoes before. Another extremely important ingredient of our success method is involving local transportation companies in a framework and via procedures that are perceived as fair and impartial, while emphasizing customer service and teamwork among companies. TMS’s philosophy and management style with providers is based on the belief that the retention of qualified providers in longer-term relationships is of paramount importance to a successful transportation program. Retention of quality operators provides numerous benefits: improved choices and flexibility among providers, providers with experience in the system and local knowledge, project understanding and relationships between the providers and clients, and overall buy-in priority given to the project.

“We have a paperless system that our drivers use; other vendors are requiring that we submit numerous paper documents back to them to be paid. I’m glad the TMS system will electronically integrate with our current process.”

Local Iowa Provider

A fundamental method for attracting and retaining providers is emphasizing fairness, both in treating providers equally and in fairness and consistency of procedures. Although we emphasize cost-effectiveness that does not mean, for example, that we would accept a short-term and likely temporary savings from continual under-bidding until the market cannot afford quality, as has been practiced in some markets by other vendors. We similarly understand that quality comes at a cost, and do not utilize approaches that trade important quality assurances for short-term cost savings.

TMS further reinforces our fairness concept by attempting to negotiate similar reimbursement rates for transportation companies in the same geographic area. Since the costs will be close to equivalent, TMS is free to award trip assignments based on performance. As a result, local transportation companies in Iowa will compete against each other not over bidding the lowest price, but rather delivering the best service.

Fairness extends to many other areas as well, from contract provisions to incentives and disincentives, to communication and due process on performance issues. Providers do not object to high transportation standards or even to an emphasis on cost effectiveness as long as ground rules and enforcement are consistent and fair. Transportation providers on the ground in the local community appreciate a management company that emphasizes long-term value rather than short-term gains. As a result, the providers know that all parties can work together for long-term quality of service and value for the project.

Another important ingredient is our use of existing for-hire resources wherever it is cost effective to do so. Using qualified existing community and public transit resources as well as faith based organizations provides not only a large pool of cost-effective vehicles and drivers to pull from, but also backup service to ensure reliability is also ensured.

Implementing and Maintaining the Iowa Transportation Network

During our time providing transportation service to our clients, TMS has contracted with many agencies, not-for-profit organizations, and volunteers that operate their own transportation. TMS has launched outreach ventures to the not-for-profit community in each geographic area that we have serviced. From locality to locality, these outreach efforts have often yielded very positive results. TMS has partnered with faith-based non-profits, churches, education-based non-profits, and charity organizations for retirees to maximize the versatility and flexibility of our transportation provider network for a given county. TMS has executed Provider Agreements with these non-profit agencies and managed them like any other transportation provider with maintenance and quality of service responsibilities.

Value Management via Transportation Provider Recruitment and Success Formula

Our understanding and background in transportation coordination, subcontracting and significant operational experience directly in transportation operations allows us insights into recruiting and negotiating with transportation operators for maximum value. Additionally, we believe that involvement of transportation operators in a team framework emphasizing both quality and cost-effectiveness is a key component of a successful cost control strategy. This experience includes significant ongoing communications with providers including holding meetings or conference calls with each provider on a regularly scheduled basis to keep information flowing between parties.

Understanding and Experience in Direct Transportation Operations

Our vast experience in transportation operations in full service transportation fleets which includes taxicab for hire, wheelchair accessible and paratransit provides important understandings and an important safety valve for the service delivery, both necessary to effective cost control. This understanding extends to detailed knowledge of operating costs for participating transportation modes.

Although TMS is a full brokerage company and does not own vehicles, what sets us apart from other vendors is that our Principals have deep roots within ground transportation dating back three generations. They have owned and operated leading transportation organizations throughout the U.S. Fleet sizes have ranged from small start-up operations to large 500+ diverse vehicle fleets, which have delivered NEMT services. All of which guided the development of our initial platform that the Principals used to create the TMS existing brokerage model.

IN ADDITION, TMS IS PLEASED TO BRING ON TWO (2) INDIVIDUALS THAT HAVE LONG-STANDING IOWA TRANSIT EXPERIENCE: MICHAEL AUDINO AND TODD ASHBY.

TMS has a superior understanding of, and experience in, administration and coordination of non-emergency medical transportation, including the analysis of trip data to develop routes and schedules. TMS enables multi-loading by utilizing software features to identify trips that are in proximity in terms of time and location and therefore reducing the cost of a multi-leg trip. With more than 80 years of combined Medicaid transportation service experience, the owners of TMS have perfected the efficiency of transporting Medicaid clients, not only in theory, but also where the rubber meets the actual road. The coordination of transportation can lead to a reduction in the cost of medical transportation by analyzing origin, destination and travel time data, therefore, trip duration and length can be minimized and loading factors maximized.

Although TMS is a full brokerage company and does not own vehicles, what sets us apart from other vendors is that our Principals have deep roots within ground transportation dating back three generations.

Budgetary Control Without Harming Providers

Like many Medicaid programs across the country, budgetary considerations have been paramount. TMS has taken a variety of steps to keep up with increased demands in the face of declining financial resources. Despite these financial pressures, TMS has been able to provide many programs with ongoing program improvements by:

- Making sure clients are using the proper form of transportation:
 - Comparing the cost of two short paratransit trips per month versus the cost of a monthly bus pass.
 - Utilizing mileage reimbursement programs or volunteers.
- Working with providers and funding restrictions:
 - TMS enables providers to multi-load by utilizing our software that was specifically designed for paratransit programs to track and route individual trip miles for all funding sources.

- Efficient scheduling of long haul trips and high users of transportation services.
 - This allows for successful implementation of funding reductions to all of TMS's customers.
- Our operating software was specifically developed for maximizing efficiency in a limited funded environment.
 - For example, our software gave TMS the ability to change from a flat rate billing to an actual mileage billing system in many of its service areas. All trip mileage is verified using national GPS database. This has provided an estimated annual savings of \$2 million to funding agencies.
 - Our software is designed for diversified transportation programs, and is universal in nature in regard to multiple program requirements, including but not limited to facilitation of client choice programs.
 - Contracting with existing and new transportation vendors in a *cooperative* spirit while emphasizing both *cost-effectiveness*, *quality of service* and complete *regulatory compliance and relations*.

Fixed Route/Bus Passes

TMS recognizes that utilizing public transit is a cost effective method of providing transportation services that also allows Medicaid Member more flexibility than traditional door-to-door services. In many areas across the nation, we recognize that local transit lines and bus pass management can be very effective in controlling transportation budgets.

TMS IS COMMITTED TO MAXIMIZING UTILIZATION OF IOWA'S PUBLIC TRANSIT SYSTEMS AND THEIR SUBCONTRACTORS.

OUR COMMITMENT WILL CREATE A LARGER NETWORK OF PROVIDERS, THUS INCREASING COMPETITION, IMPROVING SERVICE, LOWERING COSTS, AND BUILDING ON IOWA'S LONG-STANDING PUBLIC TRANSIT COORDINATION HERITAGE.

We have ample experience in encouraging Medicaid transportation eligibles to use bus passes. TMS's experience in interfacing with public transit agencies will be very helpful in executing this component of the program. Fortunately, our TMS Mobility Manager Software has been created with bus trips and public transit tracking in mind. Bus trips will be managed and tracked with local bus lines matched to the nearest available Member.

TMS anticipates an on-going relationship with all transit systems that operate within major cities in Iowa to either purchase bus passes or utilize a prepaid "punch cards", as is used for the Johnson County SEATS program. We intend to negotiate with the following transit systems:

- Ottumwa
- Clinton
- Bettendorf
- Waterloo
- Ames
- Iowa City
- University of Iowa
- Mason City
- Coralville
- Muscatine
- Davenport
- Dubuque
- Des Moines
- Cedar Rapids
- Burlington
- Sioux City
- Ft. Dodge
- Council Bluffs
- Marshalltown



In addition, TMS Principals and Senior Management have already met with the Des Moines Area Regional Transit Authority (DART), the regional public transportation authority for greater Des Moines area. TMS plans to heavily utilize the DART system to supply bus passes to eligible Medicaid Members. TMS has a long history of partnering with public transit agencies and utilizing their services to keep costs to the funding agent to a minimum. TMS has enjoyed fifteen years of interfacing with public transit agency officials, and we are well-prepared to work with public transit agency officials within the State of Iowa.

TMS HAS ALREADY STARTED RELATIONSHIP BUILDING BY HAVING A MEETING WITH THE GENERAL MANAGER AND KEY STAFF OF DART ON APRIL 6, 2010 WHILE TMS LEADERSHIP WAS IN DES MOINES. TMS ANTICIPATES A STRONG RELATIONSHIP WITH THE PUBLIC TRANSIT ENTITY NOT ONLY IN DES MOINES, BUT IN ALL MAJOR CITIES IN IOWA.

TMS will continue to seek alternative opportunities to use community resources, an example is the recently announced “Megabus.com” bus company who will begin twice-daily roundtrip service to Chicago and Iowa City from downtown Des Moines. Beginning May 4, Megabus.com will offer two daily departures from the corner of Fourth and Walnut streets downtown, which links the company's services to the Des Moines Area Regional Transit Authority transit mall. This is an ideal resource to link Medicaid recipients with safe, alternative resources for out of area transportation. TMS will commit to pursuing all options available, such as this one, within the community to improve service options to Medicaid Members.

Volunteers

The TMS Project Director is a recognized specialist in volunteer transportation and will be convening 2 Volunteer Transportation Summits in Iowa next month---May 18 in Des Moines and May 20 in Sioux City. TMS will promote the integration of NEMT and volunteerism during each summit. TMS will collaborate with IME and convene 4 to 6 additional Volunteer Transportation Summits during the first 12 months of the NEMT contract.



Please see Attachment E for information on this informative summit advertised in the March 2010 Mobility Matters Newsletter.

TMS WILL PROMOTE VOLUNTEER TRANSPORTATION THROUGHOUT IOWA.

OUR RECOGNIZED EXPERTISE IN VOLUNTEER TRANSPORTATION WILL HELP REDUCE THE COST OF NEMT AND HELP EXPAND MOBILITY FOR MORE IOWANS.

3.3.2.1.3.1 Standard Driver Guidelines

The Broker’s provider panel’s drivers must meet the following standard driver guidelines:

- a. *Must possess a current valid driver’s license with no restrictions other than corrective lenses.*
- b. *Must have no limitation or restrictions that would interfere with safe driving. This includes, but not limited to, medical conditions, ignition interlock restriction, or prescribed medication that would interfere with the safe, lawful operation of a motor vehicle.*
- c. *Must pass a pre-employment drug screening.*
- d. *Must pass a Department of Criminal Investigation (DCI) background check prior to the start of employment, if required to do so by the Network transportation provider.*
- e. *Must pass a child and dependent adult abuse background check, if required to do so by the Network transportation provider.*
- f. *Any provider (both individual and entity) identified on the Office of Inspector General (OIG) Excluded Parties List System (EPLS) is not eligible.*
- g. *Must be trained in the use of ADA access equipment, if vehicle is so equipped.*
- h. *Must use passenger restraint devices as required by law.*
- i. *Must provide assistance to passengers, as needed or requested, particularly for passengers with mobility impairments requiring assistance in boarding, deboarding, or securing a mobility device.*
- j. *Must not smoke while transporting Member.*
- k. *Must not transport Members while under the influence of alcohol or any drug that impairs the ability to drive safely.*

- l. Must not provide transportation if they have an illness that could pose a threat to the health and well being of the Member.*
- m. Must submit to random drug and alcohol screenings, if required to do so by the Network transportation provider.*

3.3.2.1.3.2 Standard Vehicle Guidelines

The Broker's provider panel vehicles must meet all of the following standard vehicles guidelines:

- a. Must currently be licensed and registered as required by law.*
- b. Must have proof of financial responsibility maintained on any vehicle used to transport Iowa Medicaid Members as required by law. The Broker shall confirm compliance with applicable financial responsibility and/or insurance requirements, which may include Iowa Code chapter 321A, and 761 IAC 910.5(1).*
- c. Must be kept at all times in proper physical and mechanical condition.*
- d. Must be equipped with operable passenger restraint devices, turn signals, lights, horn, brakes, a front windshield, windows, and mirrors.*
- e. Must pass a safety inspection, if required to do so by state or federal law.*
- f. Must carry equipment for two-way emergency communication (two-way radio or cell phone acceptable).*

TMS Best Practice for 3.3.2.1.3.1 Standard Driver Guidelines and 3.3.2.1.3.2 Standard Vehicle Guidelines

TMS keeps all transportation providers abreast of any accountability standards, including both driver and vehicle guidelines, with which they are expected to conform to as it relates to state and federal transportation statutes and/or administrative rules, RFP policies, etc. By way of enforcement, all providers are required to agree to submit to both announced and unannounced Vehicle/Facilities Inspections from the TMS Quality Assurance Specialist and the TMS Account Manager. We use these inspections to enforce compliance with our internal Policies and Procedures as well as the Department's required procedures. TMS providers are required to open all vehicles and facilities for TMS's inspectors. A central component of these inspections is to document compliance. We ensure that all driver and staff training/certifications appear in company files. We also inspect provider vehicles to make certain that all vehicle requirements are observed by the provider for each vehicle.

TMS's on site inspections are extremely thorough and cover all aspects of transportation provider performance and compliance. Transportation provider documentation and performance measures are assessed during each on-site audit. Please see the Provider Oversight Checklist completed a minimum of once per year for each transportation provider in TMS's current network.

TMS staff also conducts an audit of provider documents prior to admission to TMS’s provider network inspecting not just the Provider Agreement and Insurance Certificate, but also all driver background checks, training certifications, and vehicle records. In this way, TMS ensures that no provider who has not been fully credentialed enters the network. Likewise, TMS repeats this audit once every quarterly to account for driver and staff turnover that is common in our industry and ensure lapsing of documentation does not occur. TMS Provider Inspections and TMS Audits mandate each provider’s compliance with the standards enunciated by TMS and the Department.

One item of Quality Assurance plan that should be mentioned in this space is our Mystery Rider Program. Our Iowa Quality Assurance Specialists will serve as Mystery Riders who complete a full tour of our system to maintain quality of service. The Specialist acts as a disguised quality control inspector who takes Medicaid trips at TMS’s expense in order to expose the service quality on the ground in Iowa. The Mystery Riders will make appearances once per year in not only each county, but also one visit per provider within the State of Iowa to guarantee solid contract performance. This Mystery Rider Program provides valuable oversight information with which to guide our efforts on this project. The Mystery Rider will help us monitor multiple elements of provider service: the cleanliness of the vehicle, on-time performance, vehicle decaling, driver etiquette, call center communications procedures, and driver identification badges.



Likewise, please find attached to this Proposal as Attachment G a Customer Satisfaction Survey that is taken and recorded in TMS Mobility Manager by our Call Center Technicians once per week on their day of lightest service (typically Friday). The Call Center Technicians will follow the scripted survey questions. Once the results are tabulated, we will discuss survey results with Department representatives, TMS employees and the transportation provider network to identify quality and performance improvement opportunities.



In addition, TMS Mobility Manager collects all actual pick up and drop off times for each one-way leg of all round trips. By collecting this data, TMS can track each trip outcome

to monitor each transportation provider for on-time performance. TMS Mobility Manager automatically filters the input data for the times entered, and automatic notices pop up on TMS Routing Specialists' screen if an excessive number of late arrivals occurs. This data collection provides a useful guide to underperforming providers, and it assists TMS in monitoring the providers to remediate performance problems before they worsen.

Please note that we are committed to "Best of Breed" Practices including cost-saving techniques including bus pass programs, multi-loading of trips, economies of scale, and coordination. We also have the resources of additional practices on a national basis from our management, our consultants, and our association activities. TMS Mobility Manager assists us in crafting our Best of Breed Practice to benefit Iowa's Medicaid target population. Best of Breed Practice examples include:

1. We establish a database of frequent addresses for destination and origin locations. This allows the operator to expedite the trip request by having the computer automatically pull-up the addresses on the screen when the name of a facility is typed in.
2. All necessary information like client authorization numbers, etc. will be on our clients face sheets.
3. Intake forms are used for our Medicaid Members. When the client's intake forms are returned to us we place them in the personnel file which we create for each of our clients. These files contain all needed client information along with bus pass letters and doctor's notes. We make every effort to encourage Medicaid recipients to use public transit whenever possible.
4. We also have a system for tracking hospital discharges. So if there is ever a question on that trip, we can get to the client's information quickly. This has been particularly helpful to the hospital staff persons who are not kept on hold when inquiring about a trip taken in the past.
5. For stretcher trips within this contract, an alert system is in place to assist hospital staff with stretcher trips. When a stretcher trip is called in to us, we set up the trip. Once the trip is in the system it is then printed out. Copies are made at the time and then they are handed to the supervisor. We then find a provider and fax the information to the facility staff. Providers are identified even if the trip is two weeks away.
6. Once all checks are completed, we send the manifest electronically two to three days in advance.
7. Prior to starting each project TMS schedules meetings with hospitals and major medical facilities to expedite a smooth transition process of a new non-emergency, medical transportation system provider in each area of Iowa.

8. We strongly support coordination, which includes working with the customer, political leaders, dialysis centers, nursing homes, transit agencies, social service, and others on an ongoing basis.

Subcontract relationships in Iowa will be established through direct contact between providers and our Quality Assurance Specialist. This relationship will include explanation of Provider Agreement, inspection of fleet and facilities, completion of training, inspection of insurance and other documents.

TMS's strategy in building a transportation provider network is to add a variety of subcontractors with different fleet sizes and compositions so that their skills may be blended to achieve the best result for the Iowa Department of Human Services/Iowa Medicaid Enterprise.

TMS's on site inspections are extremely thorough and cover all aspects of transportation provider performance and compliance. Transportation provider documentation and performance measures are assessed during each on-site audit. Please see the Provider Oversight Checklist in the TMS Quality Assurance Plan, which is completed a minimum of once per year for each transportation provider in TMS's current network.

TMS carefully reviews and updates all transportation provider insurance information to ensure strict compliance with state and local laws. TMS does not route trips to transportation providers with inactive, lapsed, or ineffective insurance. TMS reviews each provider's insurance coverage on a weekly basis to ensure that it has not lapsed or become ineffective. TMS personnel have years of experience in reviewing and maintaining detailed files on provider's insurance.

TMS has crafted Daily Inspection Sheets and a Mandatory Maintenance Schedule to ensure that our transportation providers' respective fleets stay in peak condition. In TMS's Provider Agreement with our transportation providers, TMS requires that the provider submit the completed Daily Inspection Sheets for each vehicle as well as a Mandatory Maintenance Schedule for each vehicle on a monthly basis. In our Provider Agreement, TMS reserves the right to withhold payment from transportation providers until these documents are submitted.

The TMS Daily Inspection Sheet is designed to force transportation vendors to examine the essential vehicular components to ensure road safety. Please find an example of TMS Daily Inspection Sheet below:

Daily Inspection Sheet

DATE OF INSPECTION:	INDIVIDUAL PERFORMING INSPECTION:
VIN OF VEHICLE INSPECTED:	INDIVIDUAL OPERATING VEHICLE:

Daily Inspection Items

VEHICLE ITEM	OPERATIONAL? YES/NO	IF DEFECTIVE, DESCRIBE CONDITION
Horn		
Windshield Wipers		
Mirrors		
Wiring and Battery(ies)		
Service and Parking Brakes		
Warning Devices		
Directional Signals		
Hazard Warning Signals		
Lighting Systems and Signaling Devices		
Handrails and Stanchions		
Stande Line and Warning		
Doors and Interlock Devices		
Stepwells and Flooring		
Emergency Exits		
Tires and Wheels		
Suspension System		
Steering System		
Exhaust System		
Seat Belts		
Safety Equipment		
Equipment for Transporting Wheelchairs		

COMMENTS: _____

TMS requires that Daily Inspection Sheets be completed each business day for which that vehicle will be on the road. TMS requires transportation vendors to submit these

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80,000								
85,000								
90,000								
95,000								
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115,000								
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140,000								
145,000								
150,000								
155,000								

Please see Attachment L for a copy of our draft Iowa Quality Assurance Plan workbook that is utilized to ensure compliance of the transportation provider network and Attachment HH, our Draft Iowa Provider Network Agreement.

TMS enforces these accountability standards through our on-site provider inspections, driver background check/training monitoring, and insurance/documentation compliance tracking. TMS conducts on-site transportation provider inspections annually. As described in TMS’s Quality Assurance Plan (see Attachment L), TMS employs a thorough Provider Oversight Checklist that monitors and enforces all standards for transportation providers. All providers are graded on the Provider Oversight Checklist for compliance with all standards associated with provider network admission. Any transportation provider failing to comply with all items documented on the Provider Oversight Checklist face suspension and/or termination from the TMS Iowa network until compliance is restored.

3.3.2.1.4 Broker Responsibilities: Members/Individuals/Volunteers

Medicaid Members, who are eligible for NEMT, may request that someone, other than a Network provider, transport them. The Member may be able to drive him or herself, request that a family Member or other acquaintance provide the transportation, or make arrangements with a volunteer for transportation. In any case, the Broker will coordinate the request and make the decision on who provides the transportation. The Broker will ensure the provision of necessary NEMT services by either approving the transportation by someone other than a Network provider, or by making other arrangements for the transportation through a Network provider.

3.3.2.1.4.1 Standard Driver Guidelines

All members/individuals and volunteer drivers must meet the following standard driver guidelines:

- a. Must possess a current valid driver's license with no restrictions other than corrective lenses.
- b. Must have no limitation or restrictions that would interfere with safe driving. This includes, but not limited to, medical conditions, ignition interlock restriction, or prescribed medication that would interfere with the safe, lawful operation of a motor vehicle.
- c. Identified on the Office of Inspector General (OIG) Excluded Provider List are not eligible.
- d. Must be trained in the use of ADA access equipment, if vehicle is so equipped.
- e. Must use passenger restraint devices as required by law.
- f. Must provide assistance to passengers, as needed or requested, particularly for passengers with mobility impairments requiring assistance in boarding, deboarding, or securing a mobility device.
- g. Must not smoke while transporting Members.
- h. Must not transport Members while under the influence of alcohol or any drug that impairs the ability to drive safely.

3.3.2.1.4.2 Standard Vehicle Guidelines

All members/individuals and volunteer drivers must meet the following standard vehicle guidelines:

- a. Must currently be licensed and registered as required by law.
- b. Must have proof of financial responsibility maintained on any vehicle used to transport Iowa Medicaid Members as required by law. The Broker shall confirm compliance with applicable financial responsibility and/or insurance requirements, which may include Iowa Code chapter 321A, and 761 IAC 910.5(1).
- c. Must be kept at all times in proper physical and mechanical condition.
- d. Must be equipped with operable passenger restraint devices, turn signals, lights, horn, brakes, a front windshield, windows, and mirrors.
- e. Must pass a safety inspection, if required to do so by state or federal law.

If NEMT transportation is provided by someone other than a Network provider, the Broker is also responsible for reimbursement of these claims.

TMS Best Practice for 3.3.2.1.4 Broker Responsibilities: Members/Individuals/Volunteers

The TMS Project Director is a recognized specialist in volunteer transportation and will be convening 2 Volunteer Transportation Summits in Iowa next month---May 18 in Des Moines and May 20 in Sioux City. TMS will promote the integration of NEMT and volunteerism during each summit. TMS will collaborate with IME and convene 4 to 6

additional Volunteer Transportation Summits during the first 12 months of the NEMT contract.

3.3.2.1.5 Performance Standards

- a. *The Broker must provide a monthly updated Network Plan by the tenth business day of the month following the last day of each month.*
- b. *The Broker will verify annually and have documentation to support, that each network provider is following the “Standard Driver Guidelines” identified in Section 3.3.2.1.3.1 and 3.3.2.1.4.1.*
- c. *The Broker will ensure annually and have documentation to support, that each network provider is following the “Standard Vehicle Guidelines” identified in Section 3.3.2.1.3.2 and 3.3.2.1.4.2.*

TMS Best Practice for 3.3.2.1.5 Performance Standards

In order to maintain a quality transportation provider network, TMS thoroughly examines potential and existing subcontractors to ensure they are able to meet all regulatory requirements and that they can and are willing to meet all requirements of our contract with the Department. In addition to the contract documents and regulations, TMS’s Policies and Procedures stipulate stringent insurance, safety, vehicle, and maintenance requirements compliance, which is mandatory for activation in TMS’s provider network. Our Provider Agreement also requires ongoing adherence to our contract with Department and all regulatory requirements, and such adherence is monitored through site inspections, vehicle inspections, and our external monitoring campaign. These site audits verify all documentation that safety sensitive employees have completed the minimum qualification requirements including licensing, substance abuse policy requirements, criminal background checks, motor vehicle records, and training certifications.

TMS also diligently monitors the condition of vehicles and the status of drivers. TMS has learned over the course of years of managing non-emergency medical transportation for numerous agencies the importance of maintaining a road-ready transportation fleet. TMS has found that transportation fleets with laxly- enforced maintenance schedules are much more likely to experience vehicle breakdowns and traffic accidents. TMS has discovered that it takes constant vigilance on the part of TMS and its transportation providers to ensure that passenger-carrying vehicles remain in optimal condition. Please refer to Attachment H, the Iowa Provider Agreement, to see how TMS requires transportation providers to maintain their vehicles.

“We needed to rearrange our patient’s dialysis treatments around weather conditions. We called TMS and requested transportation changes. TMS’s call center and their drivers responded in a very courteous and professional manner.”

**Ruth Sardeson, RN, Clinic Manager,
Titusville Dialysis and Kidney Center,
Titusville, Florida**

Likewise, the TMS Quality Assurance team monitors all drivers and transportation providers for compliance with TMS standards by tracking driver background checks and driver training on Excel spreadsheets. Standards for drivers will be enforced by suspending or terminating individual drivers from active service in the Iowa NEMT program. Drivers with noncompliant background checks will be suspended from service. Any transportation provider failing to comply with a driver suspension will immediately be suspended for all transports company-wide. The same is true for vehicles. Each automobile liability insurance certificate for a transportation provider is required to have an attached vehicle schedule. TMS inspects all vehicles during the on-site inspection, and if an unaccounted for or uninsured vehicle is found the transportation provider will be suspended.

TMS’s most valuable tools for monitoring the transportation providers will be our two (2) Iowa Quality Assurance Specialists. Both Specialists will regularly monitor provider vehicles, drivers, facilities, documentation, and maintenance records. Additionally, they will contact Medicaid Members and medical facilities by telephone and survey to confirm provider performance. TMS’s Quality Assurance Team is successful, because it makes certain that all standards regarding vehicles and drivers are adhered to by inspecting and reviewing all aspects of each transportation provider’s operation.

External Monitoring Campaign

The proposed external monitoring campaign has two broad components: monitoring contractor compliance via inspection of provider reports, records and vehicles; and monitoring the providers and on-street operations.

Ensuring that the actual service delivery is of the highest possible quality will be the focus of this part of the external monitoring program. The monitoring incorporates spot checks of provider records. Additional elements include documented observations for each provider in each of the following areas:

- (1) *direct observation* through trailing vehicle activity (observation of driving skills, use of turn signals, obeying traffic laws, on-time performance, etc.);
- (2) *direct observation* of drivers boarding and unloading passengers (providing assistance when needed, etc.); and

- (3) *direct observation* of vehicle cleanliness and visual appearance.

A mystery-rider program will also be initiated, whereby our Quality Assurance Specialists are transported by an unknowing transportation provider. The direct observation checks include another program, the company's "Mystery Rider" project where paying riders take the vehicle on what appears to be a "normal" trip. These observers go beyond looking for "good service" and look for ways that the service can be even better.



For each observation, the observer completes an "Operations Observation Form." The form provides the date, time, and location of the observance, the vehicle number (if applicable) or license tag number, the name of the company, and the purpose of the observation (note that each observation may cover multiple elements). The report provides detailed specifics of any observations which are not consistent with the highest quality control standards, or which create an unsafe environment for passengers, and/or non-riders, and/or property, and/or public relations.

3.3.2.2 Verification of Member Eligibility

3.3.2.2.2 Broker Responsibilities

For each Member requesting non-emergency transportation services, the Broker will verify the Member's Medicaid eligibility through the Medicaid Management Information System (MMIS). Eligible NEMT Medicaid Members as defined in this RFP, are any Medicaid Member (adult or child) except:

- a. *Members who are determined program eligible as a QMB, SLMB, E-SLMB, or QDWP (i.e., Members not eligible for full Medicaid benefits);*
- b. *Individuals participating in the Family Planning Waiver;*
- c. *Individuals receiving benefits under IowaCare, or*
- d. *Individuals who are Medically Needy and who have not met spenddown requirements. The Broker will track claims submitted for the spenddown until and reimburse Medically Needy Members when they have met spenddown requirements.*

TMS Best Practice for 3.3.2.2.2 Broker Responsibilities: Verification of Member Eligibility

The entire TMS staff will be thoroughly educated on the Iowa Medicaid NEMT Program and all technical requirements. During our Program Awareness Training, TMS educates all Call Center Technicians on each element of our eligibility training. TMS highlights the screening measures that are necessary to ensure that ineligible Members do not place a large financial strain on the program.

First, an electronic method of retrieving Department Medicaid eligibility will be processed. If the caller is confirmed to be Medicaid eligible, the Call Center Technician will then begin the full assessment initialized. A series of questions ascertaining the type of transportation needs the caller has, the type of services that are required (ambulatory, non-ambulatory, stretcher, etc.) and the available alternative sources of transportation that the Medicaid eligible may have at their disposal.



Upon receipt of a request for medical transportation, TMS staff will perform the following activities:

- (1) **Confirm the requester’s status as an eligible Member** utilizing the Department-approved process. The client is also required to complete a Medicaid call intake form. Please see Attachment F for a copy of a sample call intake form.
- (2) **Explain the rules and regulations** of the Medicaid transportation program. Call Center Technicians are well trained prior to the start of service in the regulatory facets of each of the transportation programs.
- (3) **Interview the caller** to determine their normal means of transport, reason for the medical appointment, caller’s address, location of required service, transportation needs, whether the required medical service is a Medicaid covered service, and other unique circumstances which have an effect on the need for public sector payment of transportation expenses.
- (4) **Progress through the TMS Automated Decision Tree** The Call Center Technician must progress through the TMS Automated Decision Tree built into our TMS Mobility Manager Software. The TMS Automated Decision Tree contains a programmed series of built-in queries that the Call Center Technicians must input prior to advancing to the next step in the Tree. The TMS Automated Decision Tree is specifically designed to force each trip to be executed in the most appropriate mode at the lowest cost price tier available.
 - First, the caller will answer a progression of questions designed to quickly identify all callers who can either walk to their destination or take public transit, if available. If the caller passes the first set of inquiries, the Call Center Technician moves to the next branch in the Tree designed to identify individuals who can drive themselves to their destination or obtain a ride from a family Member or friend. Call Center Technicians understand that they must aggressively promote these alternatives.

- Next, the TMS Automated Decision Tree moves to the inquiries authorizing door-to-door or ambulatory transportation, and failing that, the Tree finally authorizes wheelchair van or stretcher van transportation. TMS appreciates the acute price increases between each of these tiers of transportation service. Door-to-door transportation is much more expensive than public transit or mileage reimbursement, just as wheelchair transportation is much more expensive than door-to-door transportation. The TMS Automated Decision Tree is designed to prevent any “functional spillover” between these price tiers.

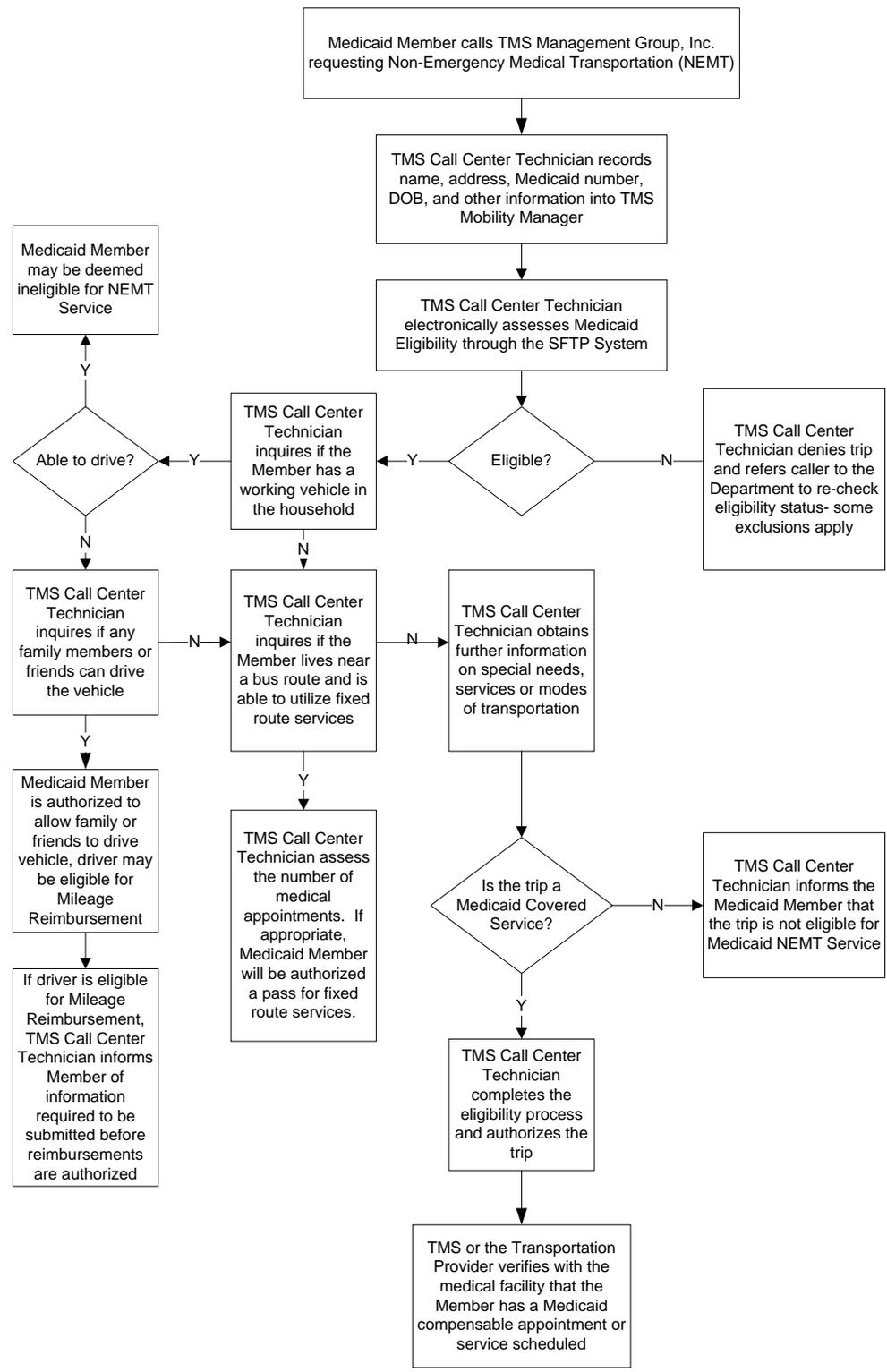


Once the Automated Decision Tree process is completed, the transportation is authorized and the Call Center Technician electronically forwards the trip requests for trip routing. TMS also requires elderly, disabled, and cultural sensitivity training to make all of our call center staff more sensitive and aware of the elderly and disabled person’s needs. This training gives our staff the know-how to be more sympathetic and understanding for the Medicaid population that they deal with everyday. TMS also has a bilingual customer service staff (33% speak Spanish) and we utilize the services of Certified Languages International, which translates 200 languages to service all multiethnic elements of the State of Iowa’s population. TMS will be prepared to ensure all language barriers will be minimized.

Our Automated Decision Tree, as outlined above, and our extensive Call Intake Process will allow TMS to thoroughly screen and assess the non-emergency medical transportation needs for Members. Please see the extensive chart on the next page, which outlines the Medicaid NEMT Eligibility Assessment Process that TMS Call Center Technicians will utilize on a daily basis for the State of Iowa. All information in the flow chart is subject to adjustment and approval from Department.



MEDICAID NEMT ELIGIBILITY ASSESSMENT PROCESS



TMS Call Center Technicians are extensively trained on the above process. TMS is acutely tuned to ensuring that each Member is completely assessed for all non-emergency medical transportation needs.

Data from the Iowa Public Policy Center indicates that one (1) in five (5) Members find use of the Internet as “easy or very easy”. TMS will collaborate with IME and our proposed Member Advisory Council to build on this research and determine the most effective ways to utilize the Internet to facilitate Member trip registration.



3.3.2.2.3 Performance Standards

- a. *The Broker will verify eligibility for transportation services within one hour of transportation arrangement requests from Members or their representatives during normal business hours (8am – 5pm).*
- b. *When requests for transportation occur after hours or on weekends/holidays, the Broker will verify eligibility for transportation services within the first two hours of the next business day.*

TMS Best Practice for 3.3.2.2.3 Performance Standards

TMS will exceed these performance standards by verifying eligibility in “real time”, while the member is on the phone. TMS will also exceed the performance standard when a request occurs after hours or on weekends/holidays by verifying eligibility within the first hour of the next business day.

3.3.2.3 Office/Telephone Call Center and Appointment Standards

3.3.2.3.2 Broker Responsibilities: Call Center

- a. *The call center will provide professional, prompt and courteous customer service. The Broker will establish and maintain an adequately staffed call center and ensure that the staff treats all callers with dignity and respect, including making sure the caller’s right to privacy and confidentiality are maintained. Telephone and administrative personnel must be familiar with NEMT services.*
- b. *The Broker will process all incoming telephone inquiries for NEMT in a timely, responsive, and courteous manner.*
- c. *The telephone numbers must be listed in the name of the Iowa Department of Human Services. The Broker will relinquish ownership of the toll-free numbers to DHS upon contract termination.*
- d. *The Broker will ensure that the communication and language needs of all Members are addressed, including those of all non-English speaking Members. The Member cannot be charged for translator or interpreter services.*
- e. *The Broker will ensure that Members with emergency requests are referred or transferred immediately to 911 or an appropriate local emergency ambulance service. The Broker will not make arrangements for emergency transportation under its contract.*

- f. *At a minimum, the call center will be staffed to receive reservation requests and inquiries from Members or their representatives during the hours of 8:00 AM to 5:00 PM (local time) Monday through Friday.*
- g. *Relative to after hours, including after 5:00 PM to 8:00 AM, Monday through Friday and on weekends and holidays, a 24 hour telephone service is required to accommodate scheduling advance notice and urgent care appointments. (Holiday schedules are to be identical to the declared holidays of the State of Iowa.)*
- h. *The Broker must provide 24-hour, 7 days per week access by telephone to a live voice (an employee of the Broker or an answering service) that will immediately page an on-call employee of the Broker to address transportation problems during non-office hours.*
- i. *The Broker will have a sufficient number of properly functioning toll-free and V/TTY telephone numbers for Members and other responsible parties to request transportation services and to obtain information about transportation services. Members shall not incur a charge for placing a call, other than those applicable for local calls.*

TMS Best Practice for 3.3.2.3.2 Broker Responsibilities: Call Center

Trained Call Center Staff

TMS will require all Call Center Technicians to complete two training modules on the Iowa Non-Emergency Medicaid Transportation system prior to taking a single Member call. These modules cover eligibility screening procedures and require the Call Center Technicians to rehearse the scripts that they will follow with each call. Call Center Technicians are educated and then quizzed on the salient non-emergency medical transportation issues that they will often face on each telephone call.



Also, it is TMS’s required policy that our call center be overstaffed by ten percent (10%) for each project that we undertake. Therefore, two or more additional Call Center Technicians will be added to each shift rotation beyond our projection of daily call volume to account for this policy. This call center overstaffing policy has prevented customer hold times from exceeding contract limits on more than one occasion, and TMS strictly adheres to it.

Next, due to the size and scope of this project in Iowa, TMS will ensure the Floor Supervisors are trained by our most experienced and reliable Call Center Manager and Floor Supervisors. The Floor Supervisor will be well versed in all Medicaid eligibility requirements and procedures and will be intimately familiar with all Iowa Medicaid requirements and eligibility procedures to ensure that all Medicaid Members receive a thorough and fair explanation of the new program.

The senior management team has spent years constructing and honing our client eligibility screening and assessment processes. TMS staff began innovating these systems in 1991 when management quantitatively analyzed our existing transportation systems. Providing trips for ineligible clients cost the provider and the broker fuel, driver/employee wages, needless miles on valuable vehicles, risk of traffic accident and/or personal injury, and a waste of company time. More than that though, TMS appreciates that in a transportation network of many vehicles, each vehicle and driver is a scarce resource. The more trips for ineligible clients that occur, the more likely it is that legitimate clients will experience trip delays or not be picked up at all. Every trip for an ineligible client puts additional strain on the network overall, reduces the network's flexibility and ability to respond if an unexpected crisis occurs, and makes problems with the network's legitimate trips more likely. TMS realized that every dollar spent on gatekeeping and client screening measures prior to trips taken will likely save several dollars on the costs created by running trips for ineligible clients. TMS plans to utilize our expertise in performing client eligibility screenings in Iowa to increase efficiency.



During our Program Awareness Training, TMS educates all Call Center Technicians on all elements of our eligibility training. TMS highlights the screening measures that are necessary to ensure that ineligible Members do not place a large financial strain on the company.

Employment Background Screening
We understand that all Iowa personnel at the transportation provider's offices will undergo background checks by the

State, but we wanted to assure Department that all TMS staff are rigorously screened. TMS utilizes the services of RED FLAG for employment background screening to make confident hiring decisions, thereby limiting our liability exposure and risk management concerns. Red Flag staff includes former litigation experts and retired law enforcement detectives to interpret all criminal history searches. The principals' collective twenty-six years of service and fields of expertise include from Homeland Security's Intelligence Unit – Secret Service Dignitary Protection to Homicide, Lead and Latent Senior Detectives. TMS can interface directly with their internet-based employment screening management system to request, review and retain all applicant/employee profiles. This vital information remains backed up on their secure servers 24 hours a day, 7 days a week.



Toll Free Access

TMS will obtain a toll free phone number for the Iowa Medicaid Program, this will ensure all reporting mechanisms and quality control monitoring efforts are specifically tailored to needs of the Iowa Medicaid NEMT program. In addition, the phone will be



staffed during normal working hours and shall be accessible beyond the minimum hours stated within the RFP. TMS will provide access to scheduling of transportation service, as well as actual transportation service to Members 24-hours per day, seven (7) days per week. TMS will have fully staffed office hours of 8:00 am to 5:00 pm Monday through Friday for scheduling travel, handling inquiries, and working with network providers. Due to our extensive call center operations, access to call center staff will exceed this RFP by being available 6:00 am to 9:00 pm central as overflow service will be routed to our other properties.

Relative to after hours and on weekends and holidays, a 24-hour telephone service is required to accommodate scheduling for next day appointments and/or to arrange transportation when a Member has an urgent situation that needs immediate attention.

TMS will ensure telephone lines and staffing levels during office hours meet the performance standards outlined in the RFP. A rollover format for incoming calls will be established to ensure calls do not go unanswered. TMS will use a systematic scheduling method for transportation requests, capable of accommodating both advance reservations and requests for immediate services.

As an additional quality control element, TMS records 100% of all incoming toll free

TMS											
Reports Maintenance Administration Logout											
Call Detail Report User: 100											
Begin Date:		4/28/2009		Advanced		Schedule		Print		Export	
End Date:		4/28/2009		Submit							
Total Calls:	Total Minutes:										
285	896										
Page 1 of 15 Page Size: 20 Goto Page: Go											
Date	Time	Toll Free No.	Campaign	CallerID	Dialed No.	Name	City/State	RC	VM	LD	Min
4/28/2009	00:04:32	866-790-8858					HI-KALIHI			O - LK	1
4/28/2009	00:22:16	866-790-8858					HI-HONOLULU			O - LK	2
4/28/2009	00:25:19	866-790-8808					FL-TAMPA			O - LK	1
4/28/2009	00:52:31	866-790-8858					HI-HONOLULU			O - LK	1
4/28/2009	01:42:27	866-867-0729					FL-APOLLO BEACH			I - LJ	1
4/28/2009	01:48:27	866-318-1154					HI-HAIPAHU			O - LK	2
4/28/2009	03:02:35	866-790-8858					HI-HONOLULU			O - LK	2
4/28/2009	03:08:20	866-837-9817					OH-TOLEDO			O - LK	1
4/28/2009	05:57:17	866-867-0729								I - LJ	1
4/28/2009	05:57:55	866-867-0729								I - LJ	1
4/28/2009	05:58:46	866-867-0729								I - LJ	3
4/28/2009	06:15:53	866-531-0615					OH-LORAIN			O - LK	3
4/28/2009	06:21:19	866-531-0615					OH-CIN CINNATI			O - LK	1

Allows TMS senior management and Department the ability to hear each call over a secured internet site.

Allows for each toll free number to be sorted and analyzed individually.

Allows senior management to make "notes" that can be quickly accessed at a later date.

phone conversations between clients and our Call Center staff. TMS utilizes a state-of-the-art offsite call recording and real time reporting system, which allows TMS senior management the ability to log onto a secured web page and hear a recording of every single phone call that is handled by TMS Call Center Technicians. This allows senior management the ability to monitor quality control efforts both internally and externally. Daily reports can be emailed to managers and TMS has a dual back-up system for these reports, as both this service and the Avaya phone system generate high quality phone monitoring reports. Please see the graphic showing our ability to have all calls recorded and stored "offsite", this allows for faster, easier retrieval from any location with internet access.

Communication and Language Needs of all Members

TMS also requires elderly, disabled, and cultural sensitivity training to make all of our call center staff more sensitive and aware of the elderly and disabled person's needs. This training gives our staff the know-how to be more sympathetic and understanding for the Medicaid population that they deal with everyday. TMS also has a bilingual customer service staff (33% speak Spanish) and we utilize the services of Certified Languages International, which translates 200 languages to service all multiethnic elements of the State of Iowa's population. TMS will be prepared to ensure all language barriers will be minimized.

More recently, TMS has added an additional component to our Sensitivity Training: Cultural Sensitivity. "Cultural Competence" is the willingness and ability of a system to value the importance of culture in the delivery of services to all segments of the population. It is the use of a systems perspective which values differences and is responsive to diversity at all levels of an organization, i.e., policy, governance, administrative, workforce, provider, and consumer/client. Cultural Competence is developmental, community focused, and family oriented. In particular, it is the promotion of quality services to underserved, racial/ethnic groups through the valuing of differences and integration of cultural attitudes, beliefs, and practices into diagnostic and treatment methods, and throughout the system to support the delivery of culturally relevant and competent care. It is also the development and continued promotion of skills and practices important in clinical practice, cross-cultural interactions, and systems practices among providers and staff to ensure that services are delivered in a culturally competent manner.



Cultural Competence activities include the:

- Development of skills through training
- Use of self-assessment for providers and employees
- Implementation of objectives to ensure that governance,



administrative policies and practices are responsive to the culture and diversity within the populations served

- Continuous quality improvement

Our operations span a large cultural diversity, and we are familiar with accommodating language and ethnic differences in our service training.

We have attached as Attachment I information on our Avaya Automated Call Distribution System in which a detailed description of our ACD can be found. Our Avaya ACD System tracks and compiles all relevant information that Department is seeking in Technical Requirements including: average hold time, average and maximum talk time, number of incoming calls, and all other required items.

The Avaya phone system, comprised of IP Office 500 hardware, is flexible, simple to configure and install. By using combinations of up to 4 Base Cards plus Daughter Cards there is support for up to 32 users in a single unit. Up to 8 stackable expansion modules supporting additional trunks or telephone extensions can be added to reach a total capacity of 272 users. For VoIP applications, Voice Compression Module (VCM) capacity has doubled over the IP 400 with 128 channels now supported, making IP Office 500 the natural choice for IP telephony.

The IP Office 500 system control unit has 4 universal bays supporting a combination of Base Cards and Daughter Cards. The control unit also has two switched LAN ports, a slot to support Embedded Voicemail, relay sockets and an audio input port for music on hold. IP Office 500 cards are divided into two types: Base or “extension” Cards and Daughter or “trunk” Cards. For example, a Base Card can have a Daughter Card installed on it—all in a single bay. Additional Base Cards are simply installed into the next available bay—all without the need to open the control unit during installation.

IP Office 500 Digital Station 8 Card

This provides 8 Digital Station ports for the connection of Avaya digital phones and can be fitted with a Daughter Card. A maximum of 3 can be installed.

IP Office 500 Analog Phone 2 and Phone 8 Cards

These provide 2 or 8 analog extension ports for the connection of analog phones, and can be fitted with a Daughter Card. A maximum of 4 can be installed.

IP Office 500 VCM 32 and VCM 64 Cards

These cards are needed for use with VoIP calls, SIP trunks and IP-based voice networking. 4 channels are included in both cards and can be expanded by the VCM channel licenses. Both cards can be fitted with a Daughter Card. A maximum of 2 can be installed providing a total capacity of 128 channels.

TMS Best Practice

TMS is pleased to propose an in-state Call Center and Administrative Office. TMS is proposing to open a Midwest Operations in the State of Iowa. A toll free number will be

created specifically for the State of Iowa and will be separately maintained from our other operations that will be transferred to this site. TMS utilizes a comprehensive back up and recording system that can be accessed directly by Department. Every call that comes into our toll free number is recorded and maintained, and by a simple click of the mouse through a secure web page, both TMS and Department will have access to listen to the actual recording of each and every call. This is a Quality Assurance measure that is standard with the TMS service package and is a step beyond other vendor's systems. Please see page 112 for a graphic that depicts the TMS Call Detail Report and the simplified access to the ability to hear the call transaction.

TMS utilizes the services of a language line that can translate over 200 different languages, this is in addition to our already bilingual customer service staff. The current TMS phone system utilizes an IVR system; however, access to a live individual is always less than one (1) minute. The IVR recording will be updated to be Iowa specific and will give an option for Spanish speaking individuals. TMS proposes to exceed the normal business hours by having Call Center staff available during from 6:00 am to 9:00 am due to our nationwide projects. During afterhours a recording will prompt the individuals to the appropriate action needed. TMS will also maintain a TDD Device and utilize a Relay Service for the deaf and hard of hearing.



TMS requires elderly, disabled, and cultural sensitivity training to make all of our call center staff more sensitive and aware of the elderly and disabled person's needs. This training gives our staff the know-how to be more sympathetic and understanding for the Medicaid population that they deal with everyday.

TMS already meets or exceeds all requirements related to the Automatic Call Distribution (ACD) System. Our call center is operated to exceed industry standards and procedures, and is fully staffed and prepared to facilitate smooth operations every day. TMS utilizes the Avaya Telephone System, which is a global leader in business communications. The Avaya System administers all Automatic Call Distribution ("ACD") activities, such as call routing, real-time status and MIS reporting. Other features of our phone system include:

- Calls in queue warning
- Silent monitoring with "join" capability
- Recording / playback (100% of calls are recorded)
- Full management reporting, on-demand or scheduled
- Archive data for reporting
- Language lines

We have attached information on our Avaya Automated Call Distribution ("ACD") System under the Technical Literature section, Attachment I, of our proposal. Our Avaya ACD System tracks and compiles all relevant information that is required including average hold time, average and maximum talk time, number of incoming calls, and all

other types of monitoring tools mentioned in the ACD System Technical Requirements. Some features of our Avaya phone systems include:

- The Avaya ACD hardware’s chief benefit is its flexibility. The ACD system can support up to 32 users on a single system unit by combining up to four Telephone Base Cards. Up to eight stackable expansion modules supporting additional trunks or telephone extensions can be added to reach a total capacity of 272 users. Moreover, the Avaya ACD hardware has been programmed with the latest Voice Recognition Module ensuring that Medicaid Members are alerted to eligibility and service concerns prior to speaking to a Call Center Technician.
- The Avaya ACD control unit has four universal bays supporting the Telephone Base Cards. The control unit is integrated with TMS Mobility Manager over two switched LAN ports. Therefore, the Avaya ACD control unit and TMS Mobility Manager ensure that the Call Center Technicians process calls quickly and accurately. For convenience, additional Telephone Base Cards can simply be installed into the next available bay—all without the need to open the control unit during installation.

TMS already conducts live monitoring on our Call Center Technicians, please see Attachment G for a copy of the form that is used to conduct the monitoring. TMS will ensure all monitoring is conducted and utilized in a manner that will identify problems or issues and improve quality control and customer service efforts. The Avaya system used to monitor our Call Center Technicians on a live and ongoing basis is appears below. Calls may be pulled and played back to monitor telephone etiquette on the part of our employees.

The screenshot shows the AVAYA ContactStore Administration interface. On the left is a sidebar with 'Administration' and 'Search Filters' sections. The 'Search Filters' section includes fields for 'Call Start Range' (with date and time pickers), 'Parties' (a dropdown menu), 'Length' (a dropdown menu), and 'Target Number' (a dropdown menu). A 'SEARCH' button is at the bottom of the filters. The main area displays a 'Results' table with columns: Call Start, Len, Parties, Type, and Target. The table contains 10 rows of call log data.

Call Start	Len	Parties	Type	Target
12/02/09 05:30:54 AM	00:18	307 (MWilfalk3), 77278237472 (Dennis J)	Incoming	300
12/02/09 05:34:38 AM	00:15	307 (MWilfalk3), 77278237472 (Dennis J)	Incoming	300
12/02/09 05:35:23 AM	00:22	307 (MWilfalk3), 77277684916 (Wilson Johnny)	Incoming	300
12/02/09 05:38:51 AM	04:02	307 (MWilfalk3), 77273935551 (SEMINOLE DIALYS)	Incoming	300
12/02/09 05:39:42 AM	01:53	514 (Michael), 713304914343 ()	Outgoing	713304914343
12/02/09 05:44:24 AM	02:29	307 (MWilfalk3), 77275659234 (Locke Charles)	Incoming	300
12/02/09 05:44:27 AM	01:45	307 (MWilfalk3), 77274150550 (Cell Phone FL)	Incoming	300
12/02/09 05:49:15 AM	01:56	307 (MWilfalk3), 77277684916 (Wilson Johnny)	Incoming	300
12/02/09 05:49:18 AM	04:25	307 (MWilfalk3), 77273411582 (Elliott Michael)	Incoming	300
12/02/09 05:52:21 AM	00:55	307 (MWilfalk3), 77278237472 (Dennis J)	Incoming	300

Call duration, personnel assigned, and incoming phone line may be indexed and searched to locate the relevant call. TMS also monitors all call traffic inbound and outbound to ensure that important calls are not missed.

TMS also assures back up capability for all telephone lines by making sure that all lines are tested for service twice per day. Likewise, our Avaya system is backed by redundant incoming and outbound lines which for service reliability are routed through four different fiber optic stations around the United States. A power outage or loss of service in one location will not affect TMS as the remaining lines can be rerouted within minutes to ensure that the system is not compromised. TMS also stocks all Call Center with a minimum of fifteen back up phones and a backup server to ensure that if the hardware is damaged or stolen, replacement hardware is at the ready.

Urgent Care/Situations

TMS currently assists in the delivery of urgent situations for Medicaid Members all over the country. TMS will provide ‘on call’ staff to handle urgent situations for Medicaid Members. The on call staff shall be available for the hours the call center is not open. Access to transportation services will be available twenty-four (24) hours per day, seven (7) days per week. TMS groups “Urgent Care/Situations” into four categories; however, all are treated with the same urgency to the situation. The four categories are:

- Urgent Situations
- Hospital/Facility Discharges
- Urgent Care
- Emergency Room Discharges

The process of handling an urgent situation is as follows:

- An after normal business hours call is made to the TMS toll free phone number.
- The TMS phone system is automatically transferred to a dedicated telephone line staffed by a TMS Recheck Operator or Routing Specialist.
- The TMS staff Member records all relevant information regarding the transport including the origination address, destination address, time of the transport, and obtains a viable contact phone for the trip into TMS Mobility Manager.
- The TMS staff Member verifies the eligibility of the caller for transportation services in TMS Mobility Manager.
- The TMS staff Member verifies with the medical provider that the patient requires urgent care transport.
- The TMS staff Member contacts the transportation provider to arrange the trip.
- The TMS staff Member then follows up with the Medicaid Member and facility staff to inform them of the approximate pick-up time and provider assigned.
- The TMS staff Member has three hours from the time of the initial phone call to set up and execute the transport.

TMS provides strict guidelines for the response time that both the TMS Supervisor and the transportation provider must respond to, please see below our timeframes for response for each type of urgent situations.

Urgent Situations

TMS will allow a Medicaid Member to schedule a trip with less than three (3) business days notice, due to situations out of the control of the Medicaid Member. Examples of this situation include in the unlikely event a Member is not picked up by the transportation provider or a Member is notified that they need a medical appointment the next day (such as lab work). In addition, if a Medicaid Member must delay receipt of transportation services as a result of a backlog of patients at the doctor's office or due to some other reason beyond the Medicaid Member's control, the Medicaid Member can contact TMS and request transportation services to return to his/her residence at a later time.

Hospital/Facility Discharges

TMS will acknowledge and schedule all hospital/facility discharge requests for transportation services within one (1) hour of the time the hospital/facility makes the request. TMS will provide hospital/facility discharge staff with contact information, procedures, and other appropriate information to access and schedule transportation services for all Medicaid Members.

The TMS standard for hospital or facility discharges is that transportation services will be provided to a Medicaid Member within three (3) hours of when the hospital/facility makes the request. If the hospital/facility is located in a county other than the Medicaid Member's county of residence, TMS adds additional time to the three (3) hour time limit at the rate of thirty (30) minutes for every fifteen (15) miles. TMS must work with the hospital's/facility's discharge coordinator to assure that the Medicaid Member is ready for transport at the scheduled time.

Urgent Care

TMS will provide transportation services to a Medicaid Member who has become ill or sick and requires a medical appointment with less than 72 hours notice. TMS will acknowledge and schedule all requests for Urgent Care transportation services within one (1) hour of the time the Medicaid Member, or his/her representative, makes the request.

Transportation services will be provided to a Medicaid Member within three (3) hours of when the Medicaid Member, or his/her representative, makes the request. If the hospital/facility is located in a county other than the Medicaid Member's county of residence, TMS may add additional time to the three (3) hour time limit at the rate of thirty (30) minutes for every fifteen (15) miles TMS must travel outside of the Medicaid Member's county of residence.

Emergency Room Discharges

TMS will provide hospital emergency room or facility discharge staff with contact information, procedures, and other appropriate information to access and schedule transportation services for all Medicaid Members.

TMS will acknowledge and schedule all requests for emergency room/facility transportation services within one (1) hour of the time the Medicaid Member, or his/her representative, makes the request. Transportation services will be provided to a Medicaid Member within three (3) hours of when the Medicaid Member, or his/her representative, makes the request. If the hospital/facility is located in a county other than the Medicaid Member's county of residence, TMS may add additional time to the three (3) hour limit at the rate of thirty (30) minutes for every fifteen (15) miles the recipient must travel outside of the Medicaid Member's county of residence.

Call Center Operating Guidelines

TMS will operate an automatic call distribution system. Callers shall be advised that calls are monitored and recorded for quality assurance purposes. The automatic call distribution system shall be capable of recording and compiling the following information, and shall be able to produce the reports specified herein and ad hoc reports that Department may request on a daily, weekly, or monthly basis:

1. The number of incoming calls
2. The number of calls that are abandoned during the wait in queue for interaction with Call Center staff
3. The number of calls that reach Call Center staff
4. The average hold time
5. The average and maximum time spent in queue between the initial automated voice pick up and interaction with Call Center staff
6. The identity of the Call Center staff Member taking the call
7. The average and maximum talk time
8. The unduplicated number of calls placed on hold at any point after the initial call response
9. The average and maximum time of calls that are placed on hold
10. The number of calls that are abandoned while on hold
11. The daily percentage of abandoned calls.

TMS will analyze data collected from its phone system as requested by Department and as necessary to perform quality assurance and improvement, fulfill the reporting and monitoring requirements of the Contract, and ensure adequate staffing. Upon Department request, TMS will document compliance in these areas.

TMS will route incoming calls to multiple areas of operation, including English and Spanish speaking Member and provider queues. Department may require additional queues with written notice to TMS. TMS will obtain Department approval prior to implementing any queue not required by Department.

TMS maintains and operates a telephone device (TDD) for the deaf and hard of hearing and employs the use of telecommunication relay system. TMS will record all incoming calls for quality control, program integrity and training purposes. TMS will provide prior notification to the caller that the conversation will be recorded. TMS will maintain recordings for up to twelve (12) months, at the direction of Department.



TMS regularly monitors the Call Center staff and will monitor at least two (2) “live” calls of each Call Center staff Member on a monthly basis by listening to the conversation as it occurs. TMS will use this monitoring to identify problems or issues for quality control and training purposes. TMS will document and retain results of this monitoring and subsequent training and submit such documentation to Department upon request.

In the event of power failure or outage, TMS will have a back-up system capable of operating the telephone system for a minimum of eight (8) hours, at full capacity, with no interruption of services or data collection. TMS will notify Department when its phone system is on the back-up system or is inoperative. TMS will have a manual back up procedure to allow requests to continue being processed if the system is down.

TMS will maintain automated call distribution logs which shall be utilized for the Call Center Report sent to Department on a monthly basis as specified in the reporting requirements of the RFP.

3.3.2.3.3 Broker Responsibilities: Appointments

The Broker is responsible for scheduling all NEMT travel, including lodging, if required, for all eligible Medicaid Members. The Broker must also meet the minimum federal requirements, as defined in 42C.F.R. § 440.170, for provision of transportation services, as well as applicable Department rules.

- a. *The Broker is responsible at the time of scheduling for determining whether the Member is eligible for ambulatory or non-ambulatory non-emergency medical transportation. Emergency ambulance services are not provided through the NEMT program.*
- b. *If a Member requires same day or next day service, the Broker must make every effort to schedule the trip as requested. Denial of NEMT service due to short notice is not acceptable.*
- c. *If a Member requires out-of-State travel for NEMT, the Broker will respond to requests by scheduling these within 24 hours of the request.*
- d. *The Broker is expected to accommodate passengers who have disabilities or special health care needs. Members with developmental or intellectual disabilities who have recurring trips must, to the extent possible, be scheduled continuously with the same providers and drivers. Similar accommodations should be provided to Members who are physically frail, receiving dialysis, or are dealing with other significant mobility or healthcare issues. Member and/or legal representative should be notified by the Broker or the transportation provider on the Broker’s behalf, at least 48 hours in advance of any known changes in drivers or providers. The Broker and transportation provider should strive to maintain consistent routes and pick-up and drop off times, once efficient routes have been established.*
- e. *Pick up and drop off requirements*
 1. *The Broker will ensure that a Member’s wait time for a Network provider is no more than 30 minutes prior to or 30 minutes after the scheduled arrival time.*

2. *The Broker will ensure that a Member is not delayed in arriving at a medical appointment due to a delay caused by a Network provider.*
3. *In the event of an emergency or unforeseen circumstance that prevents the Network provider from meeting the approved window of time for pick up or delivery, the Network provider must contact the Broker and/or the Member to notify them of the occurrence and coordinate resolution. It is ultimately the responsibility of the Broker to ensure the transportation request is fulfilled to the satisfaction of the Member.*
 - a) *In the event a delay renders the Member late for their appointment or causes them to miss the appointment, details of the occurrence and resolution must be recorded and provided to the IME.*
 - b) *In the event the Member is delayed due to a time overage for a medical appointment or service, and the Network provider has waited at least 10 minutes past the time of scheduled pick-up:*
 - 1) *The Network provider must notify the Broker of their intention to leave the pickup location, prior to leaving.*
 - 2) *Upon notification that the Member is available for their return trip, the Broker must make arrangements to have a vehicle available to return to pick up the Member within 45 minutes of the notification.*
 - 3) *Upon notification that the Member is available for their return trip, the Broker must make arrangements to have a vehicle available to return to pick up the Member within 45 minutes of the notification.*
- f. *The Broker and a Network provider may work together to group trips to reduce the Members' travel time and to promote efficiency and cost effectiveness. Increased travel time for a group trip cannot exceed by more than 45 minutes when compared to the time that would normally be taken by the Member first picked up to complete the trip without stops.*
- g. *The furthest distance a Member is expected to walk to a bus stop is one-half (1/2) of a mile.*

TMS Best Practice for 3.3.2.3.3 Broker Responsibilities: Appointments

Trip Verification Sheets

Below is a copy of our Trip Verification Sheet, if TMS anticipates problems verifying that Medicaid Members are going to eligible trips or if there is a potential provider issue, we may utilize this Trip Verification Sheet. This sheet requires the Medicaid Member to sign and fill out the appropriate information for each trip. This Trip Verification Sheet records the Member name, date, pick up location and time, driver's name, and Member's signature for every trip.

If needed, these documents will give TMS unique insight into all elements of service delivery in Iowa. The Trip Verification Sheets will provide TMS with a wealth of information as to trip timeliness and customer service. Please see the next page.



Trip Verification Sheet

sample



Date: _____

Client Name: _____

P/U Address: _____ P/U Mileage: _____

D/O Address: _____ D/O Mileage: _____

Driver's Name: _____

Cab Number: _____ Company: _____

Authorized by: _____

Fare Amount: _____

Client Signature: _____

Falsifying this document is fraud and punishable by law

Through the electronic web portal, TMS will ensure the providers document the outcome of each trip, TMS monitors the timeliness of transportation provider pick-up and drop off times. TMS has found that transportation providers and their drivers are much more likely to observe the Iowa Policies and Procedures for Medicaid service delivery. Trip Verification Sheets will be scanned into TMS Mobility Manager to provide additional information to measure vendor performance and alter the allocation of trips.

TMS's hands-on management style with transportation providers results in many meetings between TMS personnel and the transportation providers. Particularly during the early stages of the relationship, the transportation provider must submit to fleet and vehicle inspections and Sensitivity/Drug and Alcohol Training. TMS keeps internal records of these meetings and the results that were obtained during them. Many times in the past, TMS has regularly scheduled meetings with transportation providers to raise issues on behalf of the agency and submitted a Memorandum to the client detailing the

outcome of the meeting. TMS is pleased to continue this practice on behalf of Iowa Department of Human Services/Iowa Medicaid Enterprise. These transportation vendor meetings often cover a wide range of subjects, but shall include policy, procedures, and error corrections. TMS will submit written Memorandums to Iowa Department of Human Services/Iowa Medicaid Enterprise outlining the content of the meeting.

3.3.2.3.4 Performance Standards

- a. Call abandon rate must be 5% or less. Calls are considered abandoned if the Member does not talk with a Call Center Technician.
- b. Average wait time of calls will be less than three minutes 90% of the time, measured on a monthly basis.
- c. The Broker will schedule and make transportation arrangements for same day or next day transportation services 100% of the time.
- d. The average waiting time for all pickups prior to a Members medical appointments will not exceed thirty (30) minutes 95% of the time
- e. Members will arrive on time for their appointments 100% of the time.

TMS Best Practice for 3.3.2.3.4 Performance Standards

TMS employs a state-of-the-art telephone system with Automatic Call Distribution (“ACD”). All ACD activities such as call routing, true real-time status and MIS reporting are provided by this system. Features include:

- Operator login / logout.
- Calls in queue warning.
- Silent monitoring with “join” capability.
- Recording / playback.
- Full management reporting, on-demand or scheduled.
- Archive data for future reporting.
- Large call status display screens.



The company’s large staff of telephone operators is scheduled to meet fluctuating demand, which is carefully monitored. The TMS call center handles more than tens of thousands of calls and trips per month with less than one percent complaint ratio. All incoming and outbound calls in the call center are recorded and the recordings are stored indefinitely to enable playback in the future.

TMS will maintain sufficient equipment and Call Center staff to ensure the above performance standards are not only met, but exceeded. In fact, TMS already exceeds many of the specifications listed above for the Appointment Performance Standards on a national basis. Please note a few of our most recent averages for TMS properties:



- Calls Answered Rate = 98.59%

- Call Abandon Rate = 1.41%
- Average Wait Time of All Calls = 23 Seconds
- Average Waiting Time for All Pickups = 4 minutes, 2 seconds

TMS IS COMMITTED TO THE PROPER STAFFING LEVELS TO EXCEED THE REQUIREMENTS SET FORTH IN THE RFP.

TMS has innovated a time-tested set of safeguards to ensure that routed transportation arrives within the required timeframes. TMS repeatedly makes it clear to providers that they are required to arrive at the pick-up location fifteen minutes in advance of the pickup time. TMS highlights this requirement in all our provider education efforts so that all the trip timeframes will be observed.

Next, TMS Mobility Manager uses sophisticated mapping technology to anticipate and re-route trips in light of road or traffic difficulties. See the graphic below that outlines this process.

Summary: 1.4 miles (5 minutes)			
Highway construction information is out of date. Click this line to update.			
9:00 AM	0.0	1 Depart Bani Restaurant [616 Merrimack St, L	32 yds
9:00 AM	0.1	Turn LEFT (East) onto Market St	0.6 mi
9:02 AM	0.6	Turn LEFT (North) onto Prescott St	153 yds
9:02 AM	0.7	Turn LEFT (West) onto E Merrimack St [Kearney Sq]	10 yds
9:02 AM	0.7	Turn RIGHT (North) onto Bridge St	0.3 mi
9:03 AM	1.0	Continue (North-East) on SR-38 [Bridge St]	0.2 mi
9:03 AM	1.2	Turn LEFT (North-West) onto W 6th St	0.1 mi
9:04 AM	1.3		0.1 mi
9:05 AM	1.4		

Downloading construction data ✕



Downloading road construction update...



SUMMARY

Driving distance: 1.4 miles

Trip duration: 5 minutes

Driving time: 5 minutes

Cost: \$0.11

TMS Mobility Manager provides street by street trip routing to the transportation provider to steer the vehicle around the problem spot.

Our Rapid Alert Procedures also dictate that TMS must prepare for unexpected problems by educating Member on whom to contact should a driver fail to arrive at the designated time. TMS has prepared promotional literature to be sent to recipients of Medicaid services prior to TMS beginning service. This literature contains a Problem Hotline (which is tested prior to service) to the TMS call center. In addition, TMS call center employees are trained to remind each Member prior to the conclusion of the initial intake call of the hotline phone number.

Our Rapid Alert Procedures mandate that all transportation providers within the Medicaid NET network must be briefed and trained to contact the Problem Hotline in the event of a vehicle malfunction, vehicle breakdown, or driver no-show. TMS includes specific language in our legally enforceable Provider Agreement with each transportation provider stipulating that the provider must contact the TMS hotline in the event of any trip delays. Moreover, the Provider Agreement requires that each driver running trips for TMS must have in his/her possession a fully charged and operable cellular phone to receive incoming phone calls.

TMS also screens and assesses the transportation providers in our network for the ability to run trips with little or no notice. These providers are graded on their ability to function as reliable secondary transportation providers in the event that the primary provider has difficulties. The vendors acting as secondary transportation providers are prepared for the fact that they will be called upon to run trips with minimal notice anywhere in the approved service area.



TMS trains all our call center employees how to react in the event that a problem occurs while a trip is in progress. At the beginning of each shift, one of the TMS Floor Supervisors is assigned the role of Rapid Response Counselor ("RRC"). The Problem Hotline rings directly through to the RRC, and all TMS call center employees route any calls over the conventional phone lines describing a problem with a trip in progress directly to the RRC.

Once the RRC learns of a problem from either a Member or a transportation provider, the RRC must immediately abandon any other job responsibilities and remediate the problem. The TMS RRC assesses the problem and initiates immediate remediation techniques.

The dispatcher and RRC will decide if a second vehicle from the primary transportation provider can be dispatched in time or if the RRC will cancel the trip with the primary transportation provider and give the trip to the secondary transportation provider who will run it immediately.

These Rapid Alert Procedures and Rapid Response Procedures mitigate, as much as possible, any service delays and ensure timely arrivals. TMS has learned to make thorough preparations to maintain each trip's timeframes for vehicle and driver problems

over the years because we have learned that it is impossible to prevent such difficulties entirely.

TMS Mobility Manager has been structured to collect timeliness and length of time in vehicle information for literally every trip that an Iowa Medicaid Member will take. The screenshot below illustrates that for each trip, each transportation provider must record the actual pick up and drop off time for each one-way trip. If the provider fails to record this information, the trip will not be electronically forwarded to the invoicing system within TMS Mobility Manager for payment. Therefore, all of the actual pick up and drop off times for every trip for each Medicaid Member will be recorded for tabulation.

Trip Status	Counseled	Vehicle Type	Name	Phone	Trip Direction	P-U Time	Actual P-U Time	Actual D/O Time	Appt Time	P-U Address/Entrance
Confirmed	<input type="checkbox"/>	Ambulatory			OUTBOUND	0615			0615	
Confirmed	<input type="checkbox"/>	Ambulatory			INBOUND	1200				
Confirmed	<input type="checkbox"/>	Ambulatory			OUTBOUND	0700			0900	
Confirmed	<input type="checkbox"/>	Ambulatory			INBOUND	1330			0000	
Confirmed	<input type="checkbox"/>	Wheel Chair			OUTBOUND	0800			1000	
Confirmed	<input type="checkbox"/>	Wheel Chair			INBOUND	1100			0000	
Confirmed	<input type="checkbox"/>	Ambulatory			OUTBOUND	1000			1200	
Confirmed	<input type="checkbox"/>	Ambulatory			INBOUND	1400			0000	
Confirmed	<input type="checkbox"/>	Ambulatory			OUTBOUND	0745			0945	
Confirmed	<input type="checkbox"/>	Ambulatory			INBOUND	1030			0000	
Confirmed	<input type="checkbox"/>	Ambulatory			OUTBOUND	0630			0630	

TMS Mobility Manager's automatic filters have been preset to send alerts to the TMS Recheck Operator, in the event that a provider's entered times result in a higher than average number of late arrivals and/or unusually long vehicle road times. Automatic messages are routed to the Recheck Operator's work station, and the transportation provider's trips are reviewed for performance. The transportation provider is automatically placed on a performance watch list for review by the Recheck Operator and the Iowa Account Manager. If further poor performance occurs, the TMS Quality Assurance Specialist must counsel the transportation provider regarding the problem and potentially place the provider on probationary status.

TMS Mobility Manager also provides the transportation provider with the opportunity to deliver valuable feedback regarding trips, Member, and TMS systems. Within TMS Mobility Manager, there is a notes and comments field into which the transportation providers may enter constructive feedback at any time, 24 hours a day, 7 days a week.

This feedback and commentary is instantly reviewable by all TMS and Department staff that will have access to TMS Mobility Manager.

Finally, TMS conducts and performs weekly satisfaction surveys, a copy of which has been attached as Attachment G. TMS Call Center Technicians call Iowa Medicaid Member that have used transportation services within the prior month to inquire as to the quality of the experience. The survey documents the Iowa Member' feedback regarding courtesy and timeliness of both TMS staff and the transportation provider.

3.3.2.4 NEMT Reimbursement

3.3.2.4.2 Broker Responsibilities: NEMT Reimbursement

The Broker is responsible for reimbursing all NEMT claims to Network providers and Members/individuals/volunteers, including claims for mileage, meals, and lodging. As a part of this responsibility, the Broker must comply with all state and federal tax reporting laws.

Transportation agencies currently bill by mile or by trip. Transportation agencies are reimbursed their usual and customary charge, not to exceed the charge that would be the most economical available source, with a cap of \$1.40 per mile for ground transportation. Medicaid Members/individuals/volunteers are currently reimbursed at 30 cents per mile. The Department intends to change the Iowa Administrative Code at 441—78.13 to remove these reimbursement requirements, and revise the rules to allow a broker system, effective with the first date of operations of the brokerage.

The Department currently uses the Department of Administrative Services (DAS), State Accounting Enterprise (SAE) rates and procedures for meal and lodging reimbursement. The DAS rates for meals and lodging are considered to be maximums.

- a. DAS has established reasonable maximum meal reimbursements through the authority of 11 Iowa Admin. Code § 41.6(2).*
- b. For a complete listing of DAS – SAE rules affecting reimbursement for meals and lodging, please refer to their website at: http://das.sae.iowa.gov/internal_services/210_travel.html. Receipts are required to be submitted for all meal and lodging reimbursements.*

The Department intends to change the Iowa Administrative Code at 441—78.13 to remove these reimbursement requirements, and revise the rules to allow a broker system, effective with the first date of operations of the brokerage.

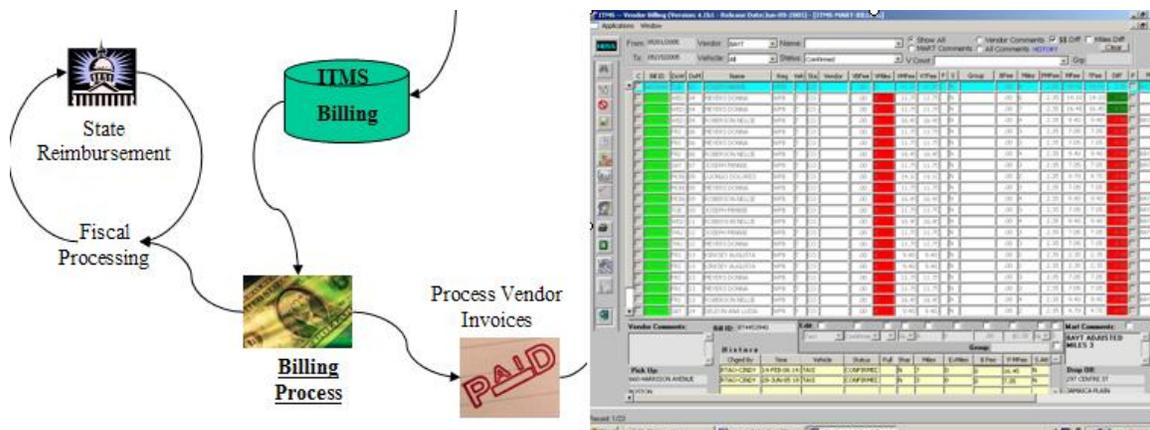
TMS Best Practice for 3.3.2.4.2 Broker Responsibilities

TMS Mobility Manager allows TMS and our vendors to interact directly using a secure internet Vendor Portal. TMS pre-assigns work to vendors for the next forty-eight hours. The transportation vendors update the TMS Mobility Manager “scoreboard” regarding trips completed, cancelled, no-shows, any incidents reported, and complaints recorded, etc. A notification system provides an end of the day summary to TMS. Also, every change marked has a history and changes are color coded for easy recognition.

The supervisory screens allow TMS staff to access any vendor, while the vendor screens only show the vendor their own information thus maintaining the security of the system. The vendor uses the Vendor Portal for:

- Work Download – Finalized trip assignments are downloaded and printed by the vendor directly from the system.
- Vendor Trip Completion Update – Status of the completed trip are updated by the vendor on a timely basis resulting in quick, up-to-date information being available to TMS.
- On-line Invoice Management – Vendor has the capability to review invoices on-line, as well as resolve any conflicts through a web-interface.

TMS Mobility Manager allows for streamlined maintenance of all invoices for our providers and contracts across the nation. The following diagram illustrates the flow of the current system.



Out of State Transportation

In the course of servicing our many contracts over the years, our clients have required us to route transportation to Members travelling to trip destinations well outside the standard service area. We plan to duplicate our existing procedure for trips outside the defined service area that we have used successfully in other markets. We have bifurcated our out-of-area procedures into two tiers: (1) ground transportation and (2) air transportation.

We anticipate that the majority of out-of-state trips in Iowa will be classic ground transportation trips to destinations such as Spokane, Washington. In our automated trip routing software, trip destinations outside Iowa will automatically be flagged and sent to

our Re-Check Operator for a second verification with each medical provider prior to vehicle dispatching. At TMS, we double our efforts to prevent no-shows or cancellations for ground trips outside the defined service area to improve efficiency and control costs. Upon verification, ground transport vehicle(s) will be routed to accommodate the trip request.

TMS will provide transportation services and all related travel expenses, in accordance with 42 CFR 440.170, pertaining to related travel expenses (including the cost of meals and lodging), and as described in the Iowa Administrative Code, 16.03.09, Section 875.

All claims for travel-related services must be supported by receipts, or other verification of the date, place, the amount of and the nature of services that were performed. TMS will not pay for claimed services that are not verifiable by contemporaneous documentation. Travel covered by the service to which the Member is being transported is not reimbursable as a separate service and transportation is paid on a reimbursement basis only; payment will not be issued prior to delivery of the service.

The reasonable cost of meals actually incurred in transit will be approved when necessary, when there is no other practical means of obtaining food, and only when an overnight stay is required to receive the service. Reimbursement will not exceed seven dollars (\$7) per meal or a maximum of twenty-one dollars (\$21) per day per person.

BY VIRTUE OF OUR EXPANSION TO HAWAII, TMS IS WELL VERSED IN THE INTRICACIES OF PROVIDING ASSISTANCE FOR SPECIAL TRAVEL EXPENSES.

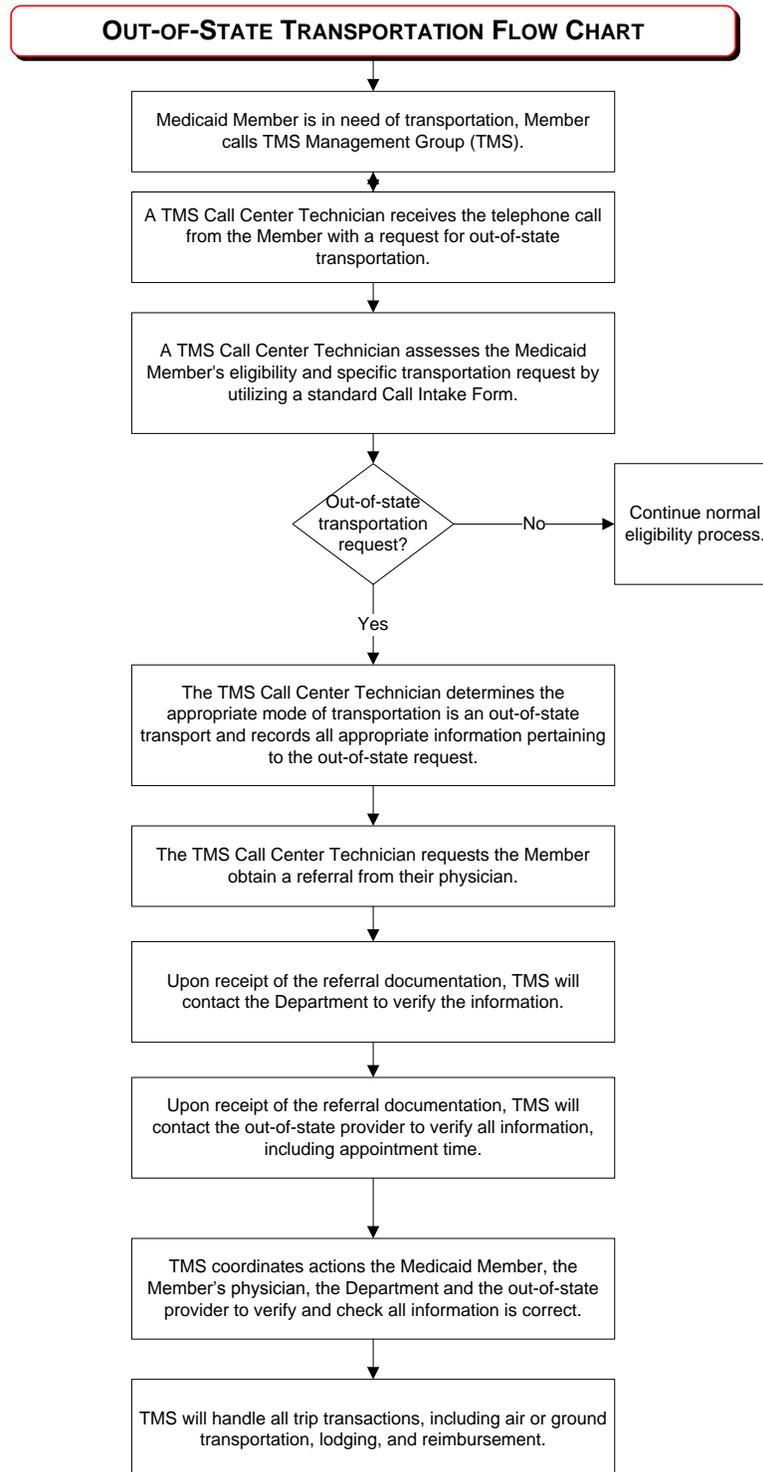
AS A RESULT OF THE SCARCE AVAILABILITY OF MEDICAL RESOURCES ON THE OUTER ISLANDS OF MOLOKAI, KAUAI AND THE ISLAND OF HAWAII, TMS BOOKS AND EXECUTES HUNDREDS OF FLIGHTS PER MONTH BETWEEN THE OUTER ISLANDS AND OAHU FOR MEDICAID TREATMENTS.

The reasonable cost actually incurred for lodging will be approved when the round trip and the needed medical service, in practicality, cannot be completed in the same day. The travel must entail a one (1) way distance of at least two hundred (200) miles, or a normal one (1) way travel time of at least four (4) hours. The incidental travel expenses of a family Member or other companion will be covered when medical necessity or the vulnerability of the individual requires accompaniment for safety, and no less-costly alternative is available. Lodging reimbursement will not be paid when the stay is in the home of a relative or acquaintance.

As the Medicaid NEMT provider for numerous properties around the nation, TMS daily uses multiloaded ground transport vehicles, wheelchair vehicles, stretcher vehicles,

public transit, buses, and air travel transportation. As a result, TMS has extensive experience in dealing with sophisticated out-of-state travel arrangements.

The flow chart below illustrates the procedure that we will employ in evaluating out of state transportation requests.



TMS reviews all air transportation trip requests even more intently. TMS's standing policy is that air transportation trips must be reconfirmed with both the client and the medical provider prior to airfare purchase and/or vehicle routing to the airport. Once duplicate confirmations have been obtained from both the medical facility and the client, TMS will investigate airfare and schedule vehicle transportation to and from the airport on each end of the trip. Prior to trip execution, the Re-Check Operator must confirm the appointment a third time, and once complete, TMS will submit the trip data to Department for review. After Department review, TMS will purchase airfare and schedule a ground transportation vehicle to take the client to the airport.

Our routing staff is familiar with all air travel procedures necessary in non-emergency medical situations. At the time of the client's last trip confirmation prior to the flight, the Re-Check Operator will review all preparations with the Member and all necessary preparations for air travel. TMS routing staff also makes arrangements with the airline to accommodate a special needs passenger. TMS ensures that an airline attendant accompanies the Member for the duration of his/her trip.

TMS routing staff then schedule a vehicle to pick up the Member at the airport to transport him/her to and from the medical facility. TMS Re-Check Operators reconfirm this trip as well. If the Member requires an overnight stay out of state, TMS routing staff will secure lodging reservations for the night(s). TMS next schedules ground transportation between the medical facility and the lodging site most often with the provider that met the Member at the airport. TMS Re-Check Operators confirm each of these trips, and the transportation provider is strictly advised to help the Member reach an attendant at a medical facility and his/her overnight room at the lodging site. The next morning, the same out of state transportation provider is routed to the Member's lodging to return the Member to the medical facility. This process will be repeated as necessary until the Member's medical treatments are completed.

Once complete, the same out of state transportation provider transports the Member from the medical facility back to the airport where the Member is delivered into the care of the airline's attendant again. Upon return to Iowa, a transportation provider drives the Member back to his/her home.

TMS is prepared to reimburse eligible Medicaid Members for all approved travel reimbursements for the duration of the trip. TMS will arrange, and make payment for, the most cost effective, out-of-state travel for eligible Medicaid Members and travel companions. Out-of-State travel arrangements include the following:

- Airline travel – Schedule and pay for the airline travel for the Member and one other person, when applicable. Provide the itinerary to the requestor via phone, fax, e-mail, or mail a hard copy ticket to the requestor if it is required by the airline.
- Lodging – Schedule and pay for a hotel. Provide the lodging and confirmation information to the requestor.

- Ground transportation – Schedule and pay for transportation via taxi, shuttle or other ground transportation. Provide the ground transportation contact and confirmation information to the requestor.
- Reimbursable services – reimburse the Member and travel companion for the following:
 - a) Meals
 - b) Attendant services
 - c) Rental car
 - d) Parking fees
 - e) Ground transportation other than rental cars

TMS will continue to seek alternative opportunities to use community resources, an example is the recently announced “Megabus.com” bus company who will begin twice-daily roundtrip service to Chicago and Iowa City from downtown Des Moines. Beginning May 4, Megabus.com will offer two daily departures from the corner of Fourth and Walnut streets downtown, which links the company's services to the Des Moines Area Regional Transit Authority transit mall. This is an ideal resource to link Medicaid recipients with safe, alternative resources for out of area transportation. TMS will commit to pursuing all options available, such as this one, within the community to improve service options to Medicaid Members.



TMS WILL CONTINUE TO SEEK ALTERNATIVE OPPORTUNITIES TO USE COMMUNITY RESOURCES, AN EXAMPLE IS THE RECENTLY ANNOUNCED “MEGABUS.COM” BUS COMPANY WHO WILL BEGIN TWICE-DAILY ROUNDTRIP SERVICE TO CHICAGO AND IOWA CITY FROM DOWNTOWN DES MOINES.

3.3.2.4.3 Performance Standards

- a. 90% of all Network provider or Member/individual/volunteer claims will be processed and paid or denied within ten (10) business days of a complete and valid claim form.
- b. 95% of all Network provider or Member/individual/volunteer claims will be processed and paid or denied within fifteen (15) business days of a complete and valid claim form.
- c. 100% of all Network provider or Member/individual/volunteer claims will be processed and paid or denied within twenty (20) business days of a complete and valid claim form.

TMS Best Practice for 3.3.2.4.3. Performance Standards

TMS takes its financial responsibilities to both the agency and the transportation providers seriously. Therefore, we offer a unique guarantee unmatched by any other broker company within our industry. As described in more detail in other sections of this proposal, the automated TMS Mobility Manager System provides an exclusive procedure that assists transportation entities with the ability to greatly speed up the payment process.

Once the provider has confirmed the trips taken, TMS will make an immediate payment to all transportation providers of 50%, increased to 65% after a three-month enrollment period, of each invoice within seven days. Upon verification of completion of all trips, the final amount of the invoice will be paid. Generally, this occurs within two weeks. As former transportation operators ourselves, TMS management appreciates just how important a positive cash flow is for each transportation business, and we therefore guarantee that our providers do not have to wait more than 30 days for an initial payment while we reconcile their invoice. Then it is TMS’s standard operating procedure to remit the balance of the funds upon timely reconciliation of all clean claims.



AS FORMER TRANSPORTATION OPERATORS OURSELVES, TMS MANAGEMENT APPRECIATES JUST HOW IMPORTANT A POSITIVE CASH FLOW IS FOR EACH TRANSPORTATION BUSINESS.

TMS will ensure an electronic claims process for Individuals/Volunteers. A form has already been created for use in Iowa and we will allow Individuals/Volunteers the ability to electronically submit their invoices. This process will speed up the ability to verify the invoices and then pay the claim to the individual.

3.3.2.5 Member Education

3.3.2.5.2 Broker Responsibilities

- a. *The Broker will issue updates to the information provided to Members on an as-needed basis, when there are material changes that will affect access to services. This includes additions and changes to the provider network.*

TMS Best Practice for 3.3.2.5 Member Education

Survey data from the Public Policy Center at the University of Iowa indicates that upwards of 35% of IME members, regardless of population cohort, have a “low or very low understanding” of Medicaid transport rules. The TMS Project Director, Michael Audino, will oversee development of a comprehensive member education program to address this issue. TMS will:

- Produce print materials that clearly and concisely communicate the details of the NEMT;
- Meet with member stakeholder groups, such as the Governor’s Council on Disabilities, the Iowa Association of Agencies on Aging, the Iowa Assisted Living Association, the University of Iowa Hospitals, and County Case Managers, to share program information and disseminate print materials;

- Establish a Member Advisory Council to ensure the right information is being developed and communicated to the right people in the right ways;
- Collaborate with the public relations office of the Iowa Department of Human Services to incorporate NEMT information in appropriate DHS publications;
- Create a Iowa NEMT web site to disseminate program information and capture member questions and concerns;
- Prepare and disseminate media releases throughout Iowa. (Our Project Director has a business relationship with The Link, an Iowa falls-based media outreach firm);
- Meet with print and broadcast media throughout Iowa and generate feature stories about the brokerage service.

TMS understands that from the Member's perspective, the change to a brokered transportation network will be a large one. Medicaid eligibles will need to become accustomed to telephoning a new phone number and communicating their trip information in a new way. More importantly, some Members may not be matched with the transportation provider with whom the Member is accustomed to receiving transportation service. As such, TMS believes that Medicaid Member education will play a key role in determining how smoothly this transition will go.

As a result of TMS's experience on past Medicaid projects across the nation, we have a considerable experience in educating plan Members and consumers prior to the start of a major brokerage project. TMS has found that there are several efficient ways to reach the largest possible segment of the target population. Direct mailings are a useful way to contact the plan Members directly without an intermediary. TMS will provide a direct mail piece in English and Spanish that explains the following:

- Explanation of the non-emergency medical transportation services program
- TMS's address, telephone number, contact information and website for the Des Moines Office
- TMS's office hours in Des Moines
- Hours that transportation services are available
- Procedures for obtaining and accessing services including authorization requirements
- The amount, duration, and scope of services available under the contract
- Process for single trips and standing orders
- Members' responsibility for provision of car seats or other safety equipment for transportation
- TMS's Policy that the provider must wait at least ten (10) minutes after the scheduled pick-up time before establishing that the Member is a no show
- Explain to visually and hearing impaired persons how communication will occur
- Information on accommodating ADA eligible Members

- Complaint/Grievance/Appeal/Fair Hearing Information

Please refer to Attachment F for a copy of our sample Rider Informational Packet. In addition to direct mailings, TMS has enjoyed success in the past by reaching the plan Members through the providers. TMS has already developed a network of numerous transportation companies in Iowa and we will require them to post a flyer in all its non-emergency medical transportation vehicles alerting Members to the program change and educating them on the new procedure. It will, of course, have all relevant contact information for TMS personnel on its face. Sometimes, we have found that reaching the target population through the providers can even be more effective than through direct mailings depending on the circumstance.

“I surveyed 55 other consumer groups nationwide that represent Medicaid populations; I did not hear one complaint about TMS.”

Local Iowa Stakeholder

TMS anticipates proper notification of Members, visiting medical facilities, holding operational meetings with key staff, and effectively communicating the program requirements and service options in a comprehensive manner that is client sensitive. TMS will work with Department to ensure our informational brochures and packets are inclusive of all required elements and will submit them within 45 business days prior to the start of operations. TMS will ensure the information is in an easily understood format, and provided in both Spanish and English.



An example of our Facility Guide is below. Please see the entire Sample Rider Informational Packet in Attachment F.



3.3.2.5.3 Performance Standards

- a. The Broker will update all written materials within 15 business days after an NEMT program or policy change.

TMS Best Practice for 3.3.2.5.3 Performance Standards

TMS will convene our proposed Member Advisory Council on a quarterly basis to ensure all written materials are properly updated and review the impacts of our member education activities. TMS will collaborate with our network providers and conduct on-board customer satisfaction surveys of Members to:

- Evaluate the quality of service provided by the network provider;
- Assess the effectiveness of communication and education materials;
- Identify customer-centric revisions to both the provider network and Member information materials.

3.3.2.6 Grievance, Complaints and State Fair Hearings System

3.3.2.6.2 Broker Responsibilities

The Broker shall have a system in place for Members/Individuals/Volunteers and Network Providers that allows for a grievance and complaints process and access to the State agency's fair hearing system.

3.3.2.6.2.2 Member and Provider Notice of Adverse Action

The Broker must notify the requesting Member/Provider of any decision to deny a service authorization request, or to authorize a service in a amount, duration, or scope that is less than requested. Please refer to section 3.3.2.1.2.1 for more information on Notice of Adverse Action.

3.3.2.6.2.3 Broker Grievance or Complaint Process: General Requirements

Give Members any reasonable assistance in completing forms and other procedural steps not limited to providing interpreter services and toll-free numbers with TTY/TDD and interpreter capability. This includes providing a full and complete explanation of the process to the Member.

- a. *Acknowledge receipt of each grievance or complaint.*
- b. *Inform the Member of the disposition of the grievance or complaint in a format approved by the IME.*
- c. *Inform the Member of the availability of the State fair hearing process for any action.*

3.3.2.6.2.4 Grievance system: Record keeping and reporting

The Broker must maintain records of all grievances, complaints and appeals to the State Fair Hearing process. Such records will be made available to the IME upon request.

3.3.2.6.2.5 Access to State Fair Hearing

If the Member disagrees with the resolution of the grievance or complaint by the Broker, the Member may request a state fair hearing. The right to a fair hearing and how to obtain a hearing must be explained to the Member by the Broker.

- *The Broker will represent the Department in the State Fair Hearing.*

TMS Best Practice for 3.3.26.2. – 3.3.2.6.5. Grievance, Complaints and State Fair Hearings System

TMS takes all service complaints very seriously, and for that reason, the TMS Account Manager and Project Director will conduct monthly reviews of all grievances, complaints, and appeals and apply the principles of Continuous Process Improvement to identify systemic issues that are negatively impacting the NEMT program. TMS will collaborate with IME and our proposed Member Advisory Council to identify and implement solutions to identified problems.

THE TMS ACCOUNT MANAGER AND PROJECT DIRECTOR HAVE OVER 47 YEARS OF MANAGING TRANSPORTATION PROGRAMS IN IOWA AND AROUND THE MIDWEST.

OUR INTIMATE KNOWLEDGE OF IOWA WILL HELP IME ACCOMPLISH ITS MISSION MORE EFFECTIVELY AND HELP IME RESOLVE MEMBER PROBLEMS QUICKER.

In addition, we will hire Re-Check operators who will receive complaints over the phone. The Re-Check Operators will fully document all elements of the complaint, and forward it within thirty minutes to a TMS Floor Supervisor for immediate resolution. The TMS Floor Supervisor will make an independent attempt to resolve the complaint on the same day to the full satisfaction of the complaint. TMS has separated the functions of complaint documentation and resolution to prevent any mixing of occupational functions. Our culture at TMS has been bred to exhibit a sense of urgency concerning customer service, and we see complaints as a valuable source of information for how we can improve our procedures.

The Iowa Account Manager shall have ultimate responsibility for the investigation of complaints, the compilation of facts, and final ruling (subject to execution of the appeals process option by the complaining party). The process described herein (as appropriate) shall apply equally internally (call center) and externally (service providers).

The investigation may require obtaining additional information from call center staff, providers, and/or the complaining party. In the case of a complaint against a service provider, a copy of the complaint, minus the name of the complaining party, are transmitted electronically to the appropriate operator immediately. Under normal circumstances, the provider shall provide a written response to Iowa Account Manager by noon on the following service day. (This may not always be possible such as if the complaint is against a driver and the driver is not scheduled to work on the following day, or is on vacation, etc.). Telephone discussions may be used to expedite this process.

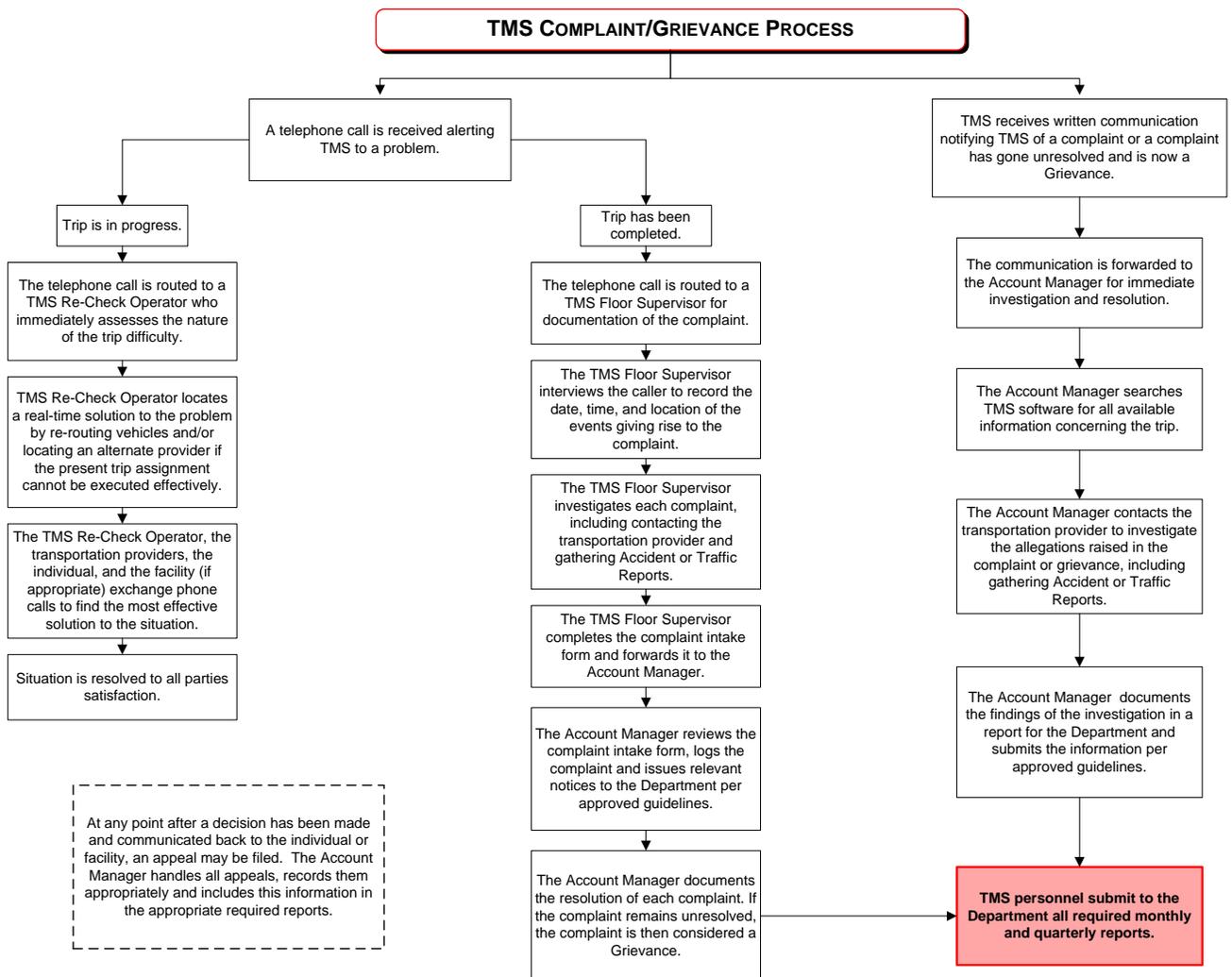
All complaint forms will be submitted to Department for review and action. Should a recipient request an appeal to review a decision made concerning medical transportation, TMS staff will be readily available to provide to Department all pertinent information in

verbal and/or written format. If required, TMS staff will attend an appeal hearing at the Department office.

THE IOWA OMBUDSMAN RECOGNIZED THE TMS PROJECT DIRECTOR FOR HIS WORK IN RESOLVING CUSTOMER COMPLAINTS IN A TIMELY AND CUSTOMER-FOCUSED MANNER.

OUR PROJECT DIRECTOR WILL APPLY THE SKILLS RECOGNIZED BY THE IOWA OMBUDSMAN TO ENSURE MEDICAID MEMBERS RECEIVE PROMPT AND COURTEOUS RESOLUTION TO THEIR COMPLAINTS.

The following graph outlines the internal control process used to monitor the operation of the complaint resolution and tracking system.



Moreover, TMS maintains and delivers a Complaint Tracking Report that tracks both current and resolved complaints and divulges all information about them to Department. Our Complaint Tracking Report is an Excel file as required and will be delivered to Department each month as required. All Complaints are contemporaneously documented in TMS Mobility Manager, and as such a record of the complaint and its investigation is issued to the offending transportation provider. As such, the provider can become aware that their livelihood is in jeopardy in order to reform their conduct. TMS has broken out the types of complaints and the review process used into three main categories:

1. **Valid Complaints:** In order for complaints to be considered valid, the name, address, and telephone number of the complaining party needs to be provided. Otherwise, it will not be possible to contact the party for further clarification, if necessary. However, complaints made by persons who do not provide this information shall not be taken as seriously as those which do include a name, address, and telephone number; investigations may be warranted based upon anonymous complaints at the discretion of the Account Manager. All complaints received shall be held in strict confidence by system staff.
2. **Non-Safety Related Complaint Review and Responses:** The Account Manager shall have ultimate responsibility for the investigation of complaints, the compilation of facts, and final ruling (subject to execution of the appeals process option by the complaining party). The process described herein (as appropriate) shall apply equally internally (call center) and externally (service providers).
3. **Safety Related Complaint Review:** Safety related complaints shall receive the Account Manager's immediate attention. If the complaint is likely to be replicated (driver not properly securing wheelchair, driver speeding, etc.), the provider involved will be immediately called for additional information. Action for safety complaints shall be immediate, with the appropriate response implemented without delay.

After safety complaints determined to be valid have been rectified, the complainant notification process for non-safety related complaints shall be followed. In addition, the Account Manager shall attempt to notify Department on the same day as the complaint was first known to exist, but not later than the next service day.

The investigation may require obtaining additional information from call center staff, providers, and/or the complaining party. In no case shall the Account Manager (or other qualified project complaint investigators) divulge the name of the complainant to other staff (other than the manager) or service providers. In the case of a complaint against a service provider, a copy of the complaint, minus the name of the complaining party, are transmitted electronically to the appropriate operator immediately. Under normal circumstances, the provider shall issue a written response to the Account Manager by

noon on the following service day. (This may not always be possible such as if the complaint is against a driver and the driver is not scheduled to work on the following day, or is on vacation, etc.). Telephone discussions may be used to expedite this process. Please see the screenshot below, which shows the transportation provider's ability to "Manage Complaints".

The screenshot shows a web browser window with the address `http://localhost/HBSSVP/StartHere.aspx?v=Trips%2FVendTripsForm.aspx`. The page has a navigation bar with links for [ITMSVP Security](#), [Version](#), and [Logout](#). Below the navigation bar are two main sections: "Download Today's Trips, Set Rates and/or Update Invoices" (with a car icon) and "Create and Manage Complaints" (with a person at a computer icon). A callout box points to the "Create and Manage Complaints" icon with the text: "Vendor Clicks on 'Create and Manage Complaints'". Below these sections is a table with the following data:

Date Time	Vendor	Announcement Detail
01/24/08 0323PM	VOCO	CoverSheet for Vendor - VOCO and DEC-2007 has been generated
01/24/08 0213PM	VOCO	EIP Route# G1038_VOCO for DEC-2007 has been Refreshed
01/24/08 0213PM	VOCO	EIP Route# G1226_VOCO for DEC-2007 has been Refreshed
01/24/08 0213PM	VOCO	EIP Route# G1227_VOCO for DEC-2007 has been Refreshed
01/24/08 0212PM	VOCO	EIP Route# G1024_VOCO for DEC-2007 has been Refreshed
01/24/08 0212PM	VOCO	EIP Route# G1025_VOCO for DEC-2007 has been Refreshed
01/24/08 0212PM	VOCO	EIP Route# G1036_VOCO for DEC-2007 has been Refreshed
01/24/08 0212PM	VOCO	EIP Route# G1027_VOCO for DEC-2007 has been Refreshed
01/24/08 0211PM	TILL	DMR Route# 1_TILL for DEC-2007 has been Refreshed and Validated
01/24/08 0207PM	TILL	DMR Route# 10_TILL for DEC-2007 has been Refreshed and Validated

At the bottom of the page, there is a copyright notice: © 2008 HBSS, Privacy Policy - Terms of Use, and a version note: VendorPortal Interface Version -- 1.0 Build 17b - Release Date:26-Dec-2007.

As an additional quality control element, TMS records 100% of all telephone conversations between Medicaid Members and our Call Center staff. These recordings are compared against the items documented in the Complaint Report. These recordings are also used as teaching tools to educate our call center population on proper customer service etiquette. TMS takes all possible safeguards to ensure that Medicaid Members' phone experience is received positively. Please refer to page 112 for more information on our call recording capabilities.

The diagram illustrates the process flow: "Client Calls" leads to "Log Complaint", which then leads to "Incident + Complaint Management". Below the diagram is a screenshot of the "Complaint Management System" interface. The interface shows a search for "GLOV-HERBERT GLOVER JR. DEVA GLOVER I ASSOCIATES" and a table of complaints. The table has the following data:

Complaint ID	Passenger Name	Operator	Date Received	Incident Date	Service Type	Rpt. Taken By	Driver Name	Status	Supervisor	Shared Rate Code	To/Reply
OH12893	WILLIAMS KATHLEEN	GLOV	05/05/2006	05/05/2006	YFB	John	Carlos Invarro	RESOLVED	jin	-	-
OH12840	WILLIAMS KATHLEEN	GLOV	05/05/2006	05/05/2006	YFB	John	Carlos Invarro	RESOLVED	jin	-	-

The interface also includes buttons for "Add New Complaint" and "Show Status", and a footer with copyright information: © 2008 HBSS, Privacy Policy - Terms of Use, VendorPortal Interface Version -- 1.0 Build 17b - Release Date:26-Dec-2007.

TMS Mobility Manager provides for a detailed electronic system of complaint management as displayed above.



It shall be TMS's goal to complete the investigation and provide a telephone response to the complainant on the next business day. In the event the investigation cannot be completed by the next service day, the Account Manager (or other trained investigator) shall communicate with the complaining party on the following business day to explain why the investigation requires additional time, and when it is expected to be completed. Records of all telephone conversations are maintained by the investigator (date, time, items discussed, etc.).

Once the investigation is completed, the Account Manager shall communicate via telephone with the complainant and explain the findings. In the event the ruling does not favor the complainant, the Account Manager shall explain the appeals process. The written findings and results shall then be forwarded to the complaining party, along with an explanation of the appeals process. The written response shall include a cover letter and contain the following information as appropriate:

- a. Information on the initial complaint;
- b. If the problem has been resolved, when and what action(s) will be taken; and/or
- c. Investigation reveals that the complaint has no merit (documentation must be provided).

A copy of the written response shall be provided to Department staff and the provider's representative when applicable, or specific staff when applicable. Should a recipient request a Fair Hearing to review a decision made concerning medical transportation, TMS staff will be readily available to provide to Department all pertinent information in verbal and/or written format. If required, TMS staff will attend a Fair Hearing at Department office.

TMS will develop and implement procedures in coordination with Department staff to measure vendor performance. The purpose of such procedures will be to develop and apply standards to assure that recipients receive quality transportation services. Vendor performance addresses, but is not limited to, such issues as failure to meet appointments, timeliness of vehicle pickup and delivery, refusal to take longer trips, total travel time, etc.

TMS Mobility Manager provides a number of different indexes for searching the complaints, and we examine the complaints by region, provider, time of day, call center employee, and a host of other data fields to try to isolate and repair the service problem. Again, we see complaints as a benefit to our business in that they provide excellent direction on where the business is weakest.

3.3.2.6.2.6 Provider Arbitration

- a. *Because network transportation providers will not be providers of the Department, the Department will not afford such network providers access to the State Fair Hearing process unless required to do so by law.*
- b. *The Broker shall include a clause in its standard network provider agreement that affords network providers the right to bring disputes to binding arbitration following completion of the Broker's internal grievance process.*
- c. *Binding arbitration shall be conducted free of charge by state staff of the IME. The decision of the state staff arbitrator shall be final and binding on the parties.*



TMS Best Practice for 3.3.2.6.2.6 Provider Arbitration

TMS has included the following language within our draft Iowa Provider Agreement (see Attachment H): Any controversy or claim arising out of or relating to the services provided through the transportation provider network shall be resolved by arbitration in accordance with the Commercial Rules of the American Arbitration Association, except that the arbitrator shall prepare a statement of findings of fact and conclusions of law and deliver the statement to the Parties to which the Parties shall be bound; provided, however, that a Party may appeal issues of law (or application of law to the facts) or may enter a judgment upon the award rendered by the arbitrator in a court of competent jurisdiction. The arbitration proceeding shall be conducted by a single arbitrator selected by agreement of the Parties but if the Parties do not agree on such selection then the arbitration proceeding shall be conducted by a panel of three arbitrators. This agreement shall be governed by Iowa law.

3.3.2.6.3 Performance Standards

- a. *The Broker will must provide a monthly report on all grievance's and/or complaints by the tenth business day of the month following the last day of each month.*
- b. *The Broker will must provide a monthly report on the all disposition of State Fair Hearing appeals by the tenth business day of the month following the last day of each month.*

TMS Best Practice for 3.3.2.6.3. Performance Standards

TMS excels at providing monthly reports on time and in the correct format. TMS has never been cited for late reporting. TMS will provide a thorough complaint report to the Department monthly, and all information is subject to review and approval from the Department.

Member Complaint Detail							
Trip Date	Name	MMIS #	Time of Call	Time of Appt	Provider	Issue	Resolution
7/8/2008			8:58	9:00	Diversified	Provider late for p/u	Resched for another day w/MedXpress
7/9/2008			12:32	1:00	Community C	Switched to RainTree	
7/9/2008			2:29	1:00	JMK	Driver had significant other w/him, went through McDonald's drive thru - client late for appt.	
7/9/2008			2:59	2:45	Canton	By time client got to door driver gone. Sent 2nd cab but too late for appt	Client resched for another day
7/11/2008			3:32	3:30	JMK	Provider late for p/u	Client resched for another day
7/13/2008				2:45	Akron Yellow	Akron Yellow never p/u	Client had friend take to appt
7/15/2008			11:03	11:15	Diversified	Provider late for p/u	Resched for another day
7/16/2008			12:23	1:30	DTS	Switched to MedXpress	
7/16/2008						Client's mother gave wrong p/u info	
7/16/2008						Client's mother gave wrong p/u info	
7/21/2008			3:10	3:00	Diversified	Diversified late	Switched to Emerald Trans
7/21/2008			5:55	3:30	Diversified	Provider late for p/u	Waited two hrs for p/u switched to Express
7/22/2008			1:00	3:30	Diversified	Client wanted to change appt time	Diversified will be too late
7/23/2008			2:57	2:20	Diversified	Diversified late	Client resched for another day
7/23/2008			9:28	9:20	Rybak	Provider late for p/u	Client resched for another day
7/24/2008						Client called to check on ride, nothing set in computer for 24th or 25th. Listened to call and client's mother gave wrong info. Will verify all info from now on	
7/24/2008			2:30	2:30	Medport	Driver there from 1:33 to 1:44	Client resched for another day
7/25/2008					JMK	JMK said client was yelling & cursed driver, waited 10 mins then left	

3.3.3 Turnover

Turnover is activated when the State contractually transfers responsibility for the operations functions to a new entity (i.e. a newly awarded Broker). All bidders will be required to provide a commitment for full cooperation during the turnover responsibility that comes at the end of the contract term awarded by this RFP, including preparation of a Turnover Plan, when requested by the State.

Additionally, the very last payment for Operations due the Broker will not be paid until the Broker has satisfied all turnover obligations.

TMS Best Practice for 3.3.3 Turnover

TMS will craft a Turnover Plan for the orderly turnover and transition from TMS as the primary broker of the Iowa Non-Emergency Medical Transportation Program to another

organization and/or system. TMS will work closely with the turnover recipient to transmit any electronic information needed to administer and coordinate transportation services and/or billing for the client base. All systems are tested extensively prior to the start date to ensure timely processing of trip requests. TMS will work with the successor in a team environment towards additional project improvements throughout the term of this turnover transition. This transition plan is designed to ensure that Iowa Medicaid Members continue to receive service with minimal interruption.

Once approved, the Turnover Plan will be distributed to all TMS, Department, and transportation provider staff throughout the contract term in order to ensure that all parties are conversant with its requirements.

Additional Items TMS Will Offer to the Iowa Department of Human Services/Iowa Medicaid Enterprise

Program Awareness Training

Upon contract award, the entirety of TMS staff is educated on the Iowa Scope of Services. This comprehensive training alerts all TMS staff to the components of the critical new project that we are undertaking. Education items in this training include:

- Demographics and Composition of the Iowa Medicaid Target Population
- Iowa Medicaid Member Eligibility Criteria
- Advanced Trip Reservations Requirements
- Iowa Gatekeeping Procedures
- Iowa Single vs. Group Rides Criteria
- Iowa Geography and Road Conditions
- Iowa Special Needs Populations' Requirements
- Iowa Locations of Adult Day Care Centers, Dialysis Facilities, Common Trip Destinations
- Iowa Non-Emergency Medical Transportation Daily Policies and Procedures
- All Other Salient Items Suggested by Department

Quality Assurance/Customer Service Training

TMS staff will receive training relative to the Quality Assurance Program. This is critical as all staff must provide a consistent public response. Additionally, all TMS management and telephone staff who come into contact with the public receive training in customer service responsibilities and management's expectations. This training addresses, at minimum, the following:

- who is the customer;
- telephone etiquette;
- putting the customer first;
- handling the irate customer;
- getting the facts and critical details;
- recording and documenting comments, suggestions, and complaints;

- determining the difference between a non-safety and safety related complaint;
- comment/suggestion/complaint categories;
- advising customers of no-show and cancellation policies;
- no-show verification process;
- cancellation documentation;
- late pick up verification process; and
- available choices of service along with determining which service will be the most cost efficient while meeting the customers' needs.

Customer relations personnel shall be sufficiently familiar with other system policies (e.g. appeals process), so as to respond to customer inquiries with accurate information and guidance. Ongoing training will be provided for new staff, changes in policy or procedures, and refresher courses as needed.

Reservation, Scheduling, and Public Relations Staff Training

Persons responsible for taking reservations and/or assigning trips to one of the transportation providers will receive extensive training in Iowa's Medicaid regulations regarding transportation service requirements. Specifically, before making a provider assignment, each reservationist/scheduler shall be aware of all options (e.g., community resources, bus passes, taxi, wheelchair and stretcher vans) thus ensuring that the assignment is made to that transportation provider who (1) can satisfy the customers' needs; (2); has the capacity to provide on-time service and (3) is the most economical.

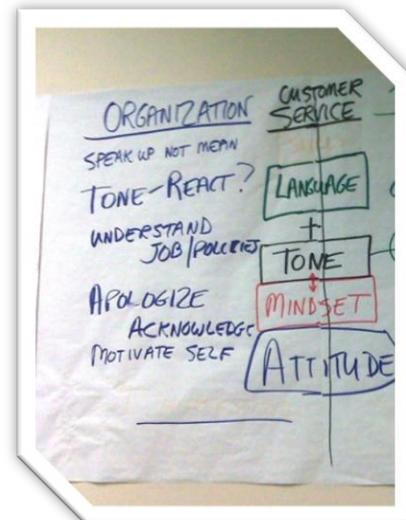
Additional Training for Management and Supervisors

All persons who are in a position of managing, overseeing the call center, and monitoring services shall receive training in the following areas: complaint investigation procedures; complaint resolution; monthly reporting requirements; administering the appeals process; and project monitoring procedures.

Sensitivity Training

TMS began introducing elderly, disabled, and cultural sensitivity training to make all of our call center staff more sensitive and aware of the elderly and disabled persons needs. This training gives our staff the know-how for how to be more sympathetic and understanding for the Medicaid population that they deal with everyday. Shortly after introducing this training we saw an increase in our customer satisfaction ratings and a decrease in our complaint numbers. TMS now provides our senior/elderly/disabled sensitivity program on an annual basis. TMS believes that many well-meaning people lack the know-how to effectively serve the elderly and people with disabilities.

Our Sensitivity Training Module for the elderly and the disabled focuses on:



- Identifying the keys to effective communication with a senior citizen or a person with a disability.
- Creating a general awareness about senior citizens and persons with physical and mental disabilities, highlighting similarities as well as differences.
- Developing awareness for the abilities of persons with disabilities.
- Explaining techniques and strategies to use when interacting with the elderly and persons with disabilities.
- Providing resources for technical assistance for senior citizens and disabled individuals
- Improving telephone and interpersonal etiquette between TMS employees/vendors and the elderly and senior citizens

TMS has found that better telephone and interpersonal etiquette on the part of TMS employees and vendors results in less conflict as well as more sensitive and skillful service for all people. TMS’s Sensitivity Training Module educates our employees on the size and makeup of the population of the elderly and the disabled. It also underlines those differences between the various ability impairments such as hearing, vision, mobility, learning, and autism. Our Sensitivity Training also discusses coping techniques for when conflicts arise and communication challenges occur. This training is designed to develop greater competence among TMS’s employees and vendors so that we know how to serve this important group.

Exceptional Transportation Provider Recruitment

As former transportation providers ourselves, TMS excels at transportation provider recruitment. Our Principals and our Provider Network Specialist are already well-known figures in the transportation provider community, and we understand how to speak to providers in a language that they understand. First, we have already launched our Outreach Programs to current Medicaid providers. We have already yielded a solid crop of provider candidates from the existing provider pool. Next, we locate and identify transportation providers that have not previously participated in Medicaid transportation and explore partnership opportunities with them. Second, we explain past transportation brokerage successes and how we have helped a variety of transportation providers increase their profitability.

WITH TWO IOWANS ON BOARD AT TMS, WE ARE CONFIDENT PROVIDER RECRUITMENT WILL GO SMOOTHLY, SHOULD TMS BE CHOSEN AS THE STATEWIDE BROKER.

As former transportation operators, we will explain our unique sensitivity to their performance window issues as well as their capital and cash-flow requirements. Additionally, many providers are attracted to our payment policy because it demonstrates that they will not have to worry about late or short payments. Many providers are eager to work with due to our intimate knowledge of the transportation industry.

Energetic provider recruitment has keyed many of our past successes, and we work closely with our providers to establish a cooperative spirit to service the best possible service to the target Medicaid population in Iowa.

TMS Best Practice

TMS will create, specifically for Iowa, an Iowa Transportation Provider Handbook. The Handbook will be tailored to the NEMT Program and will be the base for the required Mandatory Transportation Provider Orientation Training sessions that will be conducted throughout Iowa. The Handbook will include a description of all Iowa NEMT Program Requirements, the Quality Assurance Plan, Provider Checklist, and the System Safety Plan. An outline of the transportation handbook is below:



OVERVIEW

- Background of the Iowa NEMT Program
- Background of TMS Management Group, Inc. (TMS)

DESCRIPTION OF “TRANSPORTATION SERVICES”

- Transportation Provider Network Requirements
- Insurance, Safety Requirements and Standards
- Drug and Alcohol Testing Requirements
- Background Checks
- Driver Requirements
- Vehicle Requirements
- Maintenance Policies and Procedures
- Operational Standards
- Security Requirements
- Operational and Driving Requirements

ATTACHMENTS

- Iowa Quality Assurance Plan
- Iowa Provider Checklist
- Iowa Provider System Safety Plan

TMS Procedures for Handling Scheduling Issues (such as last minute requests from Members, schedule changes, and “no shows.”)

TMS understands that a variety of same day trip difficulties will occur concerning transports for Iowa Medicaid Member. TMS hereby establishes procedures to accommodate Member when same day trip difficulties do occur, and, likewise, protect the best interests and fairness procedures for the Iowa Non-Emergency Medical Transportation Program overall.

Same day trip difficulties can be divided into three broad categories: Same Day Trip Requests, Schedule Changes, and Beneficiary No Show Situations.

TMS Procedure for Same Day Trip Requests:

1. During the first 90 days of the transition to TMS services in Iowa, Same Day Trips Requests will be accommodated as much as possible as Iowa Medicaid Member adapt to the new system of calling TMS rather than their transportation provider. However, Iowa Medicaid Member will be advised on each call that they must call their transportation requests in to TMS at least 72 hours in advance of the medical appointment.
2. Following the first 90 days of the transition, Iowa Medicaid Member requesting Same Day Trips will be advised that they must call in their transportation requests at least 72 hours in advance in order for TMS to execute the transport. However, a number of exceptions will apply to this procedure.
3. Same Day Trip Requests for Urgent Care, Kidney Dialysis, High Risk Pregnancy, Pediatric Care, and other cases in which 72 hours advance notice is not practical will be accommodated as much as possible, and their trip requests will be executed.
4. All callers with Same Day Trip Requests will be reminded that TMS provides Non-Emergency transportation. If the caller's situation is an emergency, TMS will advise the caller to contact 911.

TMS Procedure for Schedule Changes:

1. If the time of an Iowa Medicaid Member's scheduled medical appointment changes, and the Member or medical provider notifies TMS, the TMS Recheck Operator must immediately contact the transportation provider and the Member, if necessary, to notify the provider of the change.
2. The Recheck Operator must also change the time in TMS Mobility Manager so that the provider receives immediate electronic notice of the change.
3. If the Member or medical provider does not notify TMS of the schedule change and the vehicle arrives too early or too late, TMS Recheck Operator must contact the transportation provider to arrange for the vehicle to arrive on time. If necessary, the Recheck Operator may assign the trip to another transportation provider. However, the Member is required to ride with the transportation provider if the vehicle arrives up to two hours prior to the medical appointment.
4. For return trips to the Member's home, all transportation providers must be advised by Recheck Operators and during training that return legs are flexible, and the provider must be willing to work with the Member.

TMS Procedure for Member No Shows:

1. If a vehicle is sent for a scheduled medical appointment during the scheduled pick-up window, and the Member does not show up for the transport or cancels at the door, the transportation provider must report this outcome by telephone to TMS or within TMS Mobility Manager electronically.
2. The record of this no show will be placed in the Member's electronic file in TMS Mobility Manager.

3. If an Iowa Medicaid Member accumulates three no shows within any thirty day period or six no shows within any six month period, all of the incidents will be documented by the Iowa Account Manager, and the case will be referred to Department. The TMS Iowa Account Manager may recommend the Member be suspended from transportation service to Department.
4. If an Iowa Medicaid Member is recommended for suspension, TMS will inform Department of each subsequent no show.

Advanced Proprietary Software

TMS Mobility Manager is the electronic system that will be used in Iowa to manage all phases of non-emergency, medical transportation. Its eligibility verification, trip scheduling, trip assignment, and billing applications make it robust enough to handle managing a project of this size and scope.

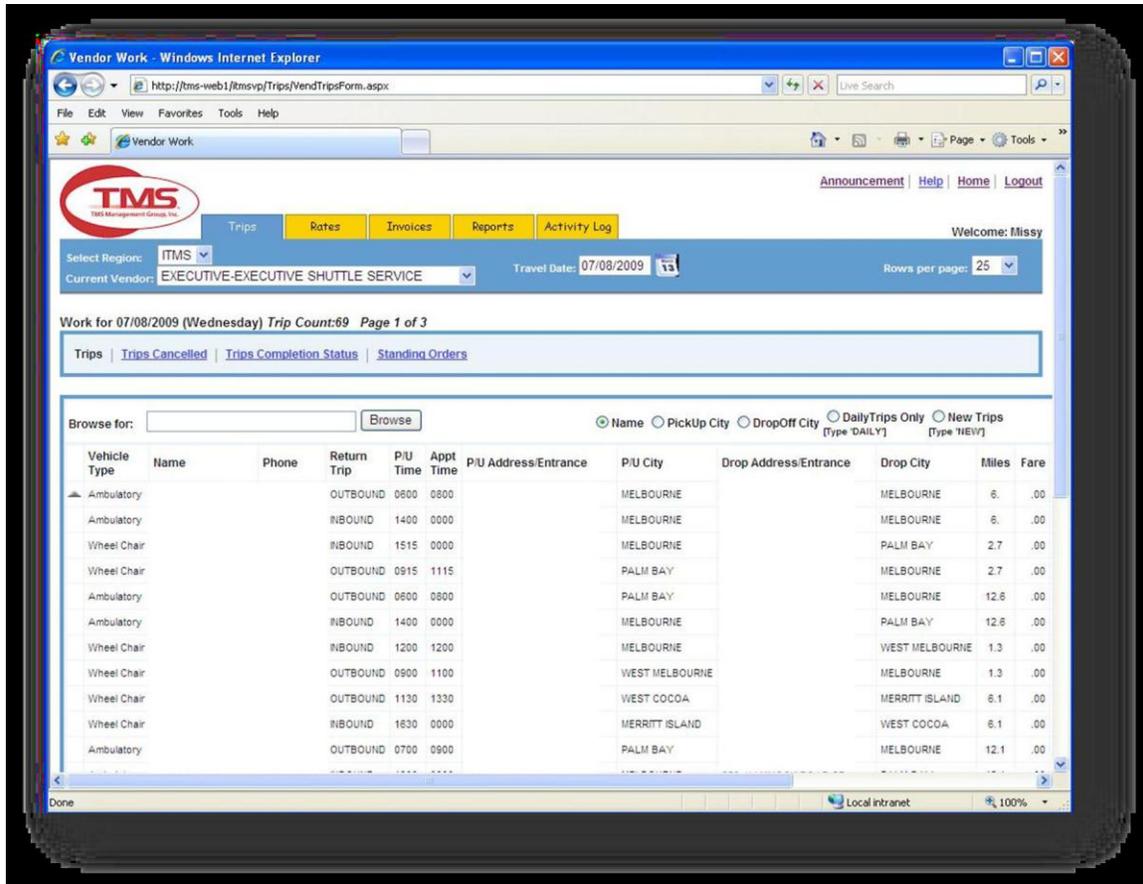
TMS Mobility Manager is a web-based software application supported by redundant servers which exceeds the technical specifications enumerated in this Proposal. TMS has more than enough computer hardware and phone lines to ensure that all Members of the staff are fully electronically integrated in company operations. TMS Mobility Manager's servers are fully capable of receiving and processing a Secure File Transfer Protocol in order to work with transportation providers or the state.



TMS Mobility Manager is hosted by TMS and maintains a server with a Secure File Transfer Protocol compatible with Department's system. Naturally, the system features a secure socket layer with 128 bit encryption for secure log-in for transportation providers to receive trip assignments and for Iowa officials to obtain real-time review of TMS operations. TMS Mobility Manager runs off a fully compatible Windows platform. TMS Mobility Manager has been specifically engineered for transportation brokerage service, and as such, all applications can be modified to suit the scope of each project that TMS undertakes. TMS has already begun crafting the specific screens that will be used on the Iowa project. Because our electronic systems can be tailored to Iowa's specific requirements, TMS Mobility Manager is easy to use, maintain, and troubleshoot. TMS Mobility Manager runs off the latest version of Windows. All TMS staff have been fully trained on TMS Mobility Manager, and over the course of its use at TMS, it is so reliable that it has not once caused a service failure or disruption.

TMS Mobility Manager is fully compatible with all major transportation demand response dispatch systems currently in wide usage in the field. TMS Mobility Manager is already fully integrated with our existing network of transportation providers across the nation. Our web-based applications make it easy for transportation providers to synchronize their dispatch systems with TMS Mobility Manager. The following screenshot shows that the TMS Mobility Manager system, which is run off a Windows platform, is compatible with any major dispatch developed after 1995. For the purposes of scheduling and dispatching, demand response transports and standing orders (or repetitive transports) are handled the same way so that trips can be routed and dispatched within a uniform system.

All trip information is entered by TMS Call Center Technicians at the Order Entry Screen of TMS Mobility Manager. Once recorded in the Order Entry, the trip information is filtered to locate the lowest cost, most safety conscious transportation provider based upon program parameters that have been programmed into TMS Mobility Manager. Once the trip information has been filtered and quality checked by TMS automatically, it is routed to the transportation provider through an on-line web-based system called the Vendor Portal, which appears below.



Each transportation provider is given a unique login username and password to access the system. Once logged in, the vendor can view all trip assignments for each day and into the future. Transportation providers may review and decline trip assignments 24 hours a day. At 10 am each day, all trips become available for download over the vendor portal for the following business day. The transportation provider may download them into a secure Excel file and import them into their own systems for distribution to the drivers.

Once the trips are completed, the transportation provider must log back into the Vendor Portal to mark each trip as a Confirmed Trip, a No Show, or a Cancel. TMS therefore records the outcome of each trip electronically including the actual pick up and drop off times for each trip.

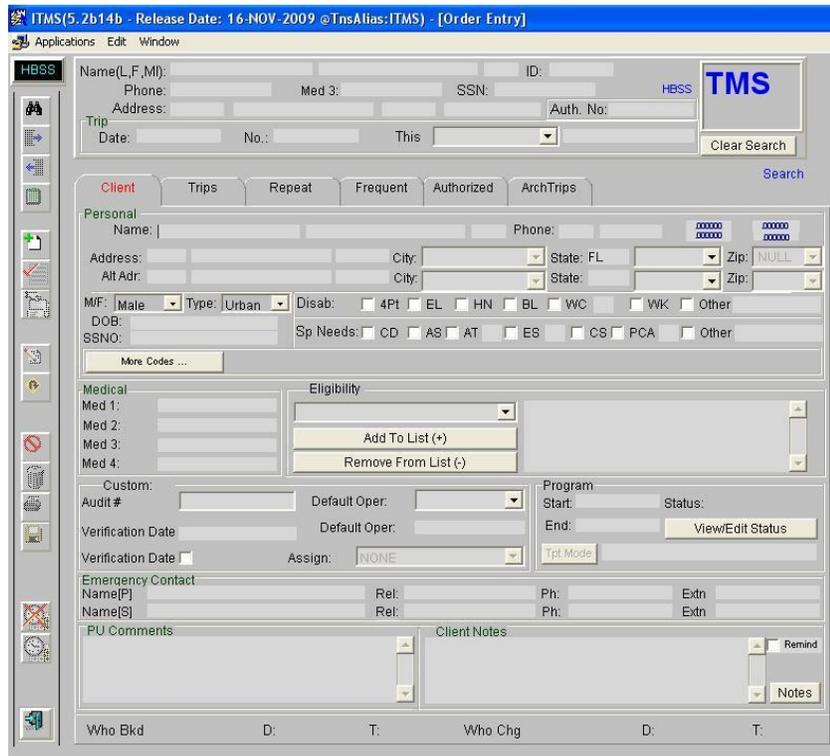
Once marked off, TMS Mobility Manager automatically creates an invoice for the provider containing the outcomes recorded for each trip. The provider reviews each fare and accepts or disputes the payment amount. The TMS Finance Department reviews all provider submissions accordingly.

TMS Mobility Manager also has a notes function in the Vendor Portal which allows TMS and the transportation provider to exchange information concerning transports and payment status. In sum, the Vendor Portal will function as the primary gateway between the transportation providers and TMS.

TMS Mobility Manager has already been configured in its usage with TMS to capture all of the data points that the State of Iowa has enumerated in the Technical Service Requirements. Under our current contracts across the nation, the following data points are accounted for by TMS Mobility Manager:

- 1) Member's name
- 2) Member's date of birth
- 3) Member's age
- 4) Member's gender
- 5) Member's address
- 6) Member's telephone number
- 7) Member's E-mail address
- 8) Member's Medicaid ID number
- 9) Member's Medicaid Eligibility Verification
- 10) Special Needs (medical condition, language, etc)
- 11) Required mode of transportation (wheelchair)
- 12) Other Issues of Concern (abusive behavior, complaint history)
- 13) Cost and amount paid to each transportation network provider

The following screenshot illustrates how all of these variables are tracked and archived for retrieval in our TMS Mobility Manager Software. The Call Center Technicians must input all of these data items at the relevant entry field.



In addition, TMS Mobility Manager maintains and updates daily a computerized trip log that is designed to determine and document the shortest possible route for each trip that is run in the field and automatically compares that trip mileage to the mileage that the provider is billing. On our current projects, our daily trip logs capture all of the following data:

- 1) Member name
- 2) Member Medicaid ID number
- 3) Name of trip requester (if not Member)
- 4) Member telephone number
- 5) Date and time of trip Request
- 6) Date and time of medical appointment
- 7) Scheduled time of pick up and drop off
- 8) Actual time pick up and drop off occurred
- 9) Mode of transportation requested
- 10) Mode of transportation authorized
- 11) Justification of mode authorized
- 12) Scheduled companions or escorts
- 13) Pick up location
- 14) Destination location
- 15) Reason for transportation
- 16) Transportation provider name
- 17) Transportation provider number
- 18) Driver's name and ID number

- 19) Date and time of notification to transportation provider
- 20) Trip mileage
- 21) Staff Member referring, authorizing, or denying request
- 22) Trip authorization code or number
- 23) Notes (cancellation, incomplete request, or no show)
- 24) Transportation provider reimbursement amount

TMS Mobility Manager currently tracks and updates this information each day for our current contracts, and we have already begun configuring our software to anticipate common Iowa trip destinations. The following screenshot shows how our software captures all of this data for each trip.

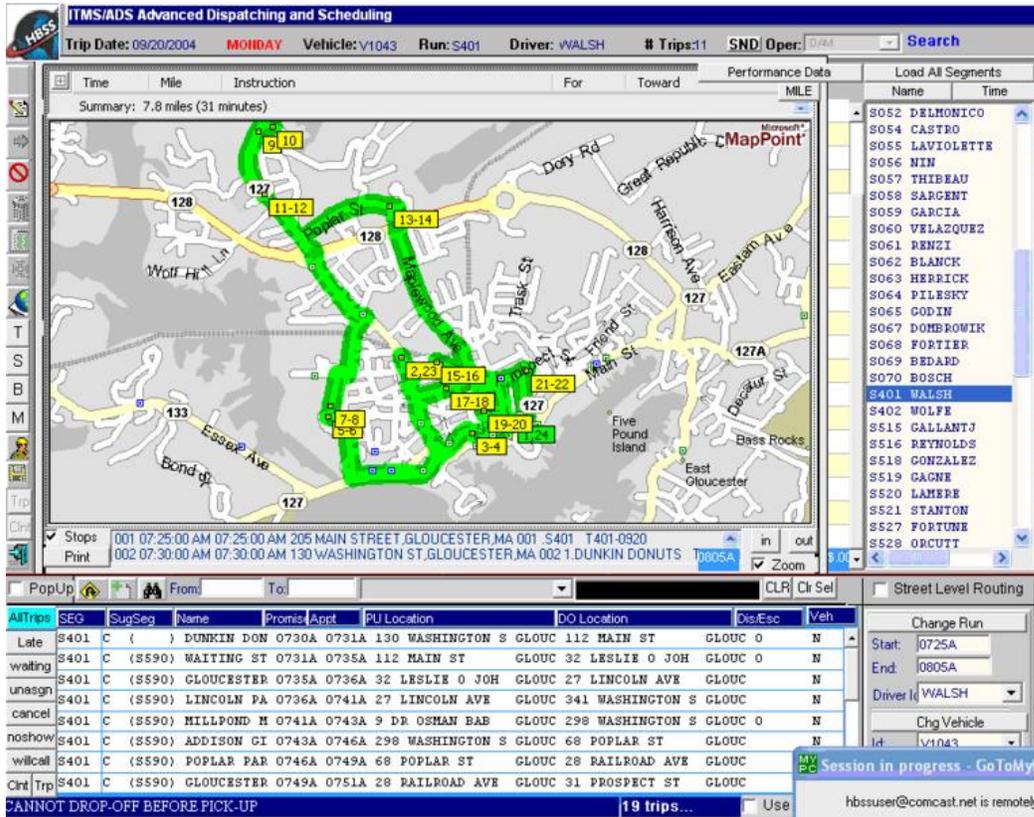
The screenshot displays the TMS Mobility Manager software interface. At the top, there is a header bar with 'HBSS' on the left and 'HLT' on the right. Below the header, there are several input fields for personal information: Name(L,F,M), ID, Phone, Recp_ID, SSN, Address, and Auth. No. A 'KATHY' label is visible next to the SSN field. Below these fields are 'Date', 'No.', and 'This' fields, along with a dropdown menu. A 'Clear Search' button is located on the right side of the form. The main area of the interface is divided into several tabs: 'Client', 'Trips', 'Repeat', 'Frequent', 'Authorized', and 'ArchTrips'. The 'Authorized' tab is currently selected. Under the 'Authorized' tab, there is a 'Doctor' section with fields for 'Date Auth.', 'TripType', 'Name', 'Address', 'City', 'State: WA', 'Zip: NULL', 'Phone', and 'Pager'. Below the 'Doctor' section is a 'Trip' section with fields for 'From', 'To', 'Allow 0 Trips', 'Every', 'Month(s)', 'MaxTrips Allowed', 'Per', and 'Month(s)'. At the bottom of the form, there is an 'Others' section with a 'Comments' field and a table with columns 'Who Bkd', 'D:', 'T:', 'Who Chg', 'D:', and 'T:'.

The Call Center Technicians proceed through a variety of scripts to ensure that all of these data items are documented for each trip. Once documented, all items are automatically stored and compared against transportation provider invoices. Using electronic methods to store and compare this information saves large amounts of time, and facilitates the reconciliation of transportation provider invoices helping us deter abuse.

Wherever possible, TMS requires that transportation providers install and maintain Mobile Data Terminals in their vehicles to assist with vehicle and Member tracking. Mobile Data Terminals can be synchronized directly with TMS Mobility Manager so that

TMS may directly track Member pick up times and locations without the assistance of a third party or a human intervention. Mobile Data Terminals contain Global Positioning Systems and a live connection to the transportation provider dispatch system and TMS Mobility Manager. Mobile Data Terminals and TMS Mobility Manager allow for live, real-time tracking of all trip scheduling and dispatching functions from any TMS office or facility because our software is completely integrated.

The following screenshot displays how TMS Mobility Manager obtains and monitors all scheduling, dispatching, and tracking data from the transportation network providers.



All trip assignments are routed to transportation providers over a secure web portal. Once accepted, the dispatcher at each provider office is required to update the trip route as it progresses from the pickup point to the destination. In this fashion, TMS remains continuously apprised of each trip's status. Each trip can then be graphed in TMS's Mapping software showing its progress on the street. TMS also uses telephone calls to providers and email data to continuously update each trip record. Moreover, all drivers for TMS clients are required to keep driver logs containing all trip pick up and drop off times/locations. TMS requires secure electronic upload of these driver logs each day to verify TMS's trip data against the driver's data. Any inconsistencies in the data triggers a red-flagged email to the Re-Check Operator. TMS's Re-Check Operator contacts the medical provider and/or the Member to confirm the inconsistency. All inconsistencies are archived for each provider's performance review.

Dedicated Iowa Website

TMS has already created a dedicated webpage address that links to our current website, www.tmsmanagementgroup.com, specifically for NEMT services in Iowa including a Frequently Asked Questions page. This webpage will feature all relevant information concerning TMS operations in Iowa. On the proposed web page, TMS will disclose to the Member all his or her rights and privileges under Iowa's NEMT plan from waiting time, to the trip denials policy, to scheduling options. For transportation providers, TMS will feature all information concerning our evaluation and accreditation process as well as a PDF file with the Iowa Provider Agreement attached and contact information for accreditation questions.



In fact, TMS has already created a Transportation Provider recruitment web page, to provide real-time information to those providers who are interested in operating as part of the TMS Iowa Provider Network. Please see a screenshot below.

Home About Us Services We Offer **Government Programs** Commercial Services Transportation Provider Network Contact Us

Government Programs

TMS
TMS Management Group, Inc.

Welcome to the Iowa Non-Emergency Medical Transportation Brokerage Program Information Web Page!

TMS Management Group, Inc. ("TMS") welcomes you to the Iowa Non-Emergency Medical Transportation ("NEMT") Brokerage Request for Proposal web page. On February 25, 2010, the Iowa Department of Human Services/Iowa Medicaid Enterprise released RFP MED-10-011, the Non-Emergency Medical Transportation Brokerage bid to solicit proposals from vendors for a transportation brokerage company that will negotiate rates, arrange transportation and reimburse transportation claims for all eligible Iowa Medicaid Members for NEMT services.

TMS is interested in submitting a bid in response to this proposal and we believe in order to ensure the most seamless transition possible, we want all partners to be involved throughout the entire process. Our philosophy is that the proposed brokerage service will be successful only if all forms of transportation systems and stakeholders in Iowa are part of the solution.

TMS has earned a reputation throughout the NEMT industry as a "provider friendly" broker, and we are determined to make good on that reputation in the State of Iowa. We would give you 24 hours advance notice of trips through our internet based trip dispatching system. This system would also help generate an invoice for you to pay you for your work twice a month.

If you are a transit provider or a transportation company, please [Click Here](#) to print out a Letter of Intent and fax it to TMS. Please fax all Letters of Intent before April 12, 2010.

TMS welcomes you to this web page and thanks you for interest in this brand new, groundbreaking program.

<p>Transportation Provider Listening Session Meeting Notice April 7th, 2010 @ 9:00 am – 12:00 pm</p>	<p>Stakeholder Listening Session Meeting Notice April 7th, 2010 @ 1:30 pm – 3:00 p.m.</p>
<p>Location: TownePlace Suites • 9800 Northpark Drive Johnston, Iowa 50131 • Hotel phone 515.727.4066</p>	

If there are specific issues you want to ensure we discuss, please email your questions or ideas in advance to Michael Audino. In addition to these two meetings, a Transportation Provider Listening Session will be conducted via a Webinar on April 13, 2010 @ 1:30 to 3:30. To participate, please contact Michael at 727-415-9668 or michael@michaelaudino.com.

If any special accommodations are needed, please contact Michael Audino at least 48 hours in advance of the meeting.

We hope You can Attend- We Want Your Input

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Home About Us Services We Offer **Government Programs** Commercial Services Transportation Provider Network Contact Us

Our internet specifications will be operational twenty-four hours per day, and the website will be continuously updated with current Iowa NEMT information. TMS's website enjoys a first rate hosting account complete with unlimited email boxes and abundant storage. Most importantly, TMS's website is hosted at TMS Headquarters by a dedicated server with a redundant fiber backbone. As such, TMS's site has never experienced a service outage, and the hosting company has documented a 99.5% "up time" on all services, meaning that all their websites hosted have been off-line less than one percent of the time. Moreover, the TMS website is backed up by the hosting company, which has over 200 servers in Boston to maintain capacity and additional back up servers in Hong Kong.

The TMS website supports PHP and Flash programming languages, and it utilizes 128 bit encryption for security purposes. Most importantly, it was developed to allow up to 40 Gigabytes of monthly traffic allowed. As such, it can accommodate the same amount of traffic as the website of a major U.S. newspaper. Like many sites, it can also track hits and the location of where search streams are coming from in order to improve the site's visibility.

The website shall be available twenty-four (24) hours a day, seven (7) days a week. TMS will include and maintain the website with the following most current and updated information provided in both English and Spanish:

- a) Descriptions of transportation services available and how to access them;
- b) Contractor contact information;
- c) Customer Service contact via email address; and
- d) Frequently asked questions including definitions

TMS will provide the following web applications:

- 1. User-friendly interface with intuitive layout and flow.
- 2. Warranty and maintenance plan.
- 3. All computer, network and communication hardware used to support the hosted application.
- 4. Virus scanning programs involved with the communications portion of the application.
- 5. The system shall allow a minimum of 250 concurrent users to access the system at the same time. Concurrent client requests are same millisecond client initiated clicks, and not server sessions. (Concurrent Users)
- 6. The system shall be maintained and upgraded on a regular basis including service packs, patches and operating system updates.
- 7. The system shall have an average availability (up time) greater than 98% of the time for twenty-four (24) hours, except for scheduled maintenance.
- 8. The system will be built to have adequate response time for editing, print initiation, and navigation between screens. The proposed solution will provide expected response times along with a plan to monitor and improve times as needed.

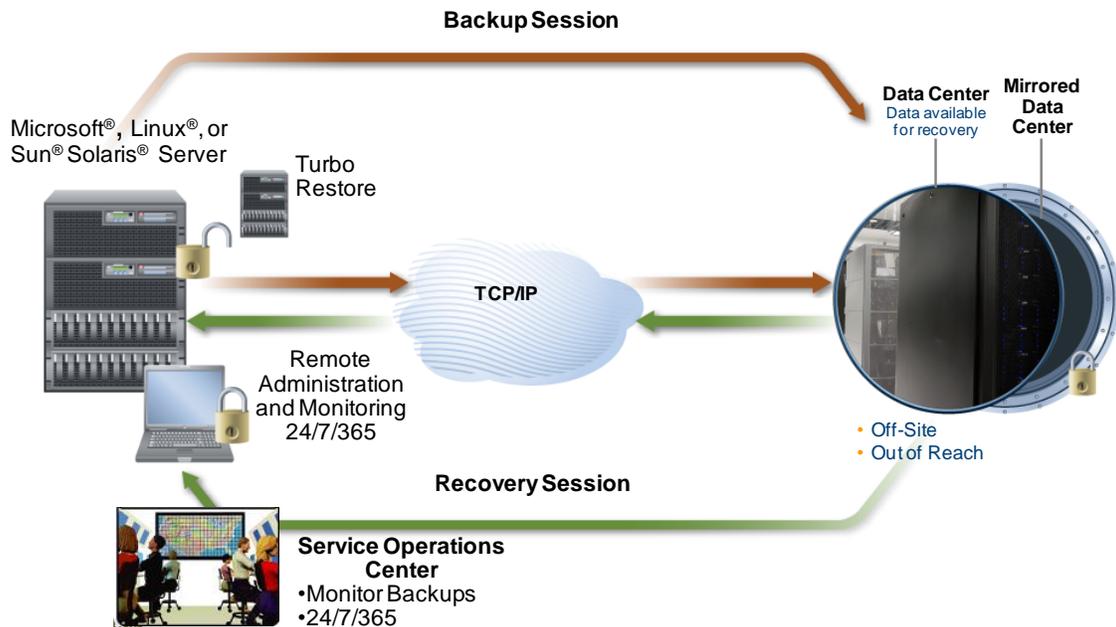
9. The system will have adequate response times for record searches, retrievals and query functions based on the complexity of the request. The proposed solution will provide expected response times for typical queries, along with a plan to monitor and improve times as needed.
10. Ensure the proposed solution(s) will use graphical user interface(s) (GUI), for subsystems and functions accessed by all users. Characteristics of easy navigation that must be incorporated and will include but not be limited to the following:
 - a. Drop-down menus;
 - b. Application-specific toolbars;
 - c. Auto population of persistent data;
 - d. Direct links to help, reference information, manuals and documentation;
 - e. Short-cut and function key functionality;
 - f. Mouse-over captions for all icons and data elements;
 - g. Navigation menus, fields, and page tabs;
 - h. Auto skips from field to field so that the cursor moves automatically to the next field as soon as the last character in the previous field is completely filled; and
 - i. "Forward" and "Back" navigation.
11. Ensure that the proposed solution(s) will provide within the GUI presentation layer a one-click tab, toolbar or button to navigate from any subsystem or function to any other subsystem or function within the system. This functionality must allow the user to invoke the navigation link and move to and from the related subsystem without losing any data entered on a partially completed record or transaction.
12. Ensure that the proposed solution(s) will drill down or navigate directly to specific information based on field contents. For example, from a claim or PA Provider ID field, double click to navigate directly to a view of detailed information regarding the Provider.
13. Ensure that the proposed solution(s) will provide one-click access to online context-sensitive Help screens and resources. The Help menu will be accessible from all subsystems, windows, tabs and frames, and will include at least the following components:
 - a. General information;
 - b. User Manuals link;
 - c. System documentation link;
 - d. Data Element Dictionary;
 - e. Provider Handbooks;
 - f. Other Department defined resources;
14. Ensure that GUI fields apply formatting rules, and do not truncate data content.
15. Ensure that the proposed solution(s) will provide user configurable resolution, font and color choices.
16. Ensure that the proposed solution(s) will deliver the functionality to organize multiple open windows using standard Windows® methods, such as cascade and tile.

17. Ensure that the proposed solution(s) is fully functional using Microsoft Internet Explorer 6.0 or newer. All third party (e.g. java, shockwave, plug-ins) products required for the proposed solution are fully functional using Microsoft Internet Explorer 6.0 or newer
18. Ensure documentation is provided for any configuration or modifications to the provided solution, third party (e.g. java, shockwave, plug-ins) products, web browser, desktop or laptop computer.

TMS will of course submit all written material to appear on the website to Department for approval before posting on-line. Our website will be operational within two weeks of contract award for the convenience of Iowa Medicaid eligibles. Additionally, thirty days before transition to TMS on an operating basis, Iowa Medicaid eligibles will receive a direct mailing directing them to the website for further information about the program.

Premier Data Backup and Records Storage

Many or most records are electronic and appropriately backed up by mirrored servers. In addition to mirrored servers, all data is backed up daily using Iron Mountain data security service. On contract conclusion all client file copies will be provided to Department according to the RFP and contract guidelines. More importantly, TMS has an offsite server in Pennsylvania that has real time back up of all electronic data files. Real time transactions will be housed at this facility so that all data may be recovered within minutes after a system wide shutdown. Please refer to Attachment I, which includes technical information for Iron Mountain.



Detailed Implementation Plan

TMS Management Group, Inc. has been extremely successful in engineering smooth transitions from a variety of previous transportation administrators to TMS. This includes both governmental agencies and private companies. As senior management on our implementation team, Lisa Bacot, Michael Audino and Todd Ashby will facilitate the Implementation Plan while keeping contract staff at the Department informed throughout the entire process.

Lisa was the lead staff person who worked as a government employee with the State of Florida to transition the entire Florida Medicaid NEMT program in 2004 from a fee-for-service based system to the capitated fixed budget per month that is currently operating today. This transition involved \$73 million in Medicaid funding, over 2.2 million eligibles, and a transfer from nearly 600 transportation operators to the 67 countywide entities that manage the individual programs today. The Department can be assured that experiences learned and best practices utilized in Florida will be employed in the State of Iowa.

TMS believes that our depth of experience in surfacing and resolving problems during non-emergency transition periods will facilitate a smooth changeover. TMS understands that unexpected problems will arise in implementing a project with the size and scope of this one for Iowa, but TMS has learned from its past experiences that the best defense against unexpected problems is thorough preparation. TMS believes that anticipating and resolving problems is best achieved by redoubling project preparations to ensure that a fully trained and primed staff of personnel can deploy ready resources to remediate unexpected problems.

TMS is capable and fully prepared for implementation and operation of this service in full compliance with all provisions of the RFP, including implementation dates. Our management and resources described in detail within our proposal are in place and ready to operate this contract. The readiness of our management and facility resources allows us to focus on needed project enhancements. Similarly, we have no commitments that would interfere with accomplishing the implementation. TMS is therefore “ready, willing and able,” to transition this important project.

A few of our strategies to minimize transition problems include:

- All informative material is in place and ready for distribution, upon the Department approval.
- Community Out-Reach programs (including facilities and transportation vendors) has already started.
- List of the current Iowa providers has been electronically uploaded to our database.
- Common destinations/health care facilities are programmed into the electronic database.

- Accounting systems for tracking and managing vendor payments have been tested and prepared.
- Accounting systems for tracking mileage reimbursement program have been tested and prepared.
- Fraud Prevention and Disclosure Prevention systems have been tested and prepared.
- TMS Project Director, Account Manager, Call Center Managers, Floor Supervisors, and Call Center Technicians will complete an intensive training in all aspects of operations and will be fully prepared to troubleshoot any malfunction in any field of the project including: call center operations, trip routing, vendor relations and management, and payment tracking, and invoice review.

Contract Award

Once notification is received from the Department, TMS owners and senior management will immediately schedule a meeting with Department officials to begin discussing the entire transition process. Only TMS will offer that the principals of our company will stay involved throughout the entire process and Department officials will be able to stay in constant contact with both the President and main Principals of TMS. All TMS principals will be working directly with the Department to assist in the negotiation process, as each have over 25 years of transportation experience.

Construction of a Provider Network

The company's principals and its key management team are all experienced with successful transition of complex transportation projects, and particularly with Medicaid transportation throughout the U.S. This experience includes a history of success in managing non-emergency medical transportation programs by subcontracting to and leveraging in a partnership fashion community transportation resources, while at the same time fostering qualitative improvements, all within budget realities.

OUR IOWA PROJECT DIRECTOR, MICHAEL AUDINO, AND IOWA ACCOUNT MANAGER HAVE OVER 47 YEARS OF TRANSPORTATION EXPERIENCE BOTH IN IOWA AND AROUND THE MIDWEST, THEIR KNOWLEDGE WILL PROPEL THE DEVELOPMENT OF OUR PROVIDER NETWORK.

TMS has already begun building a transportation provider network in Iowa by making contact with many transportation companies currently providing NEMT service. TMS will use their input to develop a statewide service plan that provides for redundant coverage zones so that even the most rural, underserved area can be reached by more than one provider. Our Provider Network Specialist locates and evaluates transportation companies in each area of Iowa for use as TMS providers. Having begun network development already, TMS anticipates that we will have a transportation provider network fully credentialed well within the timeframes established in the Implementation Timeline.

Our provider recruitment efforts remain an on-going process. We will continue to search for and evaluate transportation before and after the service start date. TMS keeps all transportation providers abreast of any accountability standards with which they are expected to conform including state and federal transportation statutes and/or administrative rules, RFP policies, etc. By way of enforcement, all providers are required to agree to submit to both announced and unannounced Vehicle/Facilities Inspections from the TMS Provider Network Specialist and the NEMT Account Manager. We use these inspections to enforce compliance with our internal Policies and Procedures as well as the the Department's required procedures. TMS providers are required to open all vehicles and facilities for TMS's inspectors. A central component of these inspections is document compliance. We ensure that all driver and staff training/certifications appear in company files. We also inspect provider vehicles to make certain that all vehicle requirements are observed by the provider for each vehicle.

Once TMS has collected all required information and has credentialed the transportation operator, several statewide training sessions will occur across the State of Iowa. We encourage Department officials participate with TMS in providing these sessions. This will ensure a consistent message is spread throughout the state and show to all transportation providers that the Department and TMS are partners with them during this transition process.

Community Partnership Development

Another unique aspect to the standard transition process developed by TMS is that our team will contact all medical facilities and common destination points to educate their facility on the use of our service. TMS has already held one "Stakeholder Listening Session" in Iowa and we will continue communications on a constant basis to ensure all parties are aware of the transition activities. We will collect and maintain a "Key Personnel" list from each of these locations and hold informational meetings across Iowa to properly educate these clinics on the transition process, any changes in standard transportation rules or regulations, and other important aspects to the new service delivery method. By collaborating with all community resources, TMS will take input and suggestions that will ultimately improve the level of service provided to Medicaid Beneficiaries.

Integration of Information Technology

TMS Mobility Manager is the electronic system that will be used in Iowa to manage all phases of non-emergency, medical transportation. Its eligibility verification, trip scheduling, trip assignment, and billing applications make it robust enough to handle managing a project of this size and scope.



TMS Mobility Manager is a web-based software application supported by redundant servers, which exceeds all technical specifications enumerated in this Proposal. TMS has more than enough computer hardware and phone lines to ensure that all members of the staff are fully electronically integrated in company operations. TMS Mobility Manager's servers are fully capable of receiving and processing a Secure File Transfer Protocol in order to work with transportation providers and the Department.

Our IT department will work closely with the Department to receive any electronic information needed to administer and coordinate transportation services and/or billing for the client base. This is tested extensively prior to the start date to ensure timely processing of trip requests. TMS will quickly obtain a toll-free telephone number specifically for the State of Iowa Medicaid NEMT Program. We will create log in access for the Department staff and for transportation providers so all partners can easily obtain appropriate and timely information about service operations. The GPS database of the Iowa service area has already been started and will be refined and adjusted, as needed. This includes inputting of all pick-up and drop-off sites and common medical destinations.

A thorough testing process for all applications will be run on numerous occasions throughout the implementation phase of development. The Department will be kept in constant communication with TMS senior management to ensure accurate and appropriate information is flowing to the Department regarding the status of all aspects of the transition.

Staffing

The TMS team is a seasoned panel of transportation experts. They are well versed in all aspects of Medicaid NEMT service and will be a key asset to the Department as they transition to a capitated per member, per month program. The first step in developing an Iowa TMS Call Center Office will be to secure within the State of Iowa a local administrative workplace where the following activities will be handled:

- Administration of the Contract
- Provider Relations/Enrollment
- Department Daily Interaction
- Quality Assurance Team
- Encounter Data/Reporting Compilation
- Community Outreach
- Client/Beneficiary Relations

TMS will immediately begin the hiring process for new employees; this includes hiring local individuals within the State of Iowa. In addition, all recently hired and those already working at TMS will receive a lengthy training session regarding the new service delivery requirements for the Iowa Medicaid NEMT Program. The detailed training program will include all Policies and Procedures for Core Functions, such as, but not limited to, the following:

- Administrative Functions
- Customer Service including Grievances, Complaints and Appeals
- Facility Management
- HIPAA
- Mail & Fax Handling
- Systems Analysis
- Numerous Training Seminars
- Cultural Competency (which includes, but is not limited to, honoring member's beliefs, sensitivity to cultural diversity, and fostering in staff/providers attitudes and interpersonal communication styles which respect members' cultural backgrounds)
- Electronic systems used to check consistency
- Documentation
- Language Translations
- Releases of Information

The Department can be assured that the TMS senior management team and all other TMS personnel will be fully prepared for startup and operation of this service. TMS will go further than other brokers will, by working with the Department in a team environment to make additional project improvements throughout the term of this contract.

Customer Relations

TMS understands that the beneficiaries are the core of the program. Keeping them abreast of all changes to the transportation service delivery in Iowa is absolutely key in ensuring not only a smooth transition, but to maintain customer confidence in the services that are being provided. TMS will ensure correspondence to Medicaid beneficiaries notifying them of the upcoming changes. TMS will follow the initial mailing with other methods of distribution to the beneficiaries to ensure all have been properly notified and are ready to utilize TMS for all of their transportation needs.

Deliverables

TMS will strictly adhere to the deliverables timeframe as outlined in the RFP. Many of the requirements and plans that are delineated in the RFP are already established policies and procedures and merely need to be updated with specific Iowa information and approved by the Department. The following deliverables will be submitted to the Department:

- Implementation Plan
- Member Notification Templates
- Report Design Plan
- Operational Procedures Manual
- Quality Assurance Plan

- Disaster Recovery Plan
- Any other deliverables required of TMS

For detailed information regarding the TMS implementation timeline, please refer to the implementation charts beginning on the next page.



Task	Task Name	Assigned Key Personnel	Start	Finish	Duration	May 2010		Jun 2010				Jul 2010				Aug 2010				Sep 2010							
						5/9	5/16	5/23	5/30	6/6	6/13	6/20	6/27	7/4	7/11	7/18	7/25	8/1	8/8	8/15	8/22	8/29	9/5	9/12	9/19	9/26	
1	Contract Award/Office Set Up		5/10/2010	6/21/2010	6w 1d																						
2	Contract Finalization Period/Sign Contract	David McDonald, President	5/10/2010	5/24/2010	2w 1d																						
3	Establish and Maintain a Call Center	Todd Ashby, Account Manager Chad Barr, Director of Operations	5/25/2010	6/7/2010	2w																						
4	Acquisition of Office Space, Furniture, and Telephone Equipment	Todd Ashby, Account Manager Chad Barr, Director of Operations	5/25/2010	6/21/2010	4w																						
5	Provider Network		5/25/2010	9/26/2010	17w 6d																						
6	Contact And Recruit Transportation Providers	Chad Barr, Director of Operations Todd Ashby, Account Manager	5/25/2010	6/21/2010	4w																						
7	Assess Fleet Information, Vehicle Capabilities, Road/Traffic Patterns, And Past Operating Statistics	Chad Barr, Director of Operations Todd Ashby, Account Manager	6/7/2010	8/2/2010	8w 1d																						
8	Inspect All Provider Facilities, Fleet Depots, Driver Records, And Vehicles To Ensure Compliance With All MCC And State Standards	Chad Barr, Director of Operations Todd Ashby, Account Manager	6/7/2010	8/2/2010	8w 1d																						
9	Sign Transportation Service Agreements	Chad Barr, Director of Operations	8/2/2010	8/29/2010	4w																						
10	Hold NET Provider/Driver Training Sessions	Chad Barr, Director of Operations Todd Ashby, Account Manager	8/30/2010	9/3/2010	5d																						
11	On-site Inspections to verify vehicles and drivers meet RFP standards	Chad Barr, Director of Operations Jim Barr, Provider Network Specialist Todd Ashby, Account Manager	9/6/2010	9/19/2010	2w																						
12	Distribute Flyers To Providers To Post In Vehicles	Chad Barr, Director of Operations Jim Barr, Provider Network Specialist Todd Ashby, Account Manager	8/30/2010	9/3/2010	5d																						
13	Refine Operating Parameters	Chad Barr, Director of Operations	9/13/2010	9/19/2010	1w																						
14	Systems Evaluation And Analysis	Chad Barr, Director of Operations	9/13/2010	9/26/2010	2w																						
15	Community Partnership Development		8/30/2010	9/12/2010	2w																						
16	Identify And Contact All Medical Facilities, Hospitals, Dialysis Clinics, Etc.	Todd Ashby, Account Manager Gini Miller, Customer Service Manager	8/30/2010	9/3/2010	5d																						
17	Collect And Maintain A "Key Personnel" List For These Identified Facilities	Gini Miller, Customer Service Manager	8/30/2010	9/12/2010	2w																						
18	Establish A Preferred Method Of Communication With These "Key Personnel", City/ County Officials, Others	Gini Miller, Customer Service Manager	8/30/2010	9/12/2010	2w																						
19	Hold a "Key Personnel" information training session jointly with Department Staff.	Todd Ashby, Account Manager	9/6/2010	9/10/2010	5d																						

Tab 6: Corporate Organization, Experience and Qualifications

4.2.6.1 Experience

TMS Experience and Qualifications

TMS Management Group, Inc. (TMS) and its principals, management team, and are all experienced with successful transportation projects, and particularly with Medicaid and related special needs transportation throughout the U.S. We bring a breadth of quality experience and approaches that result in superior service that other transportation management / broker companies simply cannot match. Our experience includes a history of success in managing non-emergency medical transportation by working closely with community transportation resources in a partnership fashion, while at the same time fostering qualitative improvements, all within budget realities.

THE OWNERS AND PRINCIPALS OF TMS WILL BE PROVIDING DIRECT OVERSIGHT OF THIS PROJECT AND THE STATE OF IOWA WILL BE THE NUMBER ONE PRIORITY FOR THE TMS ORGANIZATION.

The selection of TMS will result in lasting relationships with our proven staff and operations that support your transportation goals. Our scalable platform allows us to rapidly develop robust transportation networks, as we have demonstrated through our projects in numerous states. More importantly, our reputation and character are flatly superior to our competition, and this will be evident throughout the project and beyond. A few of the many advantages TMS brings over our competitors include:

- *Experience with a Variety of Transportation Broker Projects.* Because the Iowa Medicaid NEMT Program is moving from a provider-based system to a completely, new brokerage system, it is crucial that the winning broker have an experienced hand. By using the quick start blueprint that we have successfully deployed on our projects in Florida, Ohio, and Hawaii, Department can rest assured that TMS will be fully prepared to begin operations on Day 1 with no “time to adjust to the learning curve.” Our organization has a group of key individuals who have over 350 years of transportation experience on local, regional and statewide projects, with some transitions occurring in less than 30 days.
- *Accessibility and Experience of Top Management.* Our top management is accessible at all times as part of our hands-on management philosophy. This is a guarantee that our competitors cannot match. Organizationally, TMS is a lean company. We have no large bureaucracy to retard project decision-making. Our President, David McDonald, will spearhead all aspects of the operations in Iowa

to swiftly deploy our full complement of human and technological assets well in advance of the start date. Unlike other companies, the TMS startup team includes *direct oversight management from TMS Owners and Senior Managers, not a junior startup team.*

- *State-of-the-Art Call Center.* The management of TMS has made a strategic decision to open a full service call center in Des Moines to service as the seat of Mountain and Pacific operations. All electronic hardware, telephone systems, and computer software have been designed and installed to ensure that TMS rides the cutting edge of information technology. Our call center staff are trained and managed to ensure impeccable quality service from our existing state-of-the-art call center facilities and equipment. We anticipate problems before they arise and will immediately resolve them. Department can select TMS and be confident in the knowledge that a technological issue will never be an impediment to service.
- *Provider Management.* Our principals and most of our key staff hail from a background as transportation operators themselves. Therefore, TMS enjoys a well-known reputation for teaming with existing and new transportation vendors in a cooperative spirit while still emphasizing cost-effectiveness, quality of service and complete regulatory compliance. In addition, a unique invoicing method will ensure no excessive delay in provider payments, as is a common national complaint of other brokerage companies whose principals have a software background, not a transportation background.
- *Interactive Web-Based Software.* Our proprietary TMS Mobility Manager Software, built on the HB Software Solutions (“HBSS”)/Intelligent Transportation Management System (“ITMS”) Platform, leads the industry and is designed and optimized for advanced routing, scheduling and billing. TMS Mobility Manager combines call intake, trip scheduling, trip routing, and payment/billing functions into a single, software system that has been optimized for the comfort of the end user. Our software may be accessed through a secure web portal by all TMS staff and transportation providers. This system facilitates superb transportation service by ensuring that all the providers, the broker, and Department can all view the same information at the same time.
- *Cost-Consciousness.* In the current climate of uncertain fuel prices and nationwide financial volatility, it is more important than ever that the citizens of Department deal with a broker that is sensitive to costs. Our operating approaches result in significant cost savings and higher value over the long term compared to our competitors. These savings and superior value result from our various advantages in routing, scheduling, provider relations, management, and reporting mechanisms.
- *Attention to Service.* Controlling costs is important, but not at the expense of unsatisfactory service. Our quality control plan and operating procedures are grounded in our transportation experience, which has evolved over many years and is tailored to the needs of medical transportation. TMS employs a layered series of inspections and our unique Mystery Rider Program to ensure that a keen eye is always directed towards field operations.

- *Diversity Achievement.* It is the policy of TMS to encourage disadvantaged business enterprise (“DBE”) participation on all purchases (including services). All managers with purchasing authority are familiar with this policy and actively seek bids from DBE firms, when available.
- *Community Support.* TMS supports the local community, here are a few of the organizations we have helped support over the years: Community Rehabilitation Centers of Jacksonville, Disability Mentoring Day (the American Association of People with Disabilities National event), Transportation Disadvantaged Legislative Day, Leukemia Lymphoma Society, Department of Defense – Homes for the Troops, Wounded Warrior Project, Intrepid Fallen Heroes Fund, Naval Special Warfare Fund and Operation Home Front, Boy Scouts of America, Theodore Roosevelt Council, The Able Trust, University of Florida, Pinellas County Council of Firefighters, PGA Golf Charities, Big Brothers Big Sisters, Komen Suncoast Race for the Cure /American Cancer Society, Thanksgiving Food Program, and Make a Wish Foundation.
- *Commitment to Satisfaction.* TMS carefully ensures that every customer receives careful attention and the highest quality service possible. Your satisfaction and our reputation are critical to us.

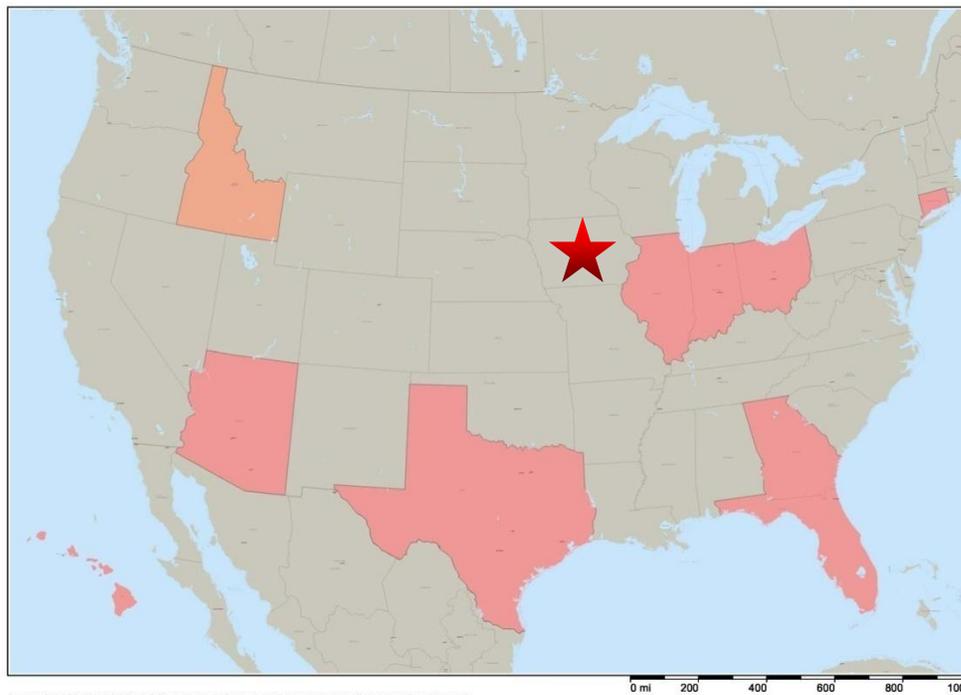


*“Team TMS” at the 2008 & 2009 Susan G. Komen
“Race for the Cure” event in St. Petersburg.*

TMS services approximately 2 million lives throughout the United States. We pride ourselves in minimizing abuses of Medicaid relating to transportation. Our management of Medicaid NEMT contracts is unsurpassed in the industry, as we believe you will see by our excellent references.

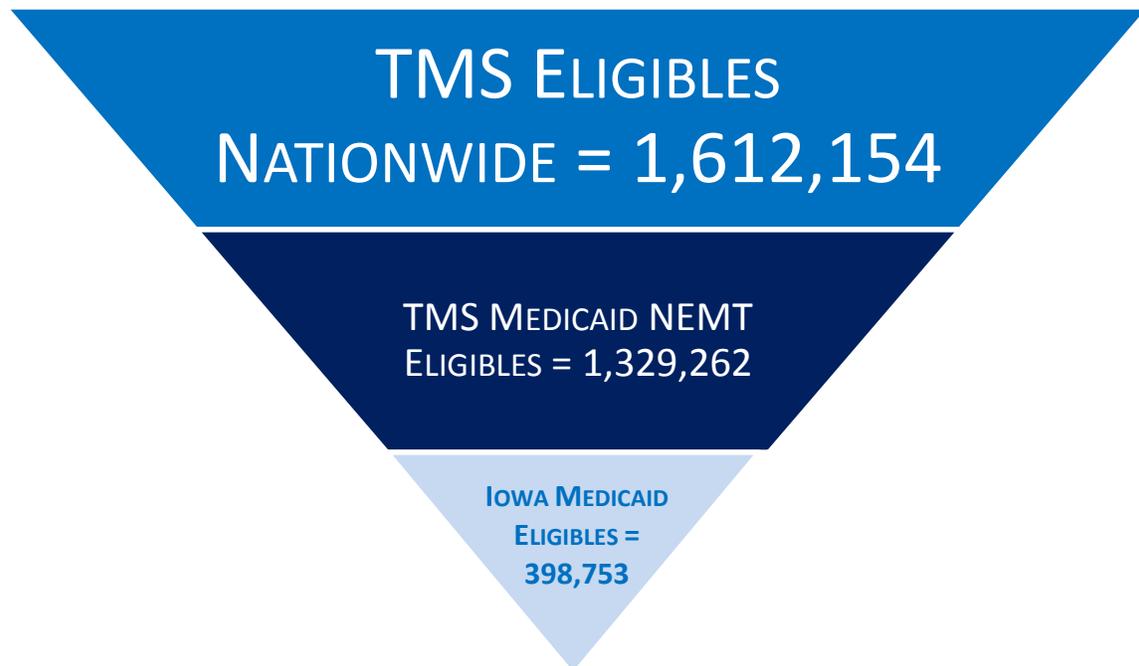
For more than 15 years, the TMS team has managed the administration, coordination, and provision of Medicaid and all other types of human service transportation. The TMS operations team has over 350 years of Medicaid and other paratransit related service delivery experience. TMS Management Group, Inc. has provided brokered transportation service in the States of Arizona, Connecticut, Florida, Georgia, Hawaii, Illinois, Indiana, Ohio, and Texas. TMS would be honored to add Iowa to our list of states where we offer exceptional Medicaid brokerage transportation services.

TMS Management Group Brokerage Contracts



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Our scalable platform allows us to adapt our operations to the service, compliance, and financial needs of our clients. With the all-inclusive transportation management program that TMS offers, we provide our clients with high quality NEMT services with the convenience of a single phone call. Our NEMT projects exceed the scope of this project, including both the number of eligibles and geographic area.



The principals of TMS have a substantial level of knowledge and experience with coordinating Medicaid transportation programs. For the last several decades, our principals have been involved with brokering Medicaid and other human service transportation programs and have achieved a high level of success for state Medicaid agencies and other funding agents. TMS procedures bring dramatic results within a very brief time after the award of both large and small medical transportation contracts.

TMS's leadership team has served on statewide boards that oversaw all transportation disadvantaged funding, including Medicaid transportation services. As part of their statewide duties, several TMS principals served on committees and working groups that developed Medicaid policies and procedures, including the development of a statewide process of rate methodology and an allocation formula for \$73 million in Medicaid non-emergency transportation funding. The owners and principals of TMS will be providing direct oversight of this project and the State of Iowa will be the number one priority for the TMS organization.

The senior management team that will be spearheading the implementation of the Iowa Medicaid Statewide Non-Emergency Medical Transportation Program are three leaders in the transportation industry:

- Lisa Bacot, Director of Business Development
- Michael Audino, Iowa Project Director
- Todd Ashby, Iowa Account Manager

Lisa Bacot directed Florida's state agency charged with the administration and management of the Medicaid Non-Emergency Transportation Program, which provides 2.1 million annual trips to Medicaid Members. Lisa guided the Florida program to

national acclaim, which is evidenced by the receipt of the 2008 State Agency of the Year Award given by the Community Transportation Association of America (CTAA). Lisa is also the State of Florida's Delegate to CTAA.

TMS is also pleased to offer the services of Michael Audino, our overall Project Director. Michael has over 30 years of transportation and public policy experience, most of which was directly in the State of Iowa. Michael is a former rural transit manager in Southwest Iowa and served as director of public transit programs for the Iowa Department of Transportation. Michael's experiences in human service transportation, public policy development, and marketing, combined with his intimate knowledge of Iowa and Iowa government will enhance the program developed by TMS.

TMS believes in strong and committed management and organizational structures that ensure not just cost efficiencies, but quality of service along with provider fairness and understanding. In fact, the owners and president of TMS perceived a dramatic need for a provider-friendly broker model based on their experience as a non-emergency medical transportation provider providing service for other national brokers who do not understand operations.

**TMS IS THE ONLY VENDOR THAT WILL HAVE TWO LOCAL IOWA LEADERS
SPEARHEADING THE TRANSITION WITHIN THE STATE.**

**TMS IS ALSO THE ONLY VENDOR WHO HAS AN ELECTED STATE DELEGATE TO THE
COMMUNITY TRANSPORTATION ASSOCIATION OF AMERICA (CTAA).**

Through the administration of brokerage services throughout the nation, TMS personnel have become seasoned veterans in all phases of Medicaid transportation. TMS has an unparalleled reputation for building strong provider networks and partnering with local companies to establish a Network Plan that will exceed all expectations. TMS fully understands that the Code of Iowa requires coordination of public resources for transportation through the state's designated public transit systems. As a result, many Medicaid trips are now provided or facilitated by Iowa's public transit systems. The Iowa Medicaid Enterprise has stated its intent that Iowa's brokerage service be designed to complement or even strengthen the existing system, rather than operate as a stand-alone service. Additionally, the Public Policy Center's "working group" proposed that the selected broker establish working relationships with Iowa's public transit systems in building the capacity of the transportation provider network in order to respond to the needs of Medicaid members. TMS will create a Medicaid brokerage program that expands coordination in Iowa.

TMS also understands that many transportation providers depend on a steady, consistent cash flow to ensure the success of their systems. TMS has earned the reputation of a "provider friendly broker" by developing a unique web-based payment system to ensure providers have at least 50%- 65% of their invoice within 7 days. TMS is the only vendor

that will offer the Department this type of commitment to the providers within Iowa who are potentially dealing with a massive change in how they provide and bill for services.

The TMS team looks forward to partnering with the Department of Human Services/Iowa Medicaid Enterprise to help modernize the Medicaid program in the State of Iowa.

Additional Information on Medicaid Expertise

One of the reasons that the people of the Iowa Department of Human Services/Iowa Medicaid Enterprise can feel confident in TMS as the contractor for this RFP is our involvement in the research of the benefits of transportation for disadvantaged segments of the population. Many Members of the press have stigmatized Medicaid transportation and publicly-funded transportation of disadvantaged portions of the population as an inefficient use of taxpayers' dollars. These press pieces often assert that Medicaid and disadvantaged transportation provide negligible benefits to the populations that they serve and provide no benefit to the neutral party taxpayer whose income, sales, and property taxes fund the transportation.

One of the primary purposes of Medicaid and transportation disadvantaged funding efforts is to support preventative medical care. Preventative medical care assists in keeping low-income, elderly, and disabled residents out of hospitals and/or nursing homes, where costs escalate quickly. The study employed a conservative estimate that 1 out of every 100 non-emergency Medicaid or disadvantaged medical trips prevented a one-day stay in a hospital for emergency care. Using that metric, the study found that Medicaid and disadvantaged transportation produced an enormous 1104% return on the investment in the transportation. That is, for every \$1.00 the state spent on non-emergency Medicaid and disadvantaged transportation, the state prevented itself from spending \$11.04 on emergency care in hospitals. (Dr. J Joseph Cronin, Jr., *Florida Transportation Disadvantaged Programs, Return on Investment Study*, Florida State University, November 2007)

Since its publication, TMS has attempted to gain exposure and visibility for this study in the news media and among our elected representatives in order to reverse the popular misconception that Medicaid and disadvantaged wastes rather than saves taxpayer dollars.

"I believe that TMS has made a success of the brokerage business... because of their extensive experience as transportation providers themselves. Darryl Minardi, Nick Cambas, David McDonald and Jim Barr are well known individuals in our industry... As a result, transportation providers like me know that we are dealing with respectable businessmen who will not break their word in order to make a few extra bucks."

**Ricky Kamins,
Houston Transportation Services, Houston, Texas**

TMS WAS ONE OF THE FLORIDA BUSINESSES WHOSE PRACTICES WERE REVIEWED IN A STUDY PUBLISHED BY FLORIDA STATE UNIVERSITY IN 2007, WHICH MADE THE CASE THAT THE EXACT OPPOSITE OF THE TYPICAL BELIEFS ABOUT MEDICAID ARE TRUE. THE STUDY FOUND THAT, FAR FROM WASTING TAXPAYER RESOURCES, MEDICAID AND DISADVANTAGED TRANSPORTATION GENERATES A SUBSTANTIAL RETURN ON THE TAX DOLLARS INVESTED, A RETURN THAT EXCEEDS THE COST OF THE TRANSPORTATION ITSELF.

As a substantial provider of Medicaid transportation services in Florida, TMS has contributed materially to the positive results cited in the study. By employing the same efficient methods that are presented in this response, TMS will be able to help the Iowa Department of Human Services/Iowa Medicaid Enterprise realize the same kind of benefits for its citizenry.

4.2.6.1.1 List of All Services

4.2.6.1.1 List all services similar to those sought by this RFP that the bidder has provided to other businesses or governmental entities. This includes all contracts and projects that the bidder currently holds or is working on with a contact person's name from that business or governmental entity.

4.2.6.1.2 Identify if the services were timely provided and within budget.

TMS has operated services in nine (9) states nationwide. The number of eligibles we currently represent and the geographic area and range, including urban and rural communities, exceeds the current Iowa Medicaid NEMT Program. The chart below gives a brief description of each type of TMS Client, the square miles of each project, the total number of eligibles we currently manage and a brief description of the services themselves.

Confidential Information Has Been Removed

**TOTAL NATIONWIDE ELIGIBLES CURRENTLY MANAGED BY TMS:
NEARLY 2 MILLION****ESTIMATED SFY 2011 TOTAL ELIGIBLES FOR STATE OF IOWA:
398,753**

As shown above, TMS is well suited to handle a state such as Iowa, we already cover nearly 2 million eligibles nationwide compared to Iowa's 400,000 total Medicaid eligibles. In addition, the geographic area covered by TMS far surpasses the square miles of coverage area in the State of Iowa and we specialize in building strong networks in rural counties. TMS is also well-versed at the differences between urban and rural transportation services and we excel at ensuring both service areas have appropriate options to ensure satisfactory service to all citizens.

To emphasize our acute attention to serving rural areas, we have outlined in our proposal, just one example of our Yavapai County, Arizona service area. TMS selected this rural case study for the Department because TMS operations in Yavapai County, Arizona will likely bear a close resemblance to TMS operations in Iowa as a result of geography, topography, road systems, population distribution, locations of medical providers, and utilization habits of the Medicaid eligible population.

The TMS case study in Yavapai County is an experience that we would seek to duplicate on a statewide basis in Iowa. With a large number of long mileage transports and a reimbursement rate that is mileage based, it is likely that there are a number of NEMT program abuses occurring now in Iowa that Department does not have the staff time or resources to expose and eliminate. As the Yavapai County experience illustrates, TMS can deliver excellent service and control complaints while eliminating NEMT Program abuses that are driving up costs. Please refer to page 73 for more specific information.

4.2.6.1.3 Letters of Reference

Letters of reference from three (3) business contacts. Acceptable letters will be from business contacts with knowledge of the bidder's performance as a primary contractor. Letters must be from business contacts with knowledge of the bidder's performance as a primary contractor in providing services similar to the services described in this RFP and a contact person and telephone number for each reference.

TMS has received three (3) excellent letters of reference from entities with direct knowledge of our superior performance as a primary contractor. The reference letters are included in Attachment B, and have been received from the following organizations:

Confidential Information Has Been Removed

In addition, TMS has gone one step further to provide our most recent Agency Evaluations to show the excellent service TMS provides to our clients. Please see Attachment C.

4.2.6.2 Key Personnel

The bidder shall provide the following information regarding its personnel. Key personnel described in the bidder’s proposal must be the same personnel that begin work on the project unless the Department is notified of and approves a change.

TMS is pleased to propose a strong, committed team of qualified individuals for the Iowa NEMT Program. With over 350 years of Medicaid transportation experience, the qualifications of our personnel is a key component to our successful nationwide operation. All resumes of key personnel are included in Attachment D.

TMS Key Personnel Experience

Name	Title	Total Years Transportation Experience
David McDonald	<i>President</i>	27
Darryl Minardi	<i>Vice President of the Board of Directors</i>	30
Nick Cambas	<i>Secretary of the Board of Directors</i>	30
Bud Williams	<i>Board Member</i>	31
Lionel D. Martinez, CPA	<i>Chief Financial Officer and Treasurer</i>	21
Michael Audino	<i>Iowa Project Director</i>	35
Todd Ashby	<i>Iowa Account Manager</i>	17
Lisa Bac	<i>Confidential Information</i>	5
Chad Barr	<i>Director of Operations</i>	5
Jim Barr	<i>Provider Network Specialist</i>	18
Sue Miller	<i>Call Center Manager</i>	18
Missy Holyfield	<i>Assistant Call Center Manager</i>	16
Mary Wilfalk	<i>Floor Supervisor</i>	17
Gini Miller	<i>Floor Supervisor</i>	11
Karen Jordan	<i>Floor Supervisor</i>	5
David Lucus	<i>Re-Check Operator</i>	4

Name	Title	Total Years Transportation Experience
Edith Koehler	<i>Call Center Technician</i>	14
Lori Curtice	<i>Call Center Technician</i>	5
Jim Sturtz	<i>IT Manager</i>	20
Bob Baerwalde	<i>IT Network Specialist</i>	20
Jason DiRenno	<i>MIS Manager</i>	2
Brian Crane	<i>Finance Controller</i>	3
Jeremy Ballantine	<i>Re-Check Operator</i>	2
TOTAL		366

ONLY TMS CAN OFFER IOWA THE EXPERIENCE OF TWO (2) INDIVIDUALS WITH DIRECT IOWA EXPERIENCE AND ONE (1) SENIOR MANAGER WHO WAS FORMERLY THE TOP GOVERNMENT EMPLOYEE DIRECTLY INVOLVED WITH THE \$73 MILLION STATEWIDE TRANSITION FROM A FEE-FOR-SERVICE MEDICAID NON-EMERGENCY TRANSPORTATION TO THE CURRENT SUCCESSFUL BROKERAGE PROGRAM THAT OPERATES TODAY.

The owners and President will be directly involved with the Iowa project, as well as a resource to Department and the TMS Iowa Account Manager.



TMS Principals (from left to right): Darryl Minardi, Nick Cambas, David McDonald, Bud Williams, and Lionel Martinez

Darryl, Nick, David, and Bud each have more than 20 years experience each working with Medicaid transportation programs. Lisa Bacot, our Director of Business Development has more than 15 years experience working with Medicaid transportation services at the state agency charged with administering all Medicaid Non-Emergency Transportation within the State of Florida. The proposed Iowa Account Manager, Todd Ashby, has 17 years of transportation and governmental experience working with agencies across the State of Iowa.

The entire TMS team has worked with Medicaid as a stand-alone program or as a partner with other funding sources to maximize each program's dollars through complete coordination of services. Our staff has transitioned numerous programs from a fee for service system to a per Member per month brokerage program. We are well prepared to ensure a proper transition occurs in Iowa.

In addition to the named management personnel, TMS's schedulers provide quality routing and scheduling functions maximizing safety and cost-effectiveness. Professional Call Center Technicians field telephone calls and otherwise assist clients. Additionally, TMS will appoint two Quality Assurance Specialists who will perform road supervision functions as described in our proposal. These representatives will have experience in non-emergency medical transportation.

Customer Service System/Call Center Staffing

The management of TMS has made a strategic decision to open a full service call center in Des Moines to serve as the seat of the TMS Midwest operations, if TMS is awarded the Medicaid Non-Emergency Medical Transportation Brokerage contract. In addition to the call center, this facility will house all administrative offices, additional call center personnel and support staff for current TMS properties in Indiana, Illinois and Ohio.

THE MANAGEMENT OF TMS HAS MADE A STRATEGIC DECISION TO OPEN A FULL SERVICE CALL CENTER IN DES MOINES TO SERVE AS THE SEAT OF THE TMS MIDWEST OPERATIONS

We will add approximately 20 additional reservationists for the implementation of this project and will increase all other staffing, as needed, and depending on call volume as we expand our Midwest Operations. Currently, our reservationists receive tens of thousands of calls per month and are specifically assigned to our various contracts as well as being certified / trained on each client so they can fill in where needed.

Information Technology Support Staffing

Our IT manager Jim Sturtz has over 15 years experience working with human service transportation programs, and Bob Baerwalde, our IT Network Specialist has more than 10 years experience. During the implementation phase of this project, both Bob and Jim will personally supervise the installation of all technical hardware for the Iowa Call Center including all phone and computer systems. In addition, Jason Direnno holds a Masters Degree in Electrical Engineering, and he will supervise the distribution and training for TMS Mobility Manager in Iowa. Jason will be relocated to Iowa during the implementation phase to train the Informational Technology Specialist that will be hired and train the transportation providers. Jason has managed Information Technology systems for over eight years, and his technical expertise in utilizing TMS Mobility Manager will be vital in training the providers and Department on the system capabilities for TMS Mobility Manager. Jason will lead all TMS Mobility Manager training sessions for transportation providers in Iowa.

Iowa NEMT Operational Staffing

As part of the senior management team spearheading the implementation of the Iowa Medicaid Statewide Non-Emergency Medical Transportation Program are several national leaders in the Medicaid NEMT industry:

- Dave McDonald, President
- Lisa Bacot, Director of Business Development
- Michael Audino, Project Director
- Todd Ashby, Iowa Account Manager
- Chad Barr, Director of Operations

These individual team members, coupled with our other team members, will direct TMS's efforts for every area of the state. Each brings a wealth of knowledge and diverse experience in planning, managing and the direct service delivery of transportation services.

IOWA BASED EMPLOYEES

Team	Approx # if Awarded Contracts
Account Manager	1
Floor Supervisors	2
Information Technology	1
Finance / Accounting *	2
Quality Assurance Specialists	2
Re-check Operators	2
Call Center Technicians	20
Total Iowa NEMT Program Employees	30

* These employees will be based at TMS Headquarters to ensure consistent financial procedures are strictly upheld.

Note: The numbers under the “if awarded contract” column are, of course, approximate and depend on the volume of calls, number of trips, etc. This chart gives a good indication, but the important part is that we will provide the appropriate levels of staffing needed to deliver superior service.

TMS is pleased to propose an Iowa administrative office and Call Center. Nearly every aspect of the Iowa NEMT Program will be initialized and managed in the State of Iowa. By hiring local Iowa individuals, TMS will be assisting the local economy and potentially infusing millions into the local economy. Please see the chart below that outlines the proposed employee counts by functional area, if TMS is awarded the contract.

Personal Attention Guarantee

Due to our lengthy experience in brokering NEMT services, TMS recognizes the breadth of the challenges involved in converting an entire state from a fee for service model to a brokerage model in the 90-120 day Readiness Period. Therefore, TMS guarantees that all senior and junior management personnel identified in this Proposal will relocate to Iowa for Days 15-30 following the execution of the contract to personally oversee the implementation of this project. During this time all TMS personnel will be available to Department, transportation providers, and plan Members. Three Principals of our company will personally produce the deliverables to Department in advance of the timeline in the RFP. TMS takes our “hands-on” reputation seriously, and we intend to deploy our full complement of human and technological assets to turn this project in Iowa into a success.

Key Personnel

Below please find names of key personnel, including their biographies. The Principals will be directly involved with the transition in Iowa, as well as serve as a valuable resource to Department for the entire contract period. For detailed resumes of each Member of the TMS team assigned to the project, please see Attachment D.



David McDonald, President

David brings over 25 years of transportation experience, nine years serving as the Community Transportation Coordinator's ("CTC") key staff person for Florida's Transportation Disadvantaged Program. For the past six years, David has held the position of President/Operations Manager for TMS and some of their affiliates. He is an established expert in developing creative transportation programs to maximize cost effectiveness of government funding. His strengths in contract negotiations, public relations, and management are valuable assets to our organization. David is a former Commissioner for the Florida Commission for the Transportation Disadvantaged ("CTD").

David is responsible for many successful startups of contracted service to provide non-emergency transportation services to Medicaid recipients in Arizona, Florida, Texas, Indiana, Illinois, and Hawaii and for more than 23 counties in Ohio. He implemented several operational improvements including gatekeeping, utilization of bus passes, management of hospital discharge information, and advance creation of daily manifests. David meets with agency, hospital, and nursing home administrators regularly to monitor quality of service and set goals for improvements. He has created an interim non-reimbursable program for transportation of children not qualifying for Medicaid NET service, which the CTD has now budgeted for statewide deployment.

David served as Chairman of the Florida Planners for Coordinated Transportation Organization, a statewide network of Planners who are involved in the Transportation Disadvantaged Program for the State of Florida. He is also a past Member of the Executive Board of the Florida Association of Coordinated Transportation Systems ("FACTS") and received a special appointment by the Board of County Commissioners to serve on the Monitoring Committee for Pinellas County, which was established to research different methods of assessing customer satisfaction.

David served as CTC Manager and Planner of the Pinellas County Transportation Disadvantaged ("TD") Program from 1997 to 2005. He was responsible for a \$4.7 million annual budget, contract negotiation, grant management, interaction with various government agencies, and public relation responsibilities. He was instrumental in the implementation of a computer GIS system in 1999, and established a multi-load mileage rate established for ambulatory providers which saved both Medicaid and TD an estimated 35% in trip cost. David also organized a regional committee to develop a transit project for Work and Gain Economic Self Sufficiency ("WAGES") Member,

which received the highest amount of funding statewide in competition with 45 other applicants.

Prior to joining the Planning Department, David worked in the Construction Division of the Public Works Department as a Senior Engineer Inspector responsible for the inspection of major road and bridge projects. He was promoted to an Environmental Coordinator position where he facilitated environmental issues on all Construction Division projects including permit review and compliance testing.

“No matter what we do or the nature of our business, services and customer satisfaction is the core of our focus and goals.”

David McDonald
President

Darryl Minardi, Vice President of the Board of Directors

As a third generation transportation provider, Darryl brings more than 25 years of transportation experience. He has strived over the years to keep his companies updated with the most state of the art information systems. His expertise in building good community relations and creating a team environment is unmatched in the transportation industry.



Darryl’s commitment to improving service quality and reducing costs is seen in the great strides that TMS has made in the last four years. Darryl is also an officer of Transportation Management Services of Brevard, Inc. Prior to joining TMS, Darryl was President of MMG Transportation, Inc. and Yellow Cab of Tampa, Florida. Prior to that, he was the Operations Manager and Manager of the Automotive Department of Yellow Cab of Tampa. There Darryl was responsible for numerous special needs transportation contracts including experience as the direct transportation provider under the CTC program including eligibility, reservations, screening, transportation, reporting, etc. He has established relationships with the local providers, hospital and nursing home administrators to create a team environment for meeting the client’s transportation needs.

Darryl has managed multiple contract startups for transporting Member of the State Medicaid program, including total call intake, routing, and billing. He has worked closely with the State of Florida, Transportation Disadvantaged Board, County transportation programs, and the State Medicaid office.

Darryl has participated on many community service boards to include, Make A Wish Foundation and Boys and Girls Club of Hillsborough County. He is very active in several children’s charitable organizations.

“I strongly believe in actively promoting a team atmosphere. Here at TMS, no matter what position you hold, you are a stakeholder. I firmly encourage that all employees and contracted providers are treated equally and with respect; in turn, all persons associated with TMS are proud to provide exceptional, quality service to our riders.”

Darryl Minardi

Vice President of the Board of Directors

Nicholas A. Cambas, Secretary of the Board of Directors

With more than 25 years of experience in providing all aspects of transportation management service, Nick is regarded as a leader in the paratransit industry in providing safe, quality, and cost-effective transportation. As a formerly appointed Member of the Florida Commission for the Transportation Disadvantaged, Nick served for six years and was instrumental in establishing effective laws and regulations for the coordination of services, and resources in State-funded transportation programs.



Nick Cambas began his professional career with his family’s Clearwater, Florida based Yellow Cab operation in 1981. He worked within various positions and divisions of the operation until 1991 when he became President and COO of Cam-Jo Inc. dba Yellow Cab of Clearwater. During his tenure, companies grew into a consortium of entities consisting of taxi, executive sedans, limousine, delivery, airport shuttle and paratransit companies operating more than 400 vehicles. The company operation has provided Transportation Disadvantaged transportation since 1991.

In 1991, the family of businesses diversified and Nick, along with other Members, formed Greater Pinellas Transportation Management Services, Inc. (“GPTMS”) to coordinate Transportation Disadvantaged and Medicaid services within Pinellas County. Transportation Contract Services Inc. (“TCSI”) was added to the list of Nick’s operations in 1993. TCSI was formed and began coordinating Medicaid services within Pasco County and has provided Americans with Disabilities Act (“ADA”) complementary paratransit service under contract to the Pinellas Suncoast Transit Authority since that time.

Cam-Jo Inc. was purchased in 1998 by the Coach USA family of nationwide transportation companies and Nick remained with the firm serving as both President of Cam-Jo Inc. and as Southeast District Manager of taxi, paratransit, contract and premium transportation services where he served until September of 2004. Nearly a decade ago, Nick and his partner’s acquired both Greater Little Rock Transportation dba/ Yellow Cab and Greater Birmingham Transportation dba/ Yellow Cab of Birmingham in Alabama.

Since 2004, Nick’s primary focus has been on TMS while still working closely with his other interests in transportation management and coordination of services for transportation disadvantaged citizens. Nick also started Bay Area Metro, LLC dba/ United Taxi operating within Pinellas County, Florida. Nick has served on many boards directly related to the ground transportation industry including the Taxicab, Limousine, and Paratransit Association (“TLPA”), Bay Area Commuter Service (“BACS”) and The Florida Commission for the Transportation Disadvantaged.

“I believe our strength lies with our ability to effectively communicate our vision, create a buy-in from all interested parties, execute the dream, and fulfill our promise. We want to exceed client expectations!”

Nick Cambas
Secretary of the Board of Directors

Bud Williams, Board Member

George B. (“Bud”) Williams is the President of Greater Pinellas Transportation Management Services, Inc. and the General Manager of Wheelchair Transport Services, Inc. (“WTS”). Bud brings over 25 years of experience in specialized and disabled transportation service.



Since joining WTS in 1981, he has served in the capacity of driver, dispatcher, marketing representative, accounts receivable clerk, and customer relations specialist. Prior to joining Wheelchair Transport Services, Inc., he attended Eastern Michigan University.

Bud grew up in the ground transportation industry, helping WTS grow from nine vehicles to the current fleet of 72, and establishing Wheelchair Transport Service as a leader and innovator in the disabled transportation industry. Bud’s duties include the supervision of key personnel, management of the marketing staff, and development of company growth through contract sales and institutional customers.

Bud lives in Pinellas County, and is the President of TCSI. Bud is also a former Member of the board of Directors of the Bay Area Commuter Service. He is proud of his contribution to the welfare of the disabled clients who live on the West Coast of Florida.

“TMS was built from the ground up by transportation professionals who have experience operating successful local, regional and statewide contracts. Our organization will assist with meeting all of your agency’s transportation goals.”

Bud Williams
Board Member

Lionel D. Martinez, CPA, Chief Financial Officer and Corporate Treasurer

Lionel brings over 20 years experience in public accounting representing companies in the ground transportation industry including taxi and executive sedan services, brokerage services, paratransit and bus and trolley service. Lionel's accounting background coupled with his intimate knowledge of transportation entities brings an added value to each project that TMS is involved with.



Lionel is a 1983 graduate of Florida State University and is a native of Tampa, Florida. He practiced public accounting in the Tampa Bay area for over 25 years, primarily in the area of accounting and auditing. Included in his auditing experience, he has performed internal control reviews and provided consulting to a wide range of industries. He also has extensive experience in information technology, managing a network of over 35 users and performing detailed reviews of computer processing systems.

Lionel is a Member of the American Institute of Certified Public Accountants and the Florida Institute of Certified Public Accountants. He also is active in the Tampa Bay Community serving as board Members and officers of various not-for-profit agencies and is a founding Member of Tampa Bay Professional Association.

"TMS is financially positioned to sustain a high level of growth over the next five years by maintaining a strong level of capital and having the ability to obtain additional resources quickly, if needed. The secret to our financial success is the strong business background our principals bring to the company."

Lionel Martinez
Chief Financial Officer and Corporate Treasurer

Lisa Bacot, Director of Business Development

Lisa Bacot joined TMS in 2008 and brings extensive Medicaid non-emergency transportation experience to the already highly qualified TMS senior management team. Immediately prior to joining TMS, Lisa served as the Executive Director of the Florida Commission for the Transportation Disadvantaged, a state agency legislatively charged with ensuring transportation disadvantaged services are provided to the citizens of Florida, including the direct oversight of the Florida Medicaid Non-Emergency Transportation Program.

In 2004, the Florida Agency for Health Care Administration (Florida's Medicaid Agency) contracted with the CTD to manage and administer the Medicaid Non-Emergency Transportation Program, one of the first intergovernmental transfers of a Medicaid

transportation program in the country. Lisa was directly responsible for the entire \$70 million dollar Medicaid program, which currently provides over 2.1 million trips on an annual basis to Medicaid Member in the State of Florida. She has comprehensive knowledge of all Medicaid non-emergency transportation rules and regulations and will bring her experience, skills and expertise to the State of Iowa.

Lisa was employed by the CTD for a total of 12 years and progressively advanced in the organization. Under Lisa's direction, the CTD won the Community Transportation Association of America's 2008 State Agency of the Year Award, which was received due to the exceptional Medicaid Transportation Program that was developed under her leadership. The CTD is also responsible for an additional \$40 million in state funding for transportation and planning services.

Lisa's understanding and comprehension is not limited to just transportation, she developed a broad knowledge of the health care industry while working at the Florida Senate Health Care Committee. It is with the Senate Health Care Committee that she learned the legislative process and assisted with the passage of important health care legislation. After her employment with the Senate, she worked at a consulting firm, which represented several hospitals, community health centers, health planning councils and other agencies specializing in providing health care and transportation planning services.

Lisa has been appointed to numerous national human service transportation coordination panels, committees and advisory councils. She was elected by her transportation peers in 2006 to serve as the Florida Delegate to the Community Transportation Association of America ("CTAA"). Lisa has given hundreds of presentations on human service transportation and the integration of Medicaid into a coordinated program, she is nationally known as a leader in the industry.

Lisa is a 1993 graduate of Florida State University with a Bachelor of Science degree in both Criminology and Sociology.

"After overseeing the Florida Medicaid Non-Emergency Transportation Program for four years, I saw first-hand the difference that TMS' owners and management make in the daily operations of the coordination of Medicaid transportation. The direct and continued one-on-one customer service the owners and senior management provide to government agencies is unmatched by any other transportation company."

Lisa Bacot
Director of Business Development

R. Todd Ashby, AICP, Account Manager

R. Todd Ashby is a transportation executive with nearly two decades of achievement in transportation program development, planning and consulting, state Department of Transportation, and metropolitan transportation management positions. Todd (who is originally from Ankeny, Iowa) has worked with transportation providers and government agencies across the State of Iowa. Over the past 17 years he has helped commence, plan, and implement numerous transportation projects, programs, and initiatives that have improved transportation options throughout Iowa and other areas of the country.



Todd's transportation journey began in 1993 when working at the Missouri Department of Transportation, he collaborated on the development of Missouri's first policy drive long-range transportation plan. Todd was responsible for working with transit, aviation and waterway agencies and system users to develop a network of transportation options for Missourians.

Todd served as Assistant Director of Transportation for a 9-county metropolitan planning organization serving the Kansas City Region and as the Transportation Planning Coordinator with the Missouri Department of Transportation; additionally, Todd worked statewide with transit agencies and users to develop system improvements. Todd recently developed the Iowa Statewide Transit Facility Needs Analysis for the Iowa Department of Transportation.

Todd has designed facilitator and consensus training programs for Missouri's transportation industry, participated and help produced a public involvement video for Missouri Department of Transportation, served on the Task Force for the Rebuild Iowa Office Flood Recovery Workshop for Small Cities. Todd also served on Rail~volution's (a transit-oriented development advocacy group) National Conference Steering Committee, directed the Transit Committee for the Mid-America Regional Planning Council, directed public information and outreach efforts for numerous local, state and federal entities, facilitated strategic plans for a variety of organizations (including the first strategic plan for the Missouri Department of Transportation), managed the development of the Smart Moves Transit Plan for the Kansas City region. Todd also recently served on the American Planning Association's Transportation Planning Professional Certification Task Force.

Todd's experiences have benefitted transportation stakeholders at the federal, state, and local level and each is consistent with his professional mission--"to provide transportation professionals, and users with an effective and efficient transportation system in moving people and goods to the places they need to go."

Todd has a Bachelor of Science degree in Community and Regional Planning from Iowa State University and a Master of Public Administration degree from the University of Missouri. He currently serves as a committee member on the Urban Transportation Data and Information Systems Committee for the Transportation Research Board, the Treasurer for the Transportation Planning Division of the American Planning Association and is the Vice-President of the Cyclone Gridiron Club.

“As a native Iowan, I seek to develop the best transportation system for Iowa and its citizens and I am proud of the contributions I have made that helped Iowans improve their transportation system. I am also proud to be part of the TMS team that will further improve the transportation system within the State of Iowa.”

Todd Ashby
Iowa Account Manager



Michael Audino, Iowa Project Director

Michael J. Audino is a public transportation executive with three decades of achievement in transportation program development, planning and consulting, and state-level DOT management positions. Throughout the past 30 years he has helped conceive, plan, and implement a robust variety of public transportation projects, programs, and initiatives that have expanded mobility for America.

Michael’s public transportation journey began in 1980 when he collaborated with Dynatrend, Inc. colleagues to author the nation’s first Rural Transit Manager’s Handbook and design complementary training curriculum.

Michael served as Chief Executive Officer for an 8-county rural transit system in Southwest Iowa and as a Division Director with the Iowa Department of Transportation; first as Director of the Air and Transit Division and subsequently as Director of the Field Services Division. Michael directed the Department’s strategic planning efforts and served as a member of the Department’s executive leadership team. Under Michael’s leadership, the Department received the UMTA Administrator’s Award for Excellence and secured over \$22 million in discretionary funds for Iowa’s transit systems. Michael chaired Iowa’s multi-agency transit coordination task force, secured revisions to the Code of Iowa to increase transit coordination, recruited the Transportation Research Board’s National Rural Transit Conference to Des Moines, and produced an award winning transit coordination video.

Michael has designed public relations training for Florida’s transit industry, produced a promotional video for Florida’s Commission for the Transportation Disadvantaged,

served as an executive coach for the Iowa State University Foundation, and managed airline recruitment, media relations, and advertising for the Des Moines International Airport. Michael directed public information and outreach efforts for Iowa Governor Vilsack's Strategic Planning Council, facilitated strategic plans for over 50 organizations (including the first strategic plan for the Florida RTAP), designed and delivered "Improving Public Relations", "Team Leadership", "Integrated Strategic Planning", and "Board Governance" training for transit professionals, and conducted over \$1,000,000 in mobility enhancing transit research.

Michael's experiences have benefitted public transit stakeholders at the Federal, state, and local level and each is consistent with his professional mission--"to educate and inspire transportation professionals and organizations to achieve greatness."

Michael has a Bachelor of Science degree in Urban Planning from Iowa State University and a Master of Arts degree in Business Leadership from Upper Iowa University. He served as an adjunct faculty member at both Graceland University and the AIB College of Business in Des Moines where he taught marketing and management courses to adult learners. He currently serves as a visiting faculty member at the University of South Florida's Center for Urban Transportation Research.

"Iowa is a nationally recognized leader in coordinating publicly funded passenger transportation services. I am proud of the contributions I made that helped Iowa achieve this designation and am proud to be part of the TMS team that will further advance Iowa's national reputation."

Michael J. Audino
Iowa Project Director

Brian Crane, Corporate Controller

Brian brings a combined 10+ years of experience in areas such as Accounting/Finance, Operations Management and Customer Service. He has excelled over the years in managing various high-level projects while maintaining consistency in day-to-day operations.



Brian's experience at improving service quality and reducing costs as well as being detail-oriented and able to perform auditing/duediligence tasks have greatly benefited his employers. He has shown an ability to manage multiple Accounting/Finance functions in high-paced environments and establish policies/procedures that enhance overall organizational efficiencies. Brian has managed multiple investment companies from a Controller's role and has acted in the role of Assistant Controller for a contracting company in the Washington DC area.

Brian holds a Master of Business Administration degree in Finance from the American University, Washington, DC and originally hails from Pittsburgh, PA. He has lived in the St. Petersburg, Florida area since 2002.

“TMS works closely with each transportation provider to facilitate clean claims and timely reimbursement for services. We understand the critical role each transportation vendor has in delivering quality service to the entire system.”

Brian Crane
Corporate Controller

Devin Minardi, Hawaii Account Manager



Devin Minardi is a fourth generation taxicab and Medicaid nonemergency medical transportation provider. Growing up in this environment Devin has experienced all facets of the industry including vehicle maintenance, road service, dispatch, operator training, and Medicaid billing. This developmental experience helped Devin become established with the essentials of delivering first-rate non-emergency medical transportation. Devin utilizes this knowledge of the transportation business and his Risk Management education to help assist in the constructing and monitoring of the quality assurance program and the daily management of his project. Devin earned his undergraduate degree from Florida State University.

“Our project in Hawaii has broadened the horizons of the company. TMS has added sophistication with air ambulance, commercial air travel, and alternative energy vehicles (hybrids) to our portfolio of services and experience.”

Devin Minardi,
Hawaii Account Manager

Jim Barr, Provider Network Specialist

Jim Barr is a seasoned, business executive with over 30 years of professional, financial, and managerial experience. His major strengths include strategic planning, operations management and maintenance of relationships with governmental bodies.



For 15 years (1991-2006), Jim was the President of Palm Beach Transportation, the largest ground transportation company in Palm Beach County with over 400 employees and agents, and 400 vehicles. During this time, Jim negotiated and implemented several major sets of government contracts.

Jim secured government contracts to provide transportation to disabled and disadvantaged individuals through the State of Florida's Medicaid office, Palm Beach and Martin County transportation programs, and the Florida Transportation Disadvantaged Board. During Jim's tenure, Palm Beach Transportation realized over \$150 million in revenue from administration of these contracts. Jim's responsibilities included interfacing with government officials, overseeing the delivery of paratransit services and he was integral in the contract awards for and retention of this business. Jim's involvement in transportation-related issues includes serving as a Member of the Palm Beach County Transportation Disadvantaged Local Coordinating Board, a Member of the Florida Commission for the Transportation Disadvantaged, and a Director of the Taxi, Limousine and Paratransit Association on a national level.

Jim also maintains an active network of business contacts through his service on the Business Development Board of Palm Beach County, the Economic Council of Palm Beach County, and the Greater Boca Raton Chamber of Commerce.

Jim earned his Master's of Business Administration from the University of California at Berkeley and his undergraduate degree from Beloit College.

"Through my professional contacts in the national transportation industry, I have known our current transportation providers for over six years and it is the duration of these relationships that contributes to impeccable service."

**Jim Barr,
Provider Network Specialist**

Chad Barr, Director of Operations

Chad Barr was raised in the taxicab and nonemergency medical transportation industry learning the basics of all phases of the business as a teenager and college student. Chad served in all aspects of transportation operations including dispatch, road service, vehicle maintenance, and Medicaid billing. This formative experience helped Chad become familiar with the essentials of delivering first-rate non-emergency medical transportation. Chad utilizes this knowledge of the transportation business and his legal education to help craft Quality Assurance Systems for TMS



Chad drafts documentation for compliance with federal and state Medicaid transportation regulations. Chad monitors TMS transportation providers to ensure that their vehicles and facilities comply with exacting standards for network admission. Chad writes and edits all documents and written materials to ensure full compliance with Medicaid NET statutes. Chad is well suited to the Quality Assurance and Compliance Review field because he practiced law in South Florida and Chicago prior to assuming his current post. After graduating from the University Of Chicago Law School, Chad specialized in commercial litigation and contract review projects. Chad also has direct legislative experience under his belt working on Capitol Hill for Congressman Alcee Hastings.

Chad earned his undergraduate degree from Vanderbilt University earning Membership while there in Phi Beta Kappa, a nationally recognized honor society.

“Attention to detail in both our delivery of service and document control makes our business model a success.”

**Chad Barr,
Director of Operations**

Diane Kroepsch, Executive Assistant

Diane brings over 25 years of combined experience in such areas as management, administration, marketing, customer service and the wholesale industry. Her background has allowed her to work for a variety of employers who have benefitted from her skills and attention to detail. Diane provides exceptional administrative support to each TMS project and excellent communication skills for senior managers.



Diane’s many assets have enabled her to oversee staff and the startup of and successful implementation of projects while still maintaining day-to-day operations. She assists in the administration and development of all TMS policies and procedures and provides support to the Quality Assurance team by maintaining an immaculate record-keeping and filing system. Her background in marketing successfully allowed for the creation and distribution of print materials to target audiences for clients.



Sue Miller, TMS National Call Center Manager

Sue brings almost two decades of Medicaid customer service, leadership and administration experience in the transportation industry. Her combined managerial skills, positive instruction and interaction skills are reflected in the professionalism of her team.

Sue rose to her current position after distinguishing herself as a senior manager at Greater Pinellas Transportation Management Services (“GPTMS”). Sue’s excellence at transportation coordination, call center management, and problem resolution make her ideally suited for this position.

Her expertise includes implementation of administrative procedures, intake of transportation requests, and computerized distribution of information to appropriate transportation providers. Sue also has a broad knowledge of Medicaid policies and procedures, Medicaid eligibility requirements, and complaint resolution techniques. Sue has extensive experience in training call center staff in coordination and scheduling with health care professionals, and handling customer service requests. Sue’s education and training includes Specialized Communications, Customer Service and Administrative Training. Sue has interfaced extensively with public officials having served on the Pinellas County Transportation Advisory Board, and, as a result, has gained valuable experience with transportation regulatory compliance.

Melissa “Missy” Holyfield, TMs National Assistant Call Center Manager

Missy manages the call center staff, monitors call volumes and the telecommunications system to assure that reasonable hold times are not exceeded. She brings more than 19 years of experience in Medicaid policy and procedures, Medicaid eligibility verification, customer service training, scheduling, monthly reporting, monitoring billing, determining eligibility, and coordinating trips as well as working closely with providers and attending provider meetings. After her proven excellence in Medicaid service delivery, Missy will be promoted to lead the Medicaid NET call center technicians. Her background also includes resolution of client and transportation provider problems and concerns. Missy’s educational background includes college level business and accounting courses.





Virginia "Gini" Miller, Iowa Floor Supervisor

Gini brings more than 19 years of transportation and medical customer service experience. Gini supervises the call center operators, provides operator training and assistance with client calls, provider needs and monitoring call volumes. She will be a key staff person in ensuring all new employees brought into the call center are trained on all aspects of Medicaid NET Medicaid Program. Her professional background in medical offices includes answering high volumes of incoming calls and assisting patients, as well as processing claims and, billing. Gini is also a Certified Medical Assistant.

Mary Wilfalk, Floor Supervisor

Mary brings more than 27 years of supervisory experience in transportation, customer service, marketing, retail and banking. Mary supervises the call center operators, assisting with client calls, provider needs and monitoring call volumes to ensure callers receive quality service. Mary will provide training to any new floor supervisors hired and will contribute her expertise throughout the Medicaid NET project. Mary also provides outreach and education to local social services agencies. She has developed strong communication skills through her background in conducting surveys for test marking new products, retail store management and as a bank teller. Mary's educational background includes college level business courses.



Jim Sturtz, IT Manager

Jim brings more than 20 years experience and "transportation culture" to our Information Technology ("IT") team. Jim started with one of TMS's affiliated companies in 1991 and has been the key developer/programmer for the transportation brokering software. Jim has extensive experience in programming, new installations, repair, purchases, hardware and networking. Jim also obtained a strong business background while serving as the Corporate Vice President and Controller at a resort hotel. Jim attended Central Florida Junior College in Ocala, FL and earned his Associates Degree in 1970.

Jason DiRenno, MIS Manager

Jason is the Management Information Systems (MIS) Manager and has served in this position since 2007. Jason brings more than five years of transportation IT experience and additional technical experience to this project. Currently his duties include hardware and software administration, database management, IT training for employees; creates administrative reports, and creates trip manifest reports for Medicaid NET Services in several states across the nation. Jason's skills will play a central role in the smooth routing of electronic trips to Medicaid NET transportation providers.



Jason received his Bachelors Degree in Computer Science from the University of South Florida in 2008 and graduated Summa Cum Laude. He has attended training classes in both Cisco networking and Microsoft Server administration.

Bob Baerwalde, IT Network Specialist

Bob has more than 26 years of experience in various IT related areas, such as Network Analysis and Design, Network Administration, Data Design, Application Design, Systems Integration and IT Management. For the last decade, Bob has been instrumental in the implementation of several networking milestones for TMS and their affiliated companies. Bob is a Microsoft Certified Professional and has been a Technical Beta Tester for Microsoft, Racal Vadic, SCO and Excelan. Bob has established and managed an IT staff of more than 60 employees for a national retailer. Bob currently works with TMS and their affiliated companies to effectively assist in Custom Applications Analysis and Design specializing in record keeping and Medicaid NET services.

**PLEASE SEE THE DETAILED RESUMES FOR ALL KEY
PERSONNEL ASSIGNED TO THE MEDICAID NET PROJECT
INCLUDED IN EXHIBIT D.**

4.2.6.2.1 Table of Organization

Illustrate the lines of authority. Include the names and credentials of the owners and executives of your organization and, if applicable, their roles on this project. Also include key personnel who will be involved in providing services contemplated by this RFP.

It is not the size of the company that will make the Iowa Medicaid NEMT Program a success, but the quality of the personnel who make up the management team. TMS is pleased to propose a well-qualified and hands on management and support team that will exceed the expectations of Department. The depth and commitment of our personnel is a real strength of our proposal. Our team has been assembled to provide the State of Iowa with extensive knowledge and expertise from both government and private sector. This combined knowledge and experience will result in an exceptional Medicaid Statewide Non-Emergency Medical Transportation Services for the Department.

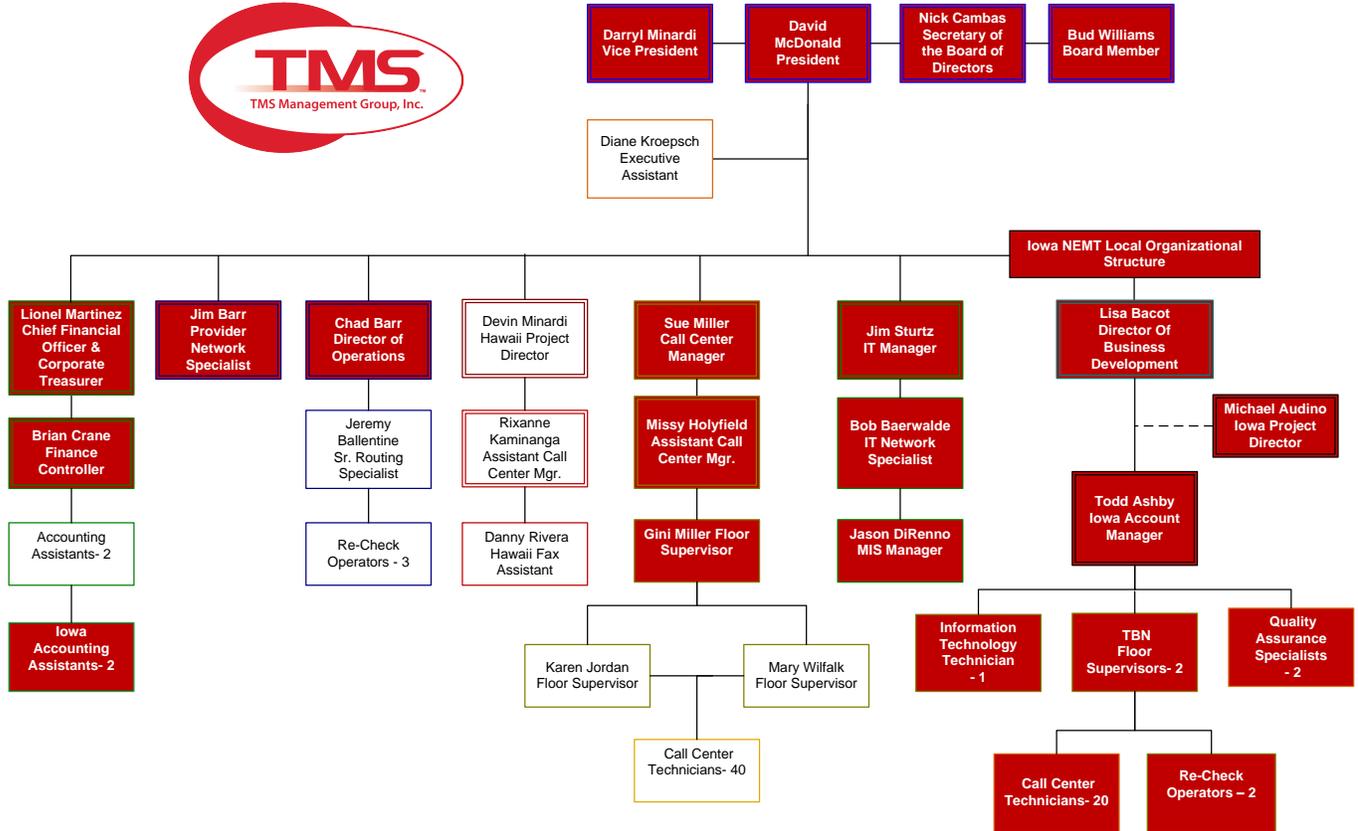
What separates TMS from other companies is that the owners of TMS, along with key personnel, are assigned to manage all tasks required for a quality project. Full time project management, subject to your approval at all times, shall direct activities of the organization including, but not limited to:

- Ensuring the success of the Iowa Medicaid NEMT Program;
- Managing day to day operational activities;
- Managing and training of all employees;
- Representing before and discussion with regulatory agencies (if requested);
- Maintaining records and systems of accounting;
- Developing, training, providing oversight, and paying a network of transportation providers;
- Participating in the appeal and hearing process; and
- Adhering to all areas of the contract.

Most personnel are in place and ready to begin work on this contract immediately on notice to proceed. Please see Attachment D for resumes of key personnel assigned to this project. Note also our assurance that upper level qualified personnel will be assigned at all times to ensure program goals and outcomes are met. Please see also the organization chart that follows for additional information.

**IT IS NOT THE SIZE OF THE COMPANY THAT WILL MAKE THE
IOWA MEDICAID NEMT PROGRAM A SUCCESS, BUT THE QUALITY AND DEDICATION
OF THE PERSONNEL WHO MAKE UP THE MANAGEMENT TEAM.**

TMS MANAGEMENT GROUP, INC. IOWA ORGANIZATIONAL CHART



TMS Staff who will work directly on the Iowa NEMT Program

4.2.6.2.2 Resumes

Provide resumes for all key personnel, including the Account Manager, who will be involved in providing the services contemplated by this RFP. The resumes of key personnel must include: name, education, and years of experience and employment history, particularly as it relates to the scope of services specified herein.

Please refer to Attachment D for copies of all resumes for all key personnel.

4.2.6.3 Financial Information

4.2.6.3.1 Financial Statements

Submit audited financial statements (annual reports) for the last three (3) years. Privately owned companies may supply unaudited statements if audited statements are not available.

Such information should include, at the minimum:

- *Balance sheet*
- *Income statement*
- *Statement of cash flow*
- *Notes to financial statements*

In accordance with the RFP allowances, this financial information is considered proprietary or confidential.

The 2007 and 2008 audited financial statements and 2009 unaudited statements are attached hereto as Attachment A include the assets, liabilities, equity, income and expenses of TMS Management Group, Inc. (TMS), Transportation Management Services of Brevard, Inc. (TMSB) and Greater Pinellas Transportation Management Services, Inc. (GPTMS) and has been audited by an independent certified public accounting firm. These entities are related through common ownership and share facilities and other operating expenses. Generally accepted accounting principles require that these entities be combined for financial reporting purposes.

4.2.6.3.2 Financial Reference Letters

Provide a minimum of three (3) financial reference letters. The Department is interested in knowing that bidders are financially viable and have a financial history indicative of future financial stability. Therefore financial reference letters from banking institutions and/or creditors that are indicative of such financial history are required.

Please find our three (3) financial reference letters located in Attachment B.

4.2.6.3.3 Organizational Background Information

Provide the following organizational background information:

- Full name, address, and telephone number;
- Date established;
- Ownership (i.e. public company, partnership, etc.)
- Description of business operations;
- Details of any proposed mergers, acquisitions, or sales that may affect financial stability or organizational structure; and
- A description, if any, of insurance claims filed within the past five (5) years.

Full Name, Address, Telephone Number:

TMS Management Group, Inc., 13825 Icot Blvd., Suite 613, Clearwater, FL 33760, 1-866-790-8859

Date Established:

2005

Ownership:

Partnership

Description of Business Operations:

Provide Brokered Non-Emergency Transportation Services

Details of Any Proposed Mergers, Acquisitions, or Sales that Affect financial Stability:

None

Insurance Claims Filed:

None

4.2.6.4 Termination, Litigation, and Investigation

The bidder must provide the following information:

4.2.6.4.1 During the last five (5) years, has the bidder had a contract for services terminated for any reason or has any such contract been subject to any form of default notice or threat of termination. If so, provide full details related to the termination, notice of default, or threat of termination.

TMS has never had a contract terminated for any reason, nor has a contract been subject to any default notice or threat of termination.

4.2.6.4.2 During the last five (5) years, describe any damages or penalties or anything of value traded or given up by the bidder under any of its existing or past contracts as it relates to services performed that are similar to the services contemplated by this RFP and the resulting Contract. If so, indicate the reason and the estimated cost of that incident to the bidder.

TMS has not had any damages or penalties or anything of value traded or given up under any of its existing or past contracts.

4.2.6.4.3 *During the last five (5) years, list and summarize pending or threatened litigation, administrative or regulatory proceedings, or similar matters that could affect the ability of the bidder to perform the required services. The bidder must also state whether it or any owners, officers, or primary partners have ever been convicted of a felony. Failure to disclose these matters may result in rejection of the bid proposal or in termination of any subsequent contract. This is a continuing disclosure requirement. Any such issue arising after submission of a bid proposal, and with respect to the successful bidder after the execution of a contract must be disclosed in a timely manner in a written statement to the Department.*

TMS does not have any pending or threatened litigation, administrative or regulatory proceedings or similar matters that will affect the ability of TMS to perform the required services.

4.2.6.4.4 *During the last five (5) years, have any irregularities been discovered in any of the accounts maintained by the bidder on behalf of others? If so, describe the circumstances of irregularities or variances and disposition of resolving the irregularities or variances.*

TMS has not had any irregularities discovered in any of the accounts maintained by TMS or on the behalf of others.



Tab 7: Authorization to Release Information

4.2.7.1 Authorization to Release Information

The bidder shall sign and submit with the bid proposal the document included as Attachment D in which the bidder authorizes the release of information to the Department.

ATTACHMENT D

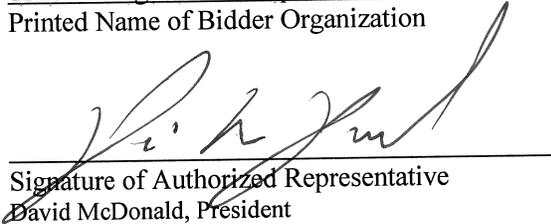
AUTHORIZATION TO RELEASE INFORMATION

TMS Management Group, Inc. (name of bidder) hereby authorizes any person or entity, public or private, having any information concerning the bidder's background, including but not limited to its performance history regarding its prior rendering of services similar to those detailed in this RFP, to release such information to the Iowa Department of Human Services.

The bidder acknowledges that it may not agree with the information and opinions given by such person or entity in response to a reference request. The bidder acknowledges that the information and opinions given by such person or entity may hurt its chances to receive contract awards from the Department or may otherwise hurt its reputation or operations. The bidder is willing to take that risk. The bidder agrees to release all persons, entities, and the Department from any liability whatsoever that may be incurred in releasing this information or using this information.

TMS Management Group, Inc.

Printed Name of Bidder Organization


Signature of Authorized Representative
David McDonald, President

April 14, 2010

Date

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List of Attachments

- A. Financial Statements
- B. Reference Letters
 - i. Business Contact Reference Letters
 - ii. Financial Reference Letters
- C. Sample Agency Evaluations
- D. Resumes of Key Personnel
- E. TMS Listening Sessions, Letters of Intent, Mobility Matters March 2010 Newsletter
- F. Sample Brochures and Information Packets
 - i. Sample Rider Informational Packet
 - ii. Sample Medicaid User's Guide- English
 - iii. Sample Medicaid User's Guide- Spanish
 - iv. Sample Member Intake Form
 - v. Sample Member Notification Letter- English
 - vi. Sample Member Notification Letter- Spanish
 - vii. Sample Member Rights and Responsibilities- English
 - viii. Sample Member Rights and Responsibilities- Spanish
 - ix. Sample "Where's My Ride?" Cards- English & Spanish
- G. Draft Surveys
 - i. Customer Satisfaction Surveys
 - ii. Live Monitoring Form for Call Center Technicians
 - iii. Provider Satisfaction Survey
- H. Draft Iowa Provider and Individual/Volunteer Agreements
- I. Technical Literature
 - i. Sample TMS Iowa Web Page
 - ii. Avaya Phone System Literature
 - iii. Iron Mountain Literature
 - iv. Back-up Generator Literature
- J. TMS Mobility Manager Displays
- K. Sample Operations Reports
- L. Quality Assurance Plan
- M. Draft TMS Procedures Manual